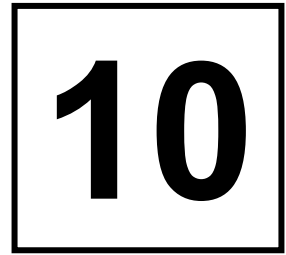


---

COMPETITIVE ADVENTAGES FOR DEVELOPMENT OF SUATAINABLE COMMUNITY  
ENTERPRISE: CASE STUDY OF TURTLE SCALES WEAVING



Mullika Najanthong\*

Paramee Langklulanont\*\*

Monchaya Saphanuchart\*\*

Chat Poodinsal\*\*

---

## ABSTRACT

The purpose of this research was to increase the competitive potentials of community enterprise for the career development group of Turtle Scales Weaving. The study method used both Quantitative Research and Qualitative Research type by studying from 2 sample groups, which were, the buyers of Turtle Scales Pattern cloth and community enterprise of the career development group of Turtle Scales Weaving Bann Nong wang sri. The instruments used included questionnaires and Focus Group technique for data collection. The research results revealed that most of the buyers held the career of civil servants/state enterprise. The Turtle Scales cloth had the channels to buy this kind of product only a little, the price suited the quality at a moderate level, and the overall marketing was at a moderate level. For the Focus Group, the results revealed that. Weaving in Turtle Scales Pattern got all materials from middle men, the problems found were about the uncertain price costs, and the group had little distribution channels from the souvenir shops which were limited in the single area; and public organizations in Kalasin province only, mostly sold as cloth for self-sawing. Therefore, it should increase the potentials by using the Cost Leadership Strategy, such the products design from remnants of cloth, and the Differentiation Strategy, such as the selection of color pairs. These strategies will help building the sustainably competitive advantages due to the analysis carried out from both buyers and producers existing in the marketing systems.

**Keywords:** Competitive Advantages, Community Enterprises

## INTRODUCTION

Community enterprise is a business engaged by people in the community originated from creative ideas starting at the resources base of intellects. The Community Enterprise Promotion Act B.E. 2548 (2005) defines the

---

\* Kalasin Business School, Kalasin Rajabhat University

\*\* Faculty of Humanities and Social Sciences, Kalasin Rajabhat University

meaning of community enterprise in the Section 3 that “community enterprise” means the business of community related to goods production, services offering, or any matters conducted by group of persons who have mutual relationship and livelihood, then mutually gather to engage such business, notwithstanding it is or it is not any kind of juristic person, in order to create incomes and rely on self-dependence of the family, community, and among communities.

When considering the policies of government which emphasize the significance of community enterprise, it can be said that the community enterprise is the driving of fundamental economy, leading the community to be secure in production, consumption, saving, and investment. It is thus helping the macro economy drive forward by resources management and productivity of community, and this will lead the community to be independent from external dependence system. Concerning such policies, it is found that some of the community enterprises are at the level which is not ready for the trade competition, and they are mostly supported by the budgets and projects developed from the public sectors (Kewalin Mali, 2014). Moreover the Department of Agricultural Extension (2008) proposed the ways to develop the community enterprise by separating for sustainable growth. The separation was done according to the composition of business conduction starting from production process, productivity, management and marketing. Rodrigo, et.al., (2014) proposed the Stockholder Theory for sustainable business conduction. For the community enterprise of Turtle Scales Weaving Group, it consists of group members, leaders, and products buyers.

## OBJECTIVES OF THE STUDY

The purposes of this research were to develop the marketing systems and increase the competitive potentials of community enterprise for the career development group of Turtle Scales Weaving inherited from ancestors who believed in Turtle Scales Pattern stories to become competitive in market place.

## MATERIALS AND METHOD

The researcher divides the methods of research into 2 parts, the first part is carried out by collecting the data from the buyers of Kled Tow textile clothing products from Kalasin province without knowing the number of buyer populations calculated by Yamane technique (1970). The sample group was 400 persons selected by Non-probability Sampling with Convenience Sampling technique. The instruments used were questionnaire which is divided into 3 parts; 1) personal information, 2) marketing potentials of Kled Tow textile clothing, and 3) recommendation. Whereas the Part 2, the researcher collects the data from the group members, group leaders, and community leaders for 30 persons, and the methods are carried out by focus group technique.

## RESULTS

The research results of the Kled Tow textile clothing buyers in Kalasin province revealed that most of the buyers were female gender (67.53%), age between 41 – 50 years old (54.36%), since they could wear this kind of clothing at work, and buy it for souvenir in various festivals. The buyers of Kled Tow textile clothing in Kalasin province mostly graduated from bachelor's degree (51.64%), holding the career of civil servants/state enterprise officers

(64.73%), and the incomes were between 6,001 – 15,000 baht (61.82%). In terms of career development marketing of Kled Tow textile group of Ban Nong Wang Sri, Sam Kha sub-district, Kuchinarai district, Kalasin province, it was found that the Kled Tow textile clothing had a few colours to be selected, which met the needs at a little level, the products made from Kled Tow textile clothing had a variety at a little level, but the price and quality was reasonable at a high level, the home delivery service of Kled Tow textile clothing was the least level, the location of the Center was appropriate at a high level, the shop management was appropriate at a moderate level, the convenience for order was at a little level, the discount was at the least level, the purchase by installment was at the least level, and the premium was also at the least level.

Concerning the research results from focus group through the group members, group leaders, and community leaders, it was found that most of the focus group participants gave the information which can be concluded as follows: the leaders engaged of finding markets for selling revealed that the major markets were the retail shops in Kuchinari district, souvenir shops in Kalasin province, government organizations, such as school, municipality, and provincial land office. For the problems and obstacles found can be concluded as follows: 1) the quantity and price of production equipment could not be controlled since it could not be produced by the group itself, especially thread, and dyeing colours, since the thread suppliers were the group leaders who provided the instant thread for textile to the textile group directly, this caused the production cost of Kled Tow textile clothing were increased and unstable: while the distribution price was stable; 2) the instant products from Kled Tow textile clothing of the career development group were produced by employment method in every step of sewing, such as men clothing, document bag, purse, blanket, curtain, etc. This caused the rather high production cost through instant products, 3) the styles of instant products of Kled Tow textile clothing were not modern and varied, most of the products were sold as pieces of cloth measured by meters, so there were a lot of remnants of cloth left over 4) the distributing channels through various media was undeveloped, such as website, brochures of advertising and public relations in various tourism places or handicraft centers, and 5) the unique styles still could not be created, as shown in the Activity Figure 1.



Figure 1 (a) Data collection from group members, group leaders, and community leaders, and (b) Kled Tow textile clothing

## DISCUSSION

Carson and Gilmore (2000) suggested that the growth of industry had to depend on the success from development by the factor of 'How' more than the limited factor of 'What'. For the past education, for instance, there was the discovery of strengths, weaknesses, opportunities, and threats used as the competitive strategies, it is therefore according to the analysis and evaluation through internal and external environments of the career development group of Kled Tow textile group in Ban Nong Wang Sri can be concluded according to such strategies as the following: 1) the group has the strength on leaders who are strong in terms of preservation and cultural inheritance, the group members are skilful at Kled Tow textile and enthusiastic to self-develop for inheriting this textile culture. This is in accordance with the concepts of people by Hall (1992), Barney (1991) and Fahy and Smithee (1999), who suggested that the knowledge and experience of staff in the organization at the executive level and operating level, 2) the group have the weakness in terms of location of the Kled Tow Textile Development Center, Ban Nong Wang Sri, Moo 11, since it is not located on the main road, hence the access to the location is difficult, and the cost of buying materials for production is high. This is in accordance with the concepts of location by Barney (1991), who suggested that the physical resources refers to location, technology and the equipment used in the production (Schendel, 1978), 3) for the opportunity of group, it was about the support of government by encouraging the development of local wisdoms in order to become the sustainable heritages for the community. The government organizations, such as Sub-district Administrative Organization, supports by wearing Thai clothing, and ordinary people tend to like dressing with Thai clothing increasingly according to the current of preservation, 4) the average temperatures in the areas and the access of location to the group for buying the products are considered as the crucial obstacles of purchase decision making. Morgan (1995) use resource base theory of competitive advantage. Corporate resources are a key factor in making the organization competitive advantage, affect to performance of the organization (Conner, 1991) and lead to long-term competitiveness (Wilk&Fensterseifer, 2003).

Regarding to the growth of industry, it depends on the success of marketing. This consists of 4Ps including product, price, place, and promotion. (Cravens, 2000; Kotler, 2000; Lamb, Hair, & McDaniel, 2002), hence the group should be supported in terms of products design, and marketing management of Kled Tow clothing, in order to help the group to develop new products apart from selling cloth by meters measurement. Moreover, the group can bring the Kled Tow remnants cloth left over from selling by meters measurement to re-design for being new products which helps increase the values of Kled Tow remnant cloth. In addition, it should realize the public relations through various media in order to increase the channels of access and opportunity for products selling of the career development group of Kled Tow textile clothing group as an alternative way. Shapiro (1999) use of marketing resources to build competitive advantage.

## CONCLUSION

To create the competitive advantages, therefore the analysis of the factors or competitive states for the career development group of Kled Tow textile clothing can be analysed as follows: 1) to analyze the entering into industry of new entrants, this tends to be difficult (as newly created). It is because of the establishment of career development group of Kled Tow textile clothing, which has to rely on the factors and conditions of inherited cultures through areas in various aspects. Hence, it can be concluded that the career development group of Kled Tow textile clothing, Ban Nong Wang Sri, Moo 11 has the pressure in terms of new competitors at a low level, 2) to analyze the competition states among the same industry group of career development group of Kled Tow textile clothing located in the same industry as rivalry, it was found that the career development groups of Kled Tow textile clothing located in Kalasin province consist of 3 groups situating in the nearby areas but they have rough connection to one another. Therefore, it can be concluded that the career development groups of Kled Tow textile clothing, Ban Nong Wang Sri has the pressure on competitors in the same industry at a low level, 3) to analyze the career development group which can be substituted, it was found that Kalasin province still has other styles of textile which have potentials and can substitute the Kled Tow textile of the career development group of Kled Tow textile clothing in Ban Nong Wang Sri, such as Prae Wa silk, etc. Therefore, it can be concluded that the career development group of Kled Tow textile clothing has the pressure of substituted group at a high level, 4) bargaining power of the buyers, the buyers have the bargaining power or influence the textile selling, such as quality, various styles, and colors which meet the needs. Hence, this can be concluded that the career development group of Kled Tow textile clothing has the pressure of bargaining power from the buyers at a high level, 5) to analyze the bargaining power of the suppliers, this means the suppliers who sell the resources used for Kled Tow textile, such as colors of threads, the group leaders are the persons who provide the materials for all members. The members do not prepare by themselves. These factors influence the career development group of Kled Tow textile clothing at a high level because these can make the Kled Tow cloth have low or high prices. Hence, it can be concluded that the career development group of Kled Tow textile clothing has the pressure of bargaining power of the materials suppliers at a high level.

According to the potentials analysis of the career development group of Kled Tow textile clothing , Ban Nong Wang Sri, Moo 11 (Pleng Fai) , which is the career development group of Kled Tow textile clothing which has the advantages through the group members and outstanding leaders which can compete to the rivals. Moreover, regarding the environmental evaluation in various aspects, it can determine the strategies of competitive advantages which are appropriate to be used with the career development group of Kled Tow textile clothing , which is, cost leadership, the goal is about adjusting the materials from the middlemen who have the variance to be the group is the one who prepares the materials by itself, create the products from Kled Tow clothing left over from selling as meters, increase the values to the remnants which can reduce the high cost from the pressure of the suppliers of productions factors. Yang and Huang (2000) described that good business management such as production cost reduction help improve the effectiveness of management and quality of products better. This is in accordance with the concepts of marketing mix by McCarthy (1960), who suggested that the consumers would be the most satisfied when the sellers offer the right

products to them, and distribute those right products at the right price. Regarding to the second competitive advantages, it is about differentiation, this is the creation of values, cultural identity for the goods and service. This will make difference from other competitors, and it is convenient for the marketing communication to the buyers. The conduction according to the strategic competition got from the analysis of both interested persons from production and the buyers of Kled Tow textile clothing make the this group be able for sustainable adaptation and competition further.

## REFERENCES

- Carson D., and Gilmore A. "Marketing as the interface: Not 'what' but 'how,'" Journal of Marketing Theory and Practice. 8(2) : 18 : 2000.
- Conner K.R. "A historical comparison of resource-based theory and five schools of thought within industrial organization economics: Do we have a new theory of the firm?," Journal of Management. 17(1) : 121–154 : 1991
- Cravens D. W. Strategic marketing. IL, Irwin: Burr Ridge, 2000.
- Fahy J., and Smithee A. "Strategic marketing and the resource-based view of the firm," Academy of Marketing Science Review. 10 : 1–20 : 1999.
- Hall R. "The strategic analysis of intangible resources," Strategic Management Journal. 13(2) : 135–144 : 1992
- Kotler P. Marketing management. Upper Saddle River, NJ: Prentice-Hall, 2000.
- Lamb C.W., Hair J.F., and Mc Daniel C. Marketing. Ohio, Canada: South Western, 2002.
- McCarthy E. Basic Marketing: A managerial Approach. Homewood: Irwin, 1960.
- Shapiro J., and Rich R. Facing Learning Disabilities in the Adult Years: Understanding Dyslexia, ADHD, Assessment, Intervention and Research. Oxford University Press, 1999.
- Wilk E.O., and Fensterseifer J.E. "Towards a national agribusiness system: A conceptual framework," International Food and Agribusiness Management Review. 6(2) : 99–110 : 2003.