DEVELOPMENT OF COMMUNITY ENTERPRISE MANAGEMENT SYSTEM FOR SMALL COMMUNITY TOURISM

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ABSTRACT

This research uses qualitative regulations with the purpose to study the condition and possibility of the Community Enterprise Management System for Tourism and also study the guideline of Community Enterprise Management System for sustainable tourism by focusing on the career building in small community in an area of Cha-am district, Phetchaburi Province, which is located in the west region of Thailand. The researcher uses document synthesis methodology on the actual condition and background of this area and also uses observation technique both participated and non-participated in the community and collects the data from related personnel such as community leader, locals, village scholars, village director committee, and related professors including analyzes overall benefits and occupation financial revenues for the supported data. The result is found that the community can provide added value of the area and develop into the tourist attractions that focus on representing the nature, agriculture, and historical value well and also reveals that if the community members had restored these 2 occupations which are the occupation that topped up from livestock farming and local knowledge along with the Community Enterprise Management by locals, there are possibilities of valued income and the income distribution within the community and also sustainably solved the poverty.

Keywords: Management, Community Enterprise, Small Community, Tourism.

INTRODUCTION

Thailand has various tourist attractions within local communities, each province has their own outstanding identity tourist attractions which have tourism potential and a plenty of cultural and natural resources (Wanwimol, 2015), so that Thailand has competency and advantages in fundamental resources. From the variety of tourism resources in every province, readiness to support tourists with many world-class tourist attractions, the identity that is different from other regions, the industry that supports

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connection of each tourist attractions, and there are many tourist attractions which have potential for development, these reasons that mentioned above cause the tourism to be the service industry which has major role for national economy development because tourism can provide chain-connected revenue, started from tourism business, transportation business, hotel and accommodations business, restaurant business, product and souvenir business, including employments and career building that provide the local community revenue which is a way of income distribution to the region and currently, there are more tourist attraction appeared in the communities (World Tourism Organization, 1998).

From the appearing of tourist attractions in community, it is very necessary for locals participation by having co-vision, defining co-objective, and evaluating overall possibilities before making decision to start the practical working process especially the preparation before opening the tourism, post-activity evaluation, continuum learning, lesson conclusion, and the community organization development by focusing on the connectivity of tourism and community development with integrity (Pojana, 2003). These processes must base on accurate principles and properly applied to achieve the success but, nowadays, there are limits of Community Tourism Management knowledge then most projects are still only in the initiation, experiment, knowledge collection, and pilot project stage that should have studies of the knowledge development in this field deeply, seriously, and constantly in order to be as the fundamental data, prototype, and guideline for the initiation or improvement for people in community or Local Administration that requires to operate their own local or community tourism later (Prayot, 2015).

However, a struggle of Sustainable Community Tourism Management is the potential of product or tourism product in community context including the difference of identity and way of community life. The management that would lead to the practical sustainable is the tourism management that is developed for each of community contexts that prioritize on factors of economy, social, culture, and environment that base on the potential of local community tourism resource, services, supported facilities, and specific tourism management in each community. With these reasons, studying the community which has strength in tourism management maybe the guideline to improve tourism sustainably for other communities (Martin, Mowforth & Ian, Munt, 2003).

The tourism management that operates by the community and participates in the community tourism movement in term of Community – Based Tourism is the widespread accepted guideline that has been applied in Sustainable Tourism Management (A, Seba, 2012) by focusing on the balance between economies, social, including natural resource and environment preservation in tourist attractions. This form currently becomes the tool to strengthen community and also encourage the participation in environment preservation, career building, community revenue distribution, and solving poverty. But most of community tourism managements are not concern about potential differences of the product, tourism including identity and the original way of life which is the root of each community that are different and, previously, the investments and government supports are the large-scale investments such as restoration, facility improvements, and supporting private sector to invest in services such as hotels, shops, and entertainment spots by expecting the revenue distribution and career building that the economy would trickle down to the rural communities but there are still lack of clarity in policy and operation in community tourism management which is the service product such as
improving competency of community management, creating community network; and also topping up in marketing, public relations, and sales promotion (Pimlapas, 2014).

Community enterprise is the community economic activity which consists of production, product sales, purchasing, and community consumption that reflects the efforts to learn and push themselves with the self-relying production economy system such as make a sufficient living and creating revenues for people in community or related personnel. This is the enterprise that operates by community members that relate to the production resource, trading, and financial by targeting the result on economy, creating revenue and career building, and the social, creating intimacy in family and community to think, work, and take responsibility together. Then the association for strengthen the working potential in community and also creating community network for the cooperation in the community, social, including both government and private departments for constantly and sustainably development is needed (Narong, 2011).

Moreover, community enterprise is also the operation to manage the community budget with integrity for self-relying which is not just about the money but also includes resources, produces, local knowledge, and also cultural and social budget (Seri, 2005) so the Modern Community Enterprise Management should concern about adding value in processes, products, and knowledges for creative and sustainable productivity (Jittapon, 2015).

Considering Thailand Community Tourism, the location has advantages in natural resources, identities, and cultures that can add values especially small villages in Cha-am district, Phetchaburi Province, which has varieties resources and knowledge. And this is a significant tourist province in Thailand. With the community management potential evaluation for agricultural tourist attraction development and connecting the community potential to the improvement by developing community enterprise for tourism management and study the possibility guideline of financial revenue through the development of community enterprise for tourism by focusing on sustainably career building for the community to self-manage the tourist attraction along with constantly creating income.

OBJECTIVES
1. To study condition and possibility of the Community Enterprise Management for small community tourism
2. To study the guideline of Community Enterprise Management for sustainable tourism by emphasized the career building in small community

RESEARCH METHODOLOGY
Step 1 studies the community context and potential in Community Enterprise Management for small community Tourism which consists of 2 processes as follows;

1.1 Study the community context and potential by using document synthesis with deductive approach and deductive data by studying from major facts, minor facts, and conclusion respectively.

1.2 Finding consensus of Community Enterprise Management for small community tourism guideline by using focus-group discussion.

In the first step, researcher had defined 15 key informants as follows; 3 community leaders, 5 locals, 3 village scholars, and 4 academics that related to the community development and number of informants are according to the criteria that conformed to
the concept of Thomas T. Macmillan (1971) proposed that if there was a group of experts for 13-17 person, it was the level that the error decreasing ratio was at 0.54-0.50 and became stable at 0.04.

The tools that used in this research were the semi-structured interview for the flexibility of data collection included applying observation technique with both participated and non-participated. When the data was acquired, it was examined by using Triangulation technique as follows; data triangulation, theory triangulation, and methodological triangulation.

The data analysis was the holistic analysis in term of finding relationship of study results that led to the issues conclusion which is the key variable in finding consensus of Community Enterprise Management for small community tourism guideline. The acquired study result and provide Community Enterprise for tourism management guideline would led to the operation planning and strategy development that conformed to the real situation which would encouraged the sustainably economy and tourism improvement.

![Step 1 Procedure Flow Chart](image)

**Figure 1: Step 1 Procedure Flow Chart**

Step 2 research methodology to study the possibility of the Community Enterprise Management for small community Tourism which consists of 2 processes as follows;

2.1 Study the possibility of the Community Enterprise Management for small community Tourism for financial analysis guideline and used the data to find the
possibility of revenue from the Community Enterprise Management that related to the occupations in community.

2.2 Group discussion, meeting with the community director committees to find the possibility consensus of the management system.

In this step, researcher defined 13 key informants as follows; 7 community director committee representatives and 4 related academics by using the same tools and techniques as the step 1 and also collecting feedbacks from the discussion about finding the possibility consensus of the Community Enterprise Management System.

![Flow Chart]

Figure 2: Step 2 Procedure Flow Chart

Step 3 research methodology to study the guideline to top-up development the community enterprise for sustainable tourism by focusing on career building and using Participation Action Research: PAR technique with the procedures as follows (James, E. Alana, 2008);

3.1 cooperate with the community leader in selecting community representatives to conduct the testing of Community Enterprise Management System for small community tourism with the experiment of occupations that conformed to the identity and community knowledge
3.2 researcher and community leaders analyzed the problems together and begin the experiment of occupations that conformed to the identity and community knowledge.

3.3 evaluate the result of the experiment of occupations that conformed to the identity and community knowledge by conducting the monthly report and conducting SWOT analysis in order to provide the strategies of Community Enterprise Management for Tourism in both active and passive dimensions.

**RESULTS**

Researcher conclude the result according to the research question in issues as follows:

3.1 The condition and possibility study of the Community Enterprise Management for small community tourism

From studying of general conditions of local community, it was found that there were cultural and way of life's identity among various religion believers including Muslims, Christians, and Buddhists as a community that made agriculture and livestock farming as major occupations by using plantation and livestock area as the living area by breeding goats and cows with farming system as a completed agricultural community which had fundamental facilities that well supported the agricultural tourism including the significant art and culture learning center such as churches and mosques. For the current situation of community, there were developed connecting roads in community with paved road and local nature on plantation area. Besides, it was found that the community leader was potent and progressive that took efforts to improve community for better life and the government departments in related area had assisted about facilities and irrigations.

Moreover, the community area also had historical value as the property of King Rama IX with many reasons such as royal-merit-giving property for people in community to live and work including royal-merit-giving his royal highness assets for building and facilities as an experimental planting area and be announced as the village that follows the philosophy of Sufficiency Economy.

So, the lectures that give knowledge and tell the community story would demonstrate the local community identity of agricultural tourist attraction. The agricultural tourism development guideline is the agricultural tourist attraction development in plantation area which is developed to be the completed agricultural tourist attraction that has agricultural yields produced and sold completely as the outstanding high-potential tourist attraction for the tourists.

For the possibility study of Community Enterprise Management System, initially, there are analysis and provide overall benefits plan of revenues from the occupation due to the Community Enterprise Management System that the details are shown in table 1.
Table 1 Results of providing overall benefits plan of revenues from the occupation due to the Community Enterprise Management System

<table>
<thead>
<tr>
<th>Household</th>
<th>Occupation</th>
<th>Overall benefits plan production analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Dairy goat breeding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Goat milk</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Goat cheese</td>
<td>8</td>
</tr>
<tr>
<td>13</td>
<td>Meat goat breeding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Goat banquet</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Goatskin products</td>
<td>8</td>
</tr>
<tr>
<td>16</td>
<td>Cattle breeding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dried beef</td>
<td>8</td>
</tr>
<tr>
<td>25</td>
<td>Hired labor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Selling lunch and break meals</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Community’s identity Batik painting products</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Handicraft products</td>
<td>8</td>
</tr>
<tr>
<td>80</td>
<td>Increased community income from occupations due to the providing as an identity tourist village</td>
<td>230,000 THB</td>
</tr>
</tbody>
</table>

Increasing averaged income per household classified by occupation group

| 55 | Livestock breeding | 1,927 THB/Household |
| 25 | Hired labor | 4,960 THB/Household |

Note: *There are 3 types of activities as follows;  
1. Identity village tour activity, only on Saturday and Sunday for 8 times / month.  
2. Two visiting activities per month for 50 people at 200 THB per person.  
3. One goat banquet activity per month for 10 tables at 3,000 THB per table.

According to in-depth interview results that revealed the data of occupation participation from Community Enterprise Management System, it was found that there
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were 2 types of identity occupation of this small community as follows; 1) Occupation the topped up from livestock breeding such as goat milk, goat cheese, goat banquet, goatskin product, and dried beef and 2) Occupation of making products that topped up from local knowledge such as selling lunch and snacks, Community’s identity Batik painting products, handicrafts. From the result of providing overall benefits in occupation participation from Community Enterprise Management System and estimated potential income in order to suggest the further poverty solution in small community area, it was found that the income from occupation had increased for 230,000 THB per month. The averaged income per household that increased classified by occupation group in livestock breeding had increased by 1,927 THB per household per month and hired labour group had increased by 4,960 THB per household per month.

From providing overall benefits plan, researchers had surveyed the actual expenses of occupations from Community Enterprise Management System; it was found that people in current community had topped up the products from livestock breeding occupation as follows, banquet occupation with menus from goat meat, goatskin products, and dairy goat yoghurts. From studying the possibility revenues of Community Enterprise Management System, there was an example from studying the possibility of revenue from goat banquet occupation including snacks service for community visiting as follows;

| Table 2 The studying financial possibility (income) |
|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| No. | Product / Service | Estimated sales volume year 1-5 |
| | | year 1 | year 2 | year 3 | year 4 | year 5 |
| P1 | Income from goat banquet activity | 180,000.00 | 189,000.00 | 198,450.00 | 208,372.50 | 218,791.13 |
| P2 | Income from food and snack service in visiting | 64,000.00 | 67,200.00 | 70,560.00 | 74,088.00 | 77,792.40 |
| Net sales volume | 244,000.00 | 256,200.00 | 269,010.00 | 282,460.50 | 296,583.53 |
| Growth rate | 5.00% | 5.00% | 5.00% | 5.00% |

The income hypothesizes were:
P1: goat meat banquet, 3,000 THB/table, 8 times/year and 10 tables a time with 5% growth rate
P2: income per person from visiting, 40 visitors per visiting, 200 THB cost per visitor, 8 times visiting per year.

Any income after expenses deducted would be deposited in Community Enterprise’s account for further management.
Table 3 The studying financial possibility (selling cost estimation)

<table>
<thead>
<tr>
<th>No.</th>
<th>Cost list</th>
<th>Cost estimation year 1-5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>year 1</td>
</tr>
<tr>
<td>1</td>
<td>Hiring rate for 1 chef</td>
<td>14,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Hiring rate for 2 chef assistants</td>
<td>14,000.00</td>
</tr>
<tr>
<td>3</td>
<td>Hiring rate for 2 waiters</td>
<td>8,400.00</td>
</tr>
<tr>
<td>5</td>
<td>Kitchen raw material cost</td>
<td>73,200.00</td>
</tr>
<tr>
<td>6</td>
<td>Cost of replaced cooking equipment</td>
<td>15,000.00</td>
</tr>
<tr>
<td>7</td>
<td>Cleaner hiring cost</td>
<td>24,000.00</td>
</tr>
<tr>
<td>8</td>
<td>Lecturer compensation cost</td>
<td>4,200.00</td>
</tr>
</tbody>
</table>

Note: Hiring chef, assistants, waiters, and cleaners would be circulating hired from local people and the cooking material were bought from the community while goat and vegetables would cause circulated income in the community

Selling cost hypothesis was:
A chef would be hired for 1,000 THB, chef assistants would be hired for 500 THB, 2 waiters would be hired for 500 THB, and 5 cleaners would be hired for 300 THB.

Moreover, from the possibility study of financial revenue, it was found that there was high possibility that the community business could paid back in second year and the Internal Rate of Return: IRR in 5th year would be 130% and Net Present Value: NPV would be 293,081.94 THB which was higher than zero so this should be worthy to invest because the IRR value was higher than another investment revenues such as bank deposits, bond investments, gold, and stock exchange investments, and NPV that was higher than zero.

3.2 The study of Community Enterprise Management guideline for sustainable tourism by focusing on career building in small community

From the overall community evaluation, it was found that the occupation from Community Enterprise Management System for small community could be divided into 2 types as follows; 1) occupation that topped up from livestock breeding and 2) occupation that topped up from local knowledge by driving the guideline to manage the enterprise in order to support tourism well. For the management for supporting tourism,
since this enterprise was established, people in community thought that this could solve
the problem in occupations such as livestock breeding. Establishing community
enterprise would increase the bargaining power with the middlemen. For the guideline
to achieve success and maintain the enterprise, people in community had concluded that
the community gathering and creating internal management network by locals was the
key to the success and sustainably solved the poverty.

Moreover, the goal of community was to establish a learning center that promote
careers in the community and provide tourists the activities, such as cycling or
purchasing local products. Also, tourists would learn the local people’s way of life and
activities in the community. However, for the career struggles that occurred in
community, the culinary occupation had not much problem due to the lecturer sent from
Compulsory Education Center and Department of Industrial Promotion sector 8 and
when the educational institute had cooperated, the housewives in community got more
part time jobs. For the livestock breeding, there was an learning center in Huai Sai
district for the basic knowledge for village and Department of Livestock Development in
the village to give an advice and training 2 times a year about dairy goat, meat goat,
and chicken breeding.

To handle the problem, there were problems in sales and marketing. It could say
that if there was the occupation restoration and development but there was no
supported market, nothing could be going on. The result from consulting with village
director committees and local villagers revealed the guideline to variate the occupation
in each household such as breeding dairy goat for a group while another group breed
meat goat and another group breed chicken. For the crops planting, there was a
discussion with locals and there was an idea to grow circulated and different crops in
each household then the production and selling system would be more flow. If there
were any tourist or visitor visited, the produces would be sold as an income for the
community. When the community was known and advertised, tourist number would be
increased then the community would have more income and solved the poverty problem
sustainably.

CONCLUSIONS AND SUGGESTTION

From the guideline study to develop occupation for improving community potential
based on philosophy of Sufficiency Economy, the meaning of Sufficiency Economy in
community area does not mean only to avoid materialism in community to create any
greed along with the improving life quality of people in community to have morality
including the household expense balancing with making household account. From this
issue, researchers was found that some household still are still recording household
account incorrectly so there should be providing academic training project about making
household account according to the Sufficiency Economy by aiming for the participating
people to be able to make basic household account and be as the prototype of making
household account for other households and communities including understand the
guideline of making household account for living according to the Sufficiency Economy
philosophy as a government policy.

For the community occupation development based on Sufficiency Economy, from
studying data documents from past to present, it was found that previous community
occupation development based on Sufficiency Economy of the people in community
started from Mono-cropping such as pineapple farming then they changed to mixed
cropping due to the learning of Huai Sai project from the Royal Initiative Project of King
Rama IX that accessed to the community and suggested the people in community for mixed cropping then it was the issue of mixed cropping and connected to the using of Sufficiency Economical Modern Agriculture as a tool to make an income more than an expense by using 2 guideline as follows; make more income and lessen expenses that mixed agriculture is the root of modern theory agriculture, the goal is the self-relying. For this agriculture community, soil is their own food source and must be generous to the people in community because the community would become strong with their cooperation.

While considering the marketing and tourism, this small community in Cha-am district, Phetchaburi province, can still create added value and develop to be the tourism market that focus on good representing the nature and agriculture including the identity of the community under the King Rama IX prestige that cause this area to become more interesting and worthier to be visited.

Moreover, the community landscape is still quite nature and accessed by road that suits for the cycling tourism advertisement that is popular for both Thai and foreign tourists, now there are foreign tourists take a bicycle for visiting the village. Using social media and website for public relations are the tools to invite people to visit, consume the community products, and share photos in social media. This strategy is called Outside-In.

However, before using mentioned Outside-In, there must be the area development by standardized improving environment and facility to support visiting from both tourists and visitors based on major tourism components as follows; 1. Travelling 2. Accommodations 3. Food 4. Attractions 5. Souvenirs. These components must be fulfilled by people in community with resource management or if there are any risks for the community in economic or season’s struggles that lower the number of tourists and visitors coming to the community, the community product may be sold in provincial tourism festival or nearby tourist attractions such as Cha-am or Hua Hin district for promoting the people to recognize the community identity and values.
REFERENCES


