

Income Generation Through Online Marketing After the COVID-19 Crisis in Community Enterprise, Wicker Products, and Souvenirs

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Abstract

The coronavirus disease 2019 (COVID-19) outbreak has severely impacted businesses worldwide. Therefore, business management needs to be adjusted following customers' behavior who increasingly turn to online shopping. This behavior has resulted in commerce being driven by technology. Therefore, it is not easy for local community enterprises that are far away from civilization centers. Thus, this research's objective was to train and consult community enterprise groups to create content on products in the community. This action research studied 25 groups of entrepreneurs selected explicitly from potential community enterprises. The research process began with e-commerce knowledge workshops and personalized consultations by marketing and information technology experts. Subsequently, the database of community enterprises was developed into an electronic form, and the final step was to disseminate and publicize online media. The study found that most community enterprises were able to create awareness among consumers through online media and sell products produced in the community through online channels, resulting in more customers and sales. But this research still found fundamental problems and obstacles, namely, the knowledge base of the members who gathered as a community enterprise group, making it extremely difficult and challenging to change the sales model on the online platform. Additionally, the relationship arising from the merger was not a registered business, so there were problems with member cohesion and income incentives that made the group's strength insufficient.

Keywords: Community Enterprise, E-Commerce, Local Products, Wicker Products, and Souvenirs.

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Introduction

Currently, the epidemic crisis of COVID-19 continues to affect the economy and society in all countries around the world, causing many businesses to either close or adapt to the digital system to be consistent with consumer behavior that requires reducing travel and social distancing (Bareja-Wawryszak, Pajewski, Çakaröz, & Kavas, 2022). The e-commerce system and the digital platform have been parts of the correlation between traders and consumers, causing the economy to turn around again (Burhanuddin, Khamisah, & Kertasari, 2022). Halim (2022) explained that consumers worldwide were purchasing more products via e-commerce amid the COVID-19 pandemic. Data on online shopping in Thailand in 2022 from the Ministry of Digital Economy and Society and the Electronic Transactions Development Agency showed that 34.10% to the service on online shopping platforms, while buyers would choose to buy products in e-marketplaces (75.99%), such as Shopee with an increase of 478.6% and Lazada with an increase of 121.5%. Reflecting that, Thai people spend more time online, followed by Facebook (61.51%), followed by Website (39.7%), and Line OA (31.04%), respectively. With better technology, online sales can be more accessible because customer groups (buyers) have assembled online (Electronic Transactions Development Agency, 2022). Additionally, Economic Intelligence Center, Siam Commercial Bank (SCBEIC) has forecast that the Thai economy in 2022 will start to +2.2% from +1.5% on average in 2021 and -6.2% on average in 2020 in the second half of the year from now on, especially in the tourism and export sectors, which greatly affected Thailand's economic competitiveness.

Community enterprises had an essential role in Thailand in circular the community economy and creating employment. This business group reduced Thailand's spatial inequality in terms of income and social improvement so that growth does not concentrate only on the country's capital (Bank of Thailand, 2019). The study of Suvanvihok and Patmasiriwat (2022) showed that corporate income tax had the highest concentration rate, followed by VAT, but the personal income tax was distributed according to income earners in each province.

Table 1 Differences Between Community Enterprises and General Businesses

Issues	Community Enterprise	Community Business
Target	Adequacy	Wealthy
Indicate	Happiness	Business Profits
Base of thinking	Community	Market

Funding Source	Community Capital	Capital in Money
Process	Cooperation	Competition

Source: Parinyasutinun, 2017

The inequality of Thailand arising from its concentration in the capital, due to its larger economic size than other provinces, had resulted in an imbalance and was characterized by its singularity compared to developed countries such as Germany, Spain, and South Korea.

For this reason, developed countries had better urban distribution than Thailand. The study found that the coefficient from the equation in 1995 was 0.87 and in 2016 was 0.80, respectively. At present, Thailand's overall income inequality in areas has slightly decreased. This decrement resulted from Thailand's development of the provinces at the bottom of the row in terms of income to increase revenue and from government support aimed at creating income and diversifying public services to achieve sustainable economic development in the country (Bank of Thailand, 2019). Additionally, the government tried to accelerate the policy to help by using the economic recovery plan, focusing on helping community enterprises in terms of raw material quality and processing problems, the residual problems of local products and community products, and export problems in the area. This plan aimed to restore and generate income, including the development of Local Enterprises entrepreneurs, to learn more about trading innovations in the world of the Digital Market online platform (Economic Intelligence Center from SCB, 2022).

Groups of community enterprises who were entrepreneurs in Chachoengsao Province were the main areas of this research. There were more than 150 entrepreneurs certified for community product quality and community products that were well-known among tourists, such as artificial flowers, food, Thai desserts, cloth bags, handicrafts, etc. The main problem was that these small community enterprises and SMEs had no experience bringing their products to market in online trading channels. Moreover, of the recent epidemic crisis, these enterprises have been affected by a severe decline in sales. Therefore, know-how to do online business was helpful to entrepreneurs of community enterprises to increase sales and income.

To do business successfully online during the coronavirus pandemic crisis (COVID-19) and the epidemic. The products sold must be affordable and quality products that meet standards. The fact that community enterprise groups still lacked sufficient knowledge in e-commerce. The opportunity to increase sales channels on online platforms would be reduced. The ability to compete and the business's survival would be diminished accordingly. The above were crucial

initiatives to assist community enterprises in modern trade innovations and support online channels in Chachoengsao province. These initiatives would generate more income and reduce the impact of the economic crisis in the situation of the Coronavirus 2019 (COVID-19) epidemic.

Objectives

1. To train and advise 25 community enterprise entrepreneurs in the wicker products and souvenir group in Chachoengsao Province about selling products online, including creating content professionally.
2. To support the creation of marketing channels on a crucial online platform for community enterprises by aiming to bring product information into the online trading system and generate more income.

Literature Review

Community Enterprise Concept

Community enterprise was built from the basic principle of participation of people who desire to solve problems related to the community economy. The primary purpose of community enterprises was to rely mainly on self-reliance from families, gathering together as a community to create networks and use existing resources and local wisdom to come together to produce goods and services (Kaewkhankrai, 2017). Additionally, this concept reflected a community-based entrepreneurship environment involving skills, resources, incentives and government policies, networks that influence local venture processes, and regional development supporting community entrepreneurs (Hassan, Dahalan, Hilmi, & Jaafar, 2021). The Office of the Secretary of the Community Enterprise Promotion Committee (2005) divided the characteristics of the critical components of the community enterprise into seven elements as follows: (1) community owned and operated, (2) products from the community using raw materials, resources, capital, and labor in the community, (3) there was a creative initiative as an innovation of the community, (4) it was a base of local wisdom combined with universal wisdom, (5) there was an integrated operation that connected various activities systematically, (6) there was a learning process as the main objective, and (7) the goal was self-reliance of the family and community.

A community enterprise was a type of business whose directors, executives, employees, resources, administration, and supervision were provided by the community, resulting in community income and mutual prosperity through the achievement of common objectives and goals. The operation of the community enterprise was based on

three fundamentals –self-reliance; a way of life and the needs of the community; and focus on creating opportunities and increasing income at the household, organization, network, and community levels. Naipinit, Sakolnakorn, and Kroeksakul (2016) found that Thailand's community enterprises were facing market challenges and the inability to transfer business to the next generation. However, participation and support from government agencies remained a strong point of community enterprises. Rachanee Rooplor, Dusdee Phromthat, and Wanpha Wongwiwitkul (2013) proposed that community enterprise leaders had to have competence, good governance, and be accepted by their members. In addition, community enterprise leaders must have a good relationship with the community and governmental support to build a community enterprise network.

Digital Marketing Concept

Digital marketing was a business strategy to offer products and services, using digital technologies, the Internet, and smartphone applications to promote and communicate with consumers. A digital marketing plan had to set goals and strategies that would lead to success. There had also to be a time frame and tools to track and control for achieving digital marketing (Piñeiro-Otero & Martínez-Rolán, 2016). An integrated digital strategy would be the basis for all essential online marketing activities. The digital marketing planning framework PRACE provided key multichannel marketing activities that covered all parts of the customer lifestyle, which were as follows:

1. Plan – Seeking data to review current digital marketing effectiveness, KPI setting analysis, and objectives, creating strategies to improve the digital marketing materials process, technology, and data to increase leads.
2. Reach - Building awareness using critical online marketing techniques that increase website traffic.
3. Act – Encouraging interaction and responsiveness on the Website or social media to help generate future leads.
4. Convert – Determining market target, customers and optimization to convince audiences to buy online or offline.
5. Engage - Increasing sales from existing customers by improving personal communications using the Website, email, and social media marketing.

Application of digital marketing concepts to community enterprises in Thailand

Adopting the concept of digital marketing was essential to business operations in the New Normal era, a behavior that consumers had adapted from the outbreak of the COVID-19 virus. As a result, consumers had a social distancing lifestyle, more health-conscious product purchase decisions, Internet use, including various platforms, and consumer behavior had changed from the original. As a result, the marketing model changed from relying on the 4P concepts, which consisted of Product, Price, Place, and Promotion, to the 4E idea, which was Experience, Exchange, Everyplace, and Evangelism (Yotkaew, 2021). Kranpat Imprasert (2022) said that using digital marketing tools, including content marketing, website marketing, social media marketing, email marketing, and search engine optimization (SEO), would make customer decisions more straightforward. From such concepts in Thailand, there has been an awakening. Many sectors, such as the private and public service sectors, have adapted to the digital economy era. The Department of Industrial Promotion had proposed a project that encouraged community enterprises to use digital technology tools to enhance their competitiveness and to unitingly drive business (The Department of Industrial Promotion, n.p.). Digital marketing strategies that could increase the potential of community enterprise entrepreneurs would include a digital marketing agency development strategy, a digital media design strategy, a current market penetration strategy, a market expansion strategy, a word-of-mouth strategy, a promotion strategy, and an event marketing strategy. Therefore, community entrepreneurs had to focus on adopting digital marketing strategies in their business operations to increase competitive opportunities that would strengthen community enterprises and grow in the face of various crises in the future.

Research Methods

This research was action research, a type of qualitative research and one of the most popular research methods, especially in business administration. The main objective was to solve organizational problems and learn lessons from the problem-solving process as a body of knowledge (Baskerville and Myers, 2004). The research that was suitable for action research was the research that arose from the collaboration between researchers and practitioners with the common objective of solving organizational problems by focusing on organizational change and the learning process (Argyris, 1982). The informants in this research were selected by purposive sampling from the selection criteria. Entrepreneurs who participated in this project

had to be a group of registered enterprises with at least one product. In addition, they had to have the intention to develop their enterprises to expand the market into selling products; therefore, where there were three main processes:

1. Entrepreneur selection and e-commerce education. It started by contacting and collecting community enterprise data in the community enterprise information system from the Ministry of Agriculture and Cooperatives. Subsequently, the community operating wicker Products and souvenir businesses who intended to participate were selected to join this research project. As a result, 25 community enterprises were established. In this process, there were two main activities:

1.1 There were two training sessions on e-commerce education in 2 courses: 1) education about online media and websites, and 2) a seminar on using online media businesses like Facebook Fanpage and Line Official Account (OA) held at the Knowledge Center of Chachoengsao (KCC). These training sessions were provided to give community enterprise entrepreneurs knowledge to understand an overview of online business in the present and future, customer analysis and journey, digital marketing and strategy, and customers' expected benefit, including market value.

1.2 Group interview activities (Focus Group) to get to know in-depth community enterprise entrepreneurs and understand the current situation of each entrepreneur before going to the area to give information to each community enterprise. In addition, past sales data were reviewed and recorded to compare future sales changes, with the goal of all participating enterprises earning more when participating in this program.

2. Community enterprises data collecting which participated in the project, and expert marketing consulting to provide advice on online sales for each of the 25 community enterprises to find their strengths, problems, and obstacles in operation with marketing consulting experts to advise on selling online.

3. Publishing the information through online platforms to be well-known to create sales opportunities and increase income for community enterprises. The target group of this research was a group of community enterprises that made local products in the wicker products and souvenirs in Chachoengsao Province. A total of 25 enterprises were selected. The scope of the research process is shown in Table 2.

Table 2 The Scope of the Research Process

Module 1	
Selection of community entrepreneurs in the group of wicker products and souvenirs, which had quality products that met the standards of 25 community enterprises in the area of Chachoengsao province, to attend a business workshop using online media.	KPI 1. Entrepreneurs who attended the training had to participate in at least 80% of the total training hours to pass the assessment. 2. The knowledge test result after training had not to be less than 80% with developed electronic databases for each community enterprise entrepreneur and providing consultancy in marketing and online marketing.
Module 2	
Development of electronic databases for each community entrepreneur and provide consultancy in marketing and online marketing.	KPI 1. The consultant team had to visit the area at least two times to provide support and advice, including business promotion guidelines. 2. Consultants had to find all product highlights and the history of community enterprises to use as information in online media production. 3. All entrepreneurs participating in the project could create their online media.
Module 3	
Creation of awareness among consumers and the general public about the participating community enterprises through systematic online media dissemination and public relations.	KPI 1. Community enterprises participating in the project could increase income through online channels. 2. Community enterprises had online media that created interest among consumers on at least three platforms, namely, Website, Facebook, and Official Line Account.
Project Goal	
Twenty-five community entrepreneurs who made local products in the category of wicker products and souvenirs in Chachoengsao province had increased income compared to before joining the project.	

Results

To train and advise 25 community enterprise entrepreneurs in the wicker products and souvenirs group in Chachoengsao province, totaling 25 enterprises that sold products on online channels and created content professionally. Presenting the measurement in 2 forms, namely, the knowledge and understanding test, Pre-test and Post-test, and the results of the content creation workshop by offering their own business through creating their online marketing website. Therefore, it could present in 2 parts as follows:

1) The results of understanding measurement in the first course were used as an understanding test, Pre-test, and Post-test, ten items. The questions of the Pre-test and Post-test were about doing business in the present and future, customer analysis and journey, digital marketing and strategy, customers' expected benefit, and market value. It was found that community enterprise entrepreneurs in wicker products and souvenir groups who participated in the project had average scores and test score differences before and after the training. The pre-test means the score was 6.10, and the post-test mean score was 8.50, interpreting that the participants had more than 80% knowledge. The test results confirmed that the participants had a statistically significant increase in knowledge (pre-test mean = 6.10, SD = 0.99; post-test mean = 8.50, SD = 1.26; mean different = -2.40, t-value = -5.308, p = .000).

2) The results of the content creation workshop by presenting their own business through creating their online marketing website found that the community enterprises entrepreneurs that made wicker products and souvenirs who participated in the project cooperated well in creating content and were able to present their businesses through the creation of a website. After the training, it was found that entrepreneurs had their business websites, accounting for 100% of the project participants. Creating a website through the equipment of the entrepreneur 90% of most entrepreneurs made their business websites through their smartphones and notebooks. The research found issues regarding the availability of different tools or equipment. However, entrepreneurs still intend to learn how to create marketing on online platforms.

The knowledge and understanding were measured using pre-test and post-test to create marketing channels on online platforms for 25 community enterprises by making their online marketing website. The results of understanding measurement in the second course were used as an understanding test, pre-test, and post-test, with ten items. The questions of the Pre-test and Post-test were about online marketing understanding, i.e., Facebook Fanpage and Official Account Line. It was found that community enterprise entrepreneurs that

made wicker products and souvenirs who participated in the project had the mean scores on the score difference test before and after the training. The average pre-test score was 7.20, and the post-test mean score was 8.60. The test results confirmed that the participants had a statistically significant increase in knowledge (pre-test mean = 7.20, SD = 1.22; post-test mean = 8.60, SD = 0.84; mean difference = -1.40, t-value = -3.280, $p = .010$).

2) The results of the content creation workshop by presenting their business through creating their Facebook Fanpage and Official Account Line showed that community enterprise entrepreneurs that made wicker products and souvenirs cooperated well in creating content. Self-business was presented by creating a Facebook Fanpage and an Official Account Line. It was found that every entrepreneur had a Facebook Fanpage and Official Account Line, representing 100% of all project participants. Facebook Fanpage and Official Account Line would be created through entrepreneurs' smartphones because it is easy to use smartphones and most entrepreneurs have picture media related to their business on their smartphones. Additionally, most entrepreneurs felt enjoyed learning. Most entrepreneurs agreed that smartphones were effortless to create content (content) of their companies through commercial channels such as Facebook Fanpage and Official Account Line.

The advisory group visited the targeted community enterprise enterprises by conducting in-depth interviews with entrepreneurs who made wicker products and souvenirs. It was found that the group community enterprises that made wicker products and souvenirs had an average number of members of 16 people. Featured products were utensils, basketry, and artificial flowers, with raw materials from local natural materials such as cotton, reeds, sedge bamboo, rattan, coconut fiber, grass flowers, coconut shells, and plastic threads. These local natural materials were famous for making shoes, hats, mats, bags, baskets, artificial flowers, brooms, and artificial Thai house models. These products were made with craftsmanship that had been passed down from the wisdom of local elders who meticulously made them.

As a result, most community enterprise entrepreneurs faced problems in increasing the production volume with large purchase orders. The next problem was the lack of interest and inheritance of professional knowledge from local youth groups. It resulted in most elderly and middle-aged members having difficulty using technology for online marketing. Most entrepreneurs of this group of community enterprises were accustomed to government agencies helping to take them to trade shows at various venues. However, during the Covid-19 period, it could not sell in the form of a trade show, resulting in a

drastic drop in sales. But when there was an online sales channel, it helped this community enterprise entrepreneur increase sales from the COVID-19 crisis on average about 20 - 25%. This increment was an excellent direction to expand the market to online channels. During this period of learning and adapting to online marketing of community enterprise entrepreneurs, it was found that the people who were part of teaching and transferring learning to ensure continuity were the new generation, children in the local community.

Every community enterprise published crucial basic information, including telephone numbers, the location of community enterprises in the Google map application, the history of community enterprises to tell stories to consumers, product details, the distinctive identity of the product, and photos showing the beauty of the product (The advisory group gave advice on photography techniques to be used for online media as well).

This information would be presented on important online platforms such as the Website, Facebook, Line Official Account, Shopee, etc.

Table 3 Summarizing, Outputs, Results, and Impacts of the Research

Module	Output	Result
1. Entrepreneur selection and e-commerce education.	- Entrepreneurs who attended the training had to participate in at least 80% of the total training hours to pass the assessment. - The knowledge test result after training had not to be less than 80%. - Training satisfaction evaluation had to be more than 80%.	Success According to KPI
2. Enterprise data collection and expert marketing consulting to provide online sales advice.	- The consultant team had to visit the area at least two times to provide support and advice - Consultants had to find all product highlights and the history of community enterprises to use as information in online media production. - All entrepreneurs participating in the project	Success According to KPI

	could create their online media.	
3. Publishing media created through an online platform.	An online trading database of entrepreneurs participating in the project, all 25 community enterprises, appeared on three online platforms.	Success According to KPI

Problems and Obstacles Encountered in the Implementation of the Project

1. Most members of the community enterprise group had a mindset of selling products traditionally, focusing on sales with a storefront.

The advisory group, therefore, took the time to persuade entrepreneurs to see the benefits of selling products online to change behavior and reassure entrepreneurs that it was not too difficult, although there were limitations in knowledge and understanding of technology.

2. Most members of the community enterprise group lacked knowledge of information technology, resulting in it being an obstacle to learning. The advisory group had to repeat the practice many times, which took much time to visit the area in each enterprise.

3. The problem of uneven demand for products and capital constraints caused most community enterprises not to produce products waiting to be sold. Instead, most of the production would focus on pre-orders or during the holidays. So when a large number of orders came in. The community enterprise group would be unable to produce products in time and lose sales opportunities.

4. Community enterprises lost connection with provincial tourism, making sales of products only limited, making it difficult to sell products and limited sales opportunities.

5. To be competitive, most community enterprises needed funds to invest in product development and increased value. It also required machinery or technology that could be used to reduce costs or standardize the product.

6. Community enterprises still lacked creativity in making their products different and stand out from traditionally manufactured and designed products as they used to.

Conclusion

The outbreak of Covid 19 has led to enormous changes in the business world. Most customers no longer want to store face-to-face, and it is seen as a catalyst that is bringing about a tipping point, also known as the "New Normal." The success can be measured by the sales of the various platforms that are sold online, which have increased significantly compared to the pre-pandemic period. In this study, it was found that community enterprises had limited market opportunities compared to private companies with more capital and professional marketing. In addition, most leaders and members of community enterprises lack an understanding of digital marketing, which can be difficult for entrepreneurs without experts and guidance. However, SMEs with medium and small business size have advantages over large enterprises, such as flexibility, agility, faster adaptability, and the ability to retain customers better than large enterprises. As this research shows, there are 3 modules in the overall process that starts with selection, training, consulting and dissemination. This leads to a change in mindset, and leaders and members of community enterprises are also changing their behavior to focus on online marketing as a new marketing channel. Although there are some obstacles in the implementation of this project in improving the digital skills of entrepreneurs in community enterprises, both at the conceptual and technological level, each participating entrepreneur can end up earning more from various online platforms.

Discussion

This study was considered very beneficial to the community enterprises participating in the project, especially using mobile phones and social media networks as tools for online sales. Adopting digital platforms could help businesses increase revenue, reduce costs, improve efficiency, and foster innovation. This platform made the policy and purpose of use essential to business development (Peng & Tao, 2022). This finding was consistent with the study of Shemi and Procter (2018), which found that implementing e-commerce in small and medium-sized enterprises (SMEs) was a prevalent research topic in both developed and developing countries. Mobile device applications and social media networks (SMN) such as Facebook have revolutionized the e-commerce process of SMEs. However, research in developing countries revealed that entrepreneurs lacked e-commerce knowledge. Therefore, Kwangsawad and Jattamart (2022) proposed that community enterprises must apply digital technologies related to social media for business, especially the development of automated interactive systems (Chatbots).

In implementing this project, it was found that consulting with community enterprise groups was the most crucial step because it allowed the consultant team to recommend to entrepreneurs with different contexts individually. In addition, this implementation created a mutual understanding among entrepreneurs about each individual's strengths and weaknesses. This process enabled consultants to develop online sales more appropriately and efficiently. In addition, consultants were an essential part of changing the behaviors and attitudes of entrepreneurs. Wongsurawat and Prapasawas (2017) concluded that out of the five critical success factors of SME e-commerce start-ups, entrepreneur motivation and thinking had the most significant effect, followed by market testing, execution, brand awareness, and customer trust building, respectively. In addition, The study of Sebora, Lee, and Sukasame (2009) confirmed that the success of the online business and network marketing is essential. Entrepreneurs had to focus on building credibility, and ease of use of e-services was positively correlated with the success of e-commerce operators in Thailand.

Based on the fact that community enterprise entrepreneurs could market on a variety of platforms, knowledge of the advantages of each platform that could reach customers in each group, freely change or update product information of community enterprises, and create content that attracts customers. These were all very important to the success of a community enterprise. Phonthanukitithaworn, Ketkaew, and Naruetharadhol (2019) found that the success factors of doing the community enterprise were network marketing, logistics and transportation, entrepreneurial competence, credibility, product price, government support, social media advertising, risk trends, and product quality. All of these factors were important and led to real success. Additionally, the connection between community enterprises and various online platforms would require building relationships on the supply chain network, which would be linked in terms of information that helped support operations (Chienwattanasook, Tancho, Onputtha, Boonrattanakittibhumi, Sriyakul, & Waiyawuththanapoom, 2022). For this reason, government agencies should be intermediaries in supporting entrepreneurs wishing to market online, especially the utility network, and essential support to develop business networks and alliances to help businesses grow and succeed. For the above reasons, it can be said that the government sector plays the most important role in supporting and encourage community enterprise to be competitive in the modern market. As the e-commerce market grows exponentially and continues to expand unceasingly due to the impact of the Covid 19 outbreak, the most important factor is to support and promote community enterprises.

This study uncovered important business keys, particularly in the marketing dimension, which are essential for the success of community enterprise entrepreneurs in the digital age. These keys are 1. Customer Analysis and Journey, 2. Digital Marketing & Strategy, 3. Customers' Expected Benefits, and 4. Market's Value. In addition, business owners need to have some understanding of information technology (IT), such as learning how to manage various aspects of online stores on websites, Facebook, and other platforms. This includes but is not limited to 1. managing content presentation that promotes the desirability and credibility of products, 2. designing and decorating online stores with attractive colours, banners, images, and videos that stimulate interest and attract customers, 3. managing data behind the online store, including store information, products, product codes, creating product categories, and managing product stock, and 4. setting up payment methods, issuing product invoices, managing order lists.

Indeed, the most important factor to succeed in e-commerce business is 1. Outstanding products and meeting consumer needs 2. An interesting brand story that attracts customers. 3. Identify a clear target audience and try to build loyalty. 4. Easy buying process and good content. 5. Fast delivery that can be tracked through the online system (Amazon, 2022). So the community enterprises can succeed without much effort because the entrepreneurs have acquired knowledge and can practice by themselves, so it is important to pay attention to all 5 factors regularly.

Suggestion for Policy improvement

1. The government should provide funding sources or low-interest loans to potential community enterprises, such as state-owned banks, as a model for developing for other community enterprises to use as a model. This policy will increase the capacity of community enterprises to compete on an equal footing with other private-sector businesses. Moreover, these local products were all exquisite handicrafts with inherent artistry that represented the local culture and were difficult to imitate.
2. The government should promote e-commerce and find ways to increase income for the community in other ways, such as community tourism. Some community enterprises had begun to adapt and found new market opportunities by generating revenue from tourists.
3. The government should encourage universities in the region with a good understanding of the local context to participate in developing community enterprises in various forms and methods. For example, forming a network linking local wisdom products with online sales channels to spread worldwide to help build products and upgrade

products from communities that lack sales channels to generate income in the global market will strengthen the foundation economy.

Suggestions for Community Enterprises

1. Community enterprises should nurture the new generation who are children of local people to create perspectives and working attitudes that immigration to the big city to work for labor cannot generate sustainable income. This process is due to very different living costs in the town and the local area. Building an enterprise in a self-contained community is a more challenging opportunity. This new generation will lead the change for community enterprises from better technological capabilities than the older generation.

2. Community enterprises about wicker products and souvenirs should create cooperation with group members to create mutual incentives to produce products and expand member networks. Because it is a handicraft product that requires skill, time, and patience, it cannot be mass-produced at a time.

3. Wicker products are considered valuable work. Some foreign customers are pretty popular with this group of products, focusing on selling only in the community or the country, making it impossible to raise the price and quality. Selling online through the global platform will significantly increase the opportunity because the products in this group are considered a type of art and can sell at a higher price.

Risk and Sustainability

1. Key barriers to success in community-level enterprises, particularly in developing nations, are a lack of access to education and economic resources, as well as a lack of knowledge and funds. According to the findings of this study, a major obstacle is that entrepreneurs frequently lack appropriate knowledge, particularly in the fields of technology and information systems. This can cause delays in digital marketing process training and implementation. However, if entrepreneurs have a strong and focused drive, they can eventually succeed in community-level businesses.

2. After the completion of the project, it is possible that some business owners will no longer have a mentor to provide guidance and assistance. When obstacles arise, business owners may be unable to resolve them on their own, resulting in the inevitable ending of online marketing activities. This issue may result in an absence of long-term sustainability. During the first year, business operators who participated in the project can continue to communicate with their mentors, even after the project has concluded, through social media groups that have been established to promote knowledge sharing and problem-solving techniques. Additionally, supporting initiatives that

encourage business owners to bring their kids to learn and work together can improve intergenerational knowledge sharing. However, the nature of online marketing and sales demands an increase in sales, which requires time to develop customer awareness and loyalty. Therefore, consistency in online marketing is essential for generating word-of-mouth referrals and encouraging repeat purchases, as well as for increasing consumer awareness of the business and its products.

Acknowledgment

This research was supported by the Science, Research and Innovation Promotion Funding (TSRI) (Grant No. FRB650070/0168). This research block grant was managed under Rajamangala University of Technology Thanyaburi (FRB65E0504K.2).

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