The Thammasat Model :
Sustainable Community Enterprises

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Statement of Word Count

This brief contains 3889 words, excluding tables, references and appendices.

Executive Summary

Corporate Social Responsibility (CSR) promises organisations the opportunity to develop local talent, strengthen grassroots links and give something positive back to the communities which host them. However, few organisations realise its potential. The Community Partnership Association (CPA) was formed in Rayong Province to coordinate and enhance CSR activities for communities in the area. It faces three main challenges: lack of sustainability, ineffective stakeholder engagement and lack of innovation. Thammasat Business School (TBS) has a strong reputation for its expertise in social innovation and sustainability, but it is always looking for ways to make its programmes more practical and real-world based. Meanwhile, numerous community enterprises across Thailand struggle to run their businesses successfully and realise their full potential.

In this case study, we present an opportunity to simultaneously reimagine CSR, enhance community enterprises and provide practical, innovative education in business competencies. Our approach has application across the country and may help to address, in a sustainable way, some of Thailand's most serious structural challenges: rural poverty and inequality.

The Thammasat Model (TU Model) creates a mechanism for these three stakeholder to collaborate in the delivery of effective CSR projects. The initiative creates high-impact, sustainable community-centred enterprise based on grassroots participation. As a L&D initiative, it combines executive, professional, talent and organisation development domains. All TBS students, domestic and international, participate in a community project as part of their core credits. The CPA screen projects for entry, provide funding to support the students and mentor participants. Projects typically last 5-7 months. The goal of students and mentors is to work alongside the community to help it realise its full potential, while developing their own business acumen.

Quantitative and qualitative impact is made at three different levels: individual stakeholders in each project; local, university and business communities; and regional, and national levels. Starting with a pilot of three projects in 2016, by the end of the 2019 academic year, over 500 community projects will have been completed all over Thailand.

Introduction

The principal stakeholders in this initiative are:

1) The Community Partnership Association (CPA)- formed between five of the most significant industrial operators in Thailand (PTT Group, SCG, BLCP, DOW and ENGIE) to coordinate and enhance CSR activities.

2) Government Savings Bank (GSB)- A major state-owned bank aiming to create high-impact CSR.

3) Community Enterprises- enterprises registered with the Provincial Agricultural Office or other government agency which produce consumer products.

4) Thammasat Business School (TBS)- one of Asia's leading business schools renowned for its grasp of business sustainability.

"The Brief"- The Thammasat Model: Sustainable Community Enterprises

Section 1) The Challenge- Hardwiring social responsibility in the DNA Through CSR

Corporate Social Responsibility (CSR) is not only an issue of business sustainability; it is a leadership challenge. Many organisations have realised the potential value of investing in CSR programmes, attracted by the obvious pays off, such as increased employee motivation and enhanced public relations. In many cases, there is also a genuine desire to develop local talent, strengthen grassroots links and give something positive back to the communities who host these businesses.

Effective CSR is particularly required in Thailand, as it faces the challenges of innovating in the global economy, while suffering severe structural inequality and poor governance. This, coupled with its ageing population, demonstrate that more needs to be done to boost human capital, broaden access to education and skills and ensure that future economic growth benefits everyone, not just those with social privilege. But how can we achieve this?

In this case study, we present an opportunity for organisations to reimagine their connections with communities as engines of sustainable innovation and prosperity with potential benefits to the entire nation.

1.1 The Community Partnership Association (CPA)

The Community Partnership Association (CPA) was formed between five of the most significant industrial operators in the Map Ta Phut area, Rayong province,[1] came together to coordinate and enhance CSR activities for communities in the area. The partnership meant that CSR activities could be supported more robustly with larger budgets and higher scalability. At the same time activities could be streamlined to make them more efficient and avoid duplication.

Unfortunately, executives tasked with heading up the CSR initiatives know very well that running effective programmes is beset with problems, and CPA programmes still faced three main challenges:
1) Lack of sustainability - Activities with no long term value quickly fail. It is one thing to manage a one day big clean up, but to have a lasting impact, projects often take

[1] The initial membership includes PTT Group, SCG, BLCP, DOW and ENGIE.

weeks or months. Organisations are hampered by a lack of human resource capability and long term planning expertise.

2) Ineffective stakeholder engagement- Communication with communities is challenging. Organisations may have a local presence but do not have the resources to manage day-to-day communication with project-problem owners, or other stakeholders.

3) Lack of innovation- CSR departments often lack the resources to devote sufficient time to research, so solutions tend not to be innovative. Also, the organisations tended to rely on top-down processes which tended to overlook local wisdom as a source of potential innovation.

On the human level, CSR managers are often left conflicted and demoralised, which is what prompted Monchai Ruksujarit and Natthaphon Silakoop from the CPA to look for novel solutions to these challenges:

> "There are so many types of ineffective CSR, our challenge was raising our projects to the next level: CSR 4.0."

Natthaphon Silakoop, Assistant Specialist Social and Socioeconomic Development, Project mentor

1.2 Thammasat Business School- Business Education Challenges

Like the CPA, Thammasat University has a keen interest in social responsibility. Sustainability and community involvement have always been at the heart of the university's work. Thammasat Business School (TBS) brings this remit into the corporate world. TBS is renowned for its grasp of business sustainability but also innovative delivery methods - coming especially through the new TBS curriculums. The study of sustainable community business is a compulsory element of all business programmes at TBS and students are required to devote at least one semester to it.

However, as a learning institution, the university can at times seem like an Ivory Tower, far removed from the reality of day-to-day business. This imbalance can sometimes come as a shock to students when they graduate and leave the relative safety of their study environment and find themselves trying to survive in the business world. Therefore, TBS is always looking for ways to make its programmes more practical and relevant to the real world.

1.3 Community Enterprise Challenges

Successive Thai governments have tried to develop human capital, reduce inequality and strengthen environmental protection. Significant welfare gains have been achieved, but regional inequalities between urban and rural areas still loom large. Over 80% of the country's 7.1 million poor live in rural areas as of 2014. The government's 20-Year and 'Thailand 4.0' strategies aim to put Thailand's economic future on a sustainable pathway by making the economy more technology-driven and with higher value-added per unit of input.

Community enterprise is a critical element of this development strategy. Every community has its own unique, distinctive local wisdom drawn from its own particular set of social and natural resources. Harnessing this wisdom through collaborative community enterprises is a way to empower communities to innovate and sustainably develop themselves. Thousands of community enterprises have been launched across the country producing numerous products, but the vast majority under-perform for very simple reasons:

1) Marketing- typically target purchasers are local. Within limited markets, products appear to be overpriced but in reality are often underpriced.

2) Production processes- Although some products are of a high standard, the lack standardisation and packaging and branding are deficient.

3) Accounting- Basic bookkeeping skills and processes are often underutilised.

4) Labour management and community collaboration- lack of goals and mutually agreed on objectives leads to unsuccessful collaboration.

Section 2) The Commitment- The Thammasat Model

"Monchai Ruksujarit read about the Thammasat Model in an article by Wittaya Damrongkul, TBS faculty. His ideas about economic development and trading seemed to answer the CPA purpose of advancing the grassroots economy. Therefore, we met TBS in 2015 and signed the first MOU with TBS in 2016 in order to develop community enterprises in the same direction. After years of limited progress, suddenly everything came together."

Natthaphon Silakoop, CPA, Reflection on the TU Model

In creating a mechanism for the development of sustainable community enterprise, the stakeholders follow a simple principle: each party should focus on their strength rather than worrying about their weaknesses. With this, a complementary set of competencies and responsibilities can result. If each stakeholder makes a commitment drawn from a position of strength, a much more robust partnership can develop.

With this in mind, Thammasat University has long worked with communities to engage students with issues of business development and sustainability. Compulsory subjects like TU100 Civic Education and Business for Society are examples of TBS course innovation concerning social responsibility and sustainability. Students have to provide community service and development through a real practice project-based course under the supervision of TBS faculty. Students are expected to engage heavily with small businesses in rural areas to research, improve and develop products and improve business management for sustainability. This approach is called the 'Thammasat University Model (TU Model).

When Monchai Ruksujarit and Natthaphon Silakoop from the CPA became aware of the TU Model, they saw an opportunity to collaborate to the benefit of all stakeholders. The purpose of the alliance was to coordinate CSR activities for communities in the Rayong area with the mission to raise the well-being and quality of life of people in the communities by focusing on the application of knowledge, technology, innovation and management from the industrial sector. The idea was to go ''Beyond CSR '' and realise the full potential of the communities.

2.1 CPA Commitment

The anchor businesses of the CPA act as custodians of the local community project. The initial task of the CPA partner is to screen the community for appropriate inclusion in the initiative. Suitable projects are often drawn from existing CSR community links, so it is not such a tasking endeavour. In the enterprise, the CPA act

as the screen for suitable projects, a process that would be too time-consuming for TU academics and too specialised for the students.

The secondary role of the CPA partner is funding. The advantage of the corporate partner is their access to a comparatively large set of logistical funding resources which are beyond the reach of the community and the university. The CPA partner is responsible for supporting the students' transportation and accommodation costs. This support is essential and plays a crucial role as the students will often stay with the community members over an extended period.

Lastly, the CPA select and support staff drawn from member organisation to mentor community leaders and TBS students for the duration of the projects. Mentors are expected to contribute to the technical and management requirements of the projects. They also assist with project evaluation and publicity

2.2 Community Enterprise Commitment

To participate in the TU Model, the community must qualify by satisfying five conditions from the CPA:

1. Be a community enterprise
2. Be registered as a group with the Provincial Agricultural Office or other government agency.
3. Produce consumer products only, paying attention to environmental and energy conservation while creating minimal environmental impact.
4. Be willing to share knowledge with other communities and the public.
5. Use raw materials from the community or nearby communities.

Once they have been selected, the community is expected to brief the TBS students on their needs and to agree to host the students for the duration of the project (5-7 months). Thus the initial commitment is already far more ambitious than other CSR projects that they will have been part of in the past.

2.3 Student and TBS Commitment

‘‘ The contribution stimulated the locals to cooperate and work together for the community's sustainability. When we get tired and feel like giving up, we will think of the students who came to help. It will inspire us to keep going.”

Mr Atikan Mongkontrab, Kea-Kin-Kuay Project leader, Jombueng Community

TBS students commit to increasing the locals' business competencies and improving business processes in five principal areas:

1) Business competencies- As community enterprises often lack records of payment and income, TBS students design accounting and financial management systems, so that the communities can plan expenses and pricing. Therefore, students and community members together learn how to manage financial and accounting systems which determine the economic sustainability.

2) Value addition and marketing - TBS commits to using its branding, marketing and research capabilities to improve packaging design, brand identity. Students also help with brand identity by advising on trademarks and Food and Drug Administration (FDA) certification to help with standardisation and quality control.

3) Efficient and effective production process- The students analyse and improve production processes by looking at equipment improvement, raw materials, inventory management, manufacturing and delivery.

4) Expanding the target group of customers and increasing distribution channels- The students look for opportunities to develop product growth and distribution channels to overcome the size limitation of traditional customers and markets.

5) Labour management systems- The students will research and share new rules for community enterprises to equally allocate income for participants in the community and ensure transparent and equitable income distribution.

Summary

Stakeholder	Key Challenge	Strength	Weakness
CPA	To deliver effective CSR	Financial means; technical competency; local contacts; mentorship capability	Sustaining commitment; interpersonal communication
TBS	To provide powerful, real-world learning development students	Energetic and committed students; innovative research resources	Inexperience; far from communities; financial constraint
Community Enterprises	To run sustainable and successful community businesses	Local wisdom and experience; social cohesion and commitment	Lack of innovation, financial means, and business expertise

Through aligning complementary strengths to overcome weaknesses, the TU Model has the potential to revolutionise CSR activity in Thailand. In the past, most projects failed because they followed top-down approaches from the organisation working in the community from the outside in. The TU Model completely reverses this by remaking CSR upside down and inside out: projects are initiated and directed from within the local community.

Section 3) The L&D Initiative

3.1 Learning Outcomes

As a whole, the initiative aims to create high-impact, sustainable community-centred enterprise based on grassroots participation. It cuts across and transcends executive, professional, talent and organisation development domains. Due to the unique business, social and cultural circumstances of each community project, the individual learning outcomes vary according to the stakeholder challenges and resources. As such, the learning goals of the initiative are exceptionally dynamic. However, some fundamental principles apply for each stakeholder group:

Outcomes		
Community Stakeholders	**TBS Students**	**CPA Mentors**
● Development of technical skills connected to sustainable product innovation ● Development of accounting, marketing and business competencies ● Enhanced interpersonal, communication, leadership and project management skills	● Understanding of the problem analysis process and sustainability ● Development of accounting, marketing and business competencies ● Enhanced interpersonal, communication, leadership and project management skills	● Understanding of the problem analysis process and sustainability ● Development of personal leadership and coaching styles ● Professional growth, recognition and increased morale.

3.2 Entry Requirements and methodology

The CPA cultivates links with the communities. Potential projects are assessed according to the desire for change and the potential for results using the 2CSC Framework described in Section 3.3. After screening, projects which meet the CPA criteria (see Section 2.2) are shared with TBS.

All TBS students, domestic and international, are required to participate in a project, as it forms part of their core credit. Students work in groups of about 12 depending on the size of the community for the duration of the semester. After a general introduction to sustainable development and some basic fieldwork methodology to help them with observation and community interviews, the students begin their field work, which lasts 4-6 months. The students are supported by a TBS advisor and their CPA mentor(s), who act as consultants. The advisor and mentors also approve and assess each project. Each project can be broken up into ten stages:

	Stage	Activity
1	**Screening**	Registration of prospective communities as community businesses
		Project implementation (approximately 5 to 7 months)
2	**Briefing**	Community representatives brief the TBS students on the challenge; students research sustainability
3	**Proposal development**	Onsite development of project proposals based on community needs, including goal-setting, scope, procedures, budgeting, timeline, and KPIs.
4	**Proposal Presentation**	Proposal presentation and review by mentors and TBS advisors
5	**Consultation and refinement**	Improvements with inputs from community members and the mentor
6	**Implementation**	Technical, and management competency development; production
7	**Evaluation**	Data gathering for KPI
8	**Handover**	Projects are handed back at 80 percent completion.
9	**Presentation**	Students produce a short video to showcase the project, promote the product(s) and to outline the successes and learning outcomes of the project. The videos are published to youtube and other media channels. A selection of the most recent videos, with English subtitles, is available at http://www.tbs.tu.ac.th/thammasat-model/.
10	**Review**	CPA evaluate the projects for the year; gather feedback from the community stakeholders

Fig. 1: Project briefing

Fig. 2: Project implementation

Fig. 3: Finished products at market

3.3 Progress Indicators- 2C2S

Given the complexity of the initiative, with multiple stakeholders in different locations working over long periods on dynamic and fluid project requirements, clear and simple progress indicators are necessary. Successful projects are judged by measurement of only four factors: 2C2S.[2]

- **Community centeredness**- the project must have its roots in the geography, traditions and local wisdom of the community
- **Community participation**- the locals must do the work
- **Significant change**- the project should make a meaningful and demonstrable impact on livelihoods and well-being
- **Sustainable mechanisms**- the project should function in the long-term, after both TBS and the CPS mentor have stepped away from day-to-day involvement

Individual measurements for each factor may change from project to project, depending on the agreed goals.

[2] A comparison of the three pilot projects under the 2C2S indicators is presented in Appendix 1.

3.4 The Learning Environment

There are three significant innovations within the initiative:

1) Goals are specific to each project.
2) 9 The demands of each project are unique and vary according to time and place. These dynamic goals mean that the content needs no planning or customising. It is not vulnerable to changes in fashion or theories which fall out of date.
3) The programme content is generated by the environment. Each project is almost entirely practical and hands-on. During the project, students and mentors immerse themselves for extended periods within the community. This generates extended commitment to the project goals as well as real-life learning.
4) The practitioners are the teachers. Stakeholders collaborate to research and share a variety of project-related skills.

   The design gives autonomy to stakeholders to set goals, negotiate roles and determine their own vision of success. For most stakeholders, this is a wholly new way of learning.

Section 4) The Impact

Quantitative and qualitative impact is made at three different levels:

1. Individual stakeholders in each project;
2. Local, university and business communities;
3. Regional, and national levels.[3]

4.1 Individual Stakeholder Impact

‘‘When we have initially established a community enterprise, we had no functional plan nor any good system. We had never even recorded our revenue and expenditure. We tried hard to make it more systematic and transparent after the students provided advice, helped categorising products and managed the accounting system".

Mrs Tan, Tan Batik Project, Rayong,

[3] A detailed summary of selected completed projects from 2016-2018 is presented in Appendix 2.

Mrs Tan's experience demonstrates that business competencies can have a profound impact on communities, once the right way to communicate them is found. As a result, stakeholders in the projects report high levels of personal development as a result of the initiative.

"Mentors act as industry trainers and other necessary matters as the CPA officiates the overall project and give financial support to students. Thus, mentors, students and communities share mutual development creating a resounding win-win-win."

Natthapon Silakoop, CPA, Mentor and lead

For individual CPA mentors, the Model offers the chance to be part of a genuinely sustainable grassroots enterprise, doing real CSR. As advisors, they gain recognition as a subject matter experts but also gain exposure to fresh ideas and the opportunity to reflect on their own goals and practices.

"It is an amazing challenge to work as a group with low-income communities during the semester…. we have to use our business knowledge together with understanding the disadvantages the community faces to raise the community income and improve quality of lives. Working closely with disadvantaged people, I really got to see first hand the impact of business conduct on stakeholders."

TBS Student reflection on the TU Model Project

Being young and inexperienced, the TBS students might appear to be the weak link in the value chain. In fact, their involvement is the key to initiative's success. The students connect deeply with the community members. The community see in the students a degree of sincerity that they do not see in corporations or experts. They become attached to their lack of cynicism and feel more comfortable to communicate with people who remind them of their own children. The TU Model rests on the creation of strong person-to-person bonds between students, local people and CPA mentors. This cascades down into high commitment to the project goals. This commitment translates into high business impact and exceptional results.

Despite the involvement of large academic and corporate institutions, multiple stakeholders and an ever-increasing number of projects, the TU Model succeeds because it moves individuals to make tangible changes.

4.2 Community Impact

‘Never before have we seen a success rate of more than 80%.’

CPA mentor, Project Evaluation

So far, over twenty local projects have been conducted with CPA-TBS partnership.[4] Generally, the community enterprises have demonstrated exponential increases in their turn over, profitability and other measures. The involvement of the mentors and particularly the students has transformed businesses that were close to failure. The impact is also apparent in skill-development, with community members developing a range of accounting, marketing and IT skills. In the 18 months since the pilot, only two projects have fallen apart and the product discontinued, giving the TU Model a success rate of over 80%.

To date, over one hundred TBS students have collaborated with communities in TU-Model projects. Students observed that they had learned a lot of new skills-communication, planning, negotiation, leadership skills that they would never be able to develop in the classroom. Also, they reported a breadth of project-dependent knowledge such as agriculture, food preparation, textiles etc. The course is often quite challenging for students, and not always a popular experience:

‘At first, we hated it, and we didn't see the point. It is only now, a few years later that I am in work that I see the logic and feel the benefit of taking those courses. No other university does that in Thailand.'

TBS Student, Project Reflection, Tan Textiles Project

4.3 Regional and National Impact

“Other companies have heard about its success and want to be a part of it”.

Natthaphon Silakoop, Assistant Specialist Social and Socioeconomic Development, CPA

[4] Summaries of each project are available in Appendix 1.

After a pilot covering three projects[5], the initiative was expanded to twelve communities. Six of these projects were completed under the CPA umbrella with communities in Rayong province involving over ten thousand members, over 70 students and at least ten different consultants. For CPA corporations, the TU Model has offered a means of completely reimagining their approach to CSR.

In addition to forging new community links, the success of the TU Model has led to expanded cooperation between organisations. 13 more companies applied to join the CPA, bringing its membership from 5 to 18 members.[6] The expansion adds considerably to the depth of the mentorships and collaborations available to the communities in the Rayong area and beyond.

Recently, six projects more were completed in partnership with the Government Savings Bank (GSB). The managing director of CSR at GSB had seen reports of the Rayong Projects with the CPA and wanted to explore the possibility of entering a partnership with the University. The first projects began in the 2016 academic year. In the 2017 academic year, fourteen projects involving over 130 students were completed. Therefore, the Thammasat model has become a prototype of community development projects across the country.

In the 2018 academic year, fifteen projects are in process, eight with the CPA and seven with the GSB. Together, this represents fifteen communities, hosting over 120 TBS students, developing over fifteen new products, and impacting over 12, 000 community members, across two regions of Thailand, Bangkok and Rayong.

5. Conclusion

" The project leads to mutual learning, reinforces wisdom, and strengthens communities. This value comes from small-scale projects led by the new generation. They bring modern knowledge combined with the community wisdom to create value, and develop communities to be strong and sustainable, with concrete results…."

Director, Aomsin Yuwaphat Raktin

[5] The initial pilot of three projects in three communities, working on five different products, involving thirty students, and forty community members, six external consultants, generating a gross income of over THB 500,000 over the 5-7 month duration of the projects.

[6] The core group has expanded to include 18 Associate Members: BIG, Linde, TPT, Indorama, SYS, JBE, ABB, PDI, Air Liquide, ZEON and others.

The most significant impact of the programme has been its scalability. In 2018, GSB signed MOUs with sixteen more universities across the country under the project name Aomsin Yuwaphat Raktin. In 2019, MOUs have been agreed with 57 more universities involving 417 community projects making the TU Model a truly national project. By the end of the 2019 academic year, over 105 community projects will have been completed all over Thailand, involving nearly 1500 students, on multiple products, and numerous other stakeholders. Through this mechanism, in the longer term, we believe we can instill social responsibility into the DNA of the entire country.

6. References

Thammasat Model - Thammasat Business School. (2019). Retrieved from http://www.tbs.tu.ac.th/thammasat-model/

Appendices

1) Selected Projects

The TU Model is founded on the belief that each community has the potential to identify and realise its own destiny. Thus the community must be developed from the inside out. Three community projects are compared below under the 2C2S measures described in section 3: community centeredness, community participation, significant change and sustainability.

Community-Centred

At the Jombueng community, a community enterprise in Ratchaburi Province most locals work in sugar cane farming. This means that the farmers receive income for only one season (from December to March) each crop year. The locals have instituted a community enterprise to create additional revenue by selling goods. One of the products of the community enterprise is sun-dried bananas (Ananta Mongkolpak), which was originally grown only for household consumption. The community enterprise members and students agreed to focus on developing the sun-dried banana product and drew up project-specific sent of commitments. Here a tired sun-dried banana snack was reimagined as a new creative brand, ‘tear and dry bananas' which has an attractive meaning in the Thai language Kae-Kin-Kuay' (Banana unwrapping).

The same principle was used in the development of new products for the Koh Kok community. Here the majority of the population work in rice plantation, the main products that generate community income are ripe rice and a herbal ball (compress). Therefore, the students and Koh Kok committed to upgrading these products to avoid the risks associated with the oversupply of ripe rice and wasted materials in the making of the herbal ball under the brands ‘Rice Me' and ‘Hom-Herb' which added product value to inspire target customers.

Another community enterprise in Wat Ban Chang community, Rayong province was established by a housewife team to produce a variety of products such as batik and tie dye caps, handkerchiefs, bags. After the needs analysis, the students and community agreed to reduce the range of products advance new batik and tie dye products by creating a system of collections. This was developed under a new brand called ‘Tan Tie Dye'. In all three cases, the products took off as souvenirs, popular with both Thai and foreign visitors, resulting in hugely increased income for the communities.

Community participation
Each project was constructed with the collaboration of the locals. The CPA mentor

provides consultation and the TBS students liaise with the community on the ground, but the bulk of the work is done by the locals themselves. For example, in the Kae-Kin-Kuay project, a family-run business became a community enterprise that created full-time jobs and income for eleven people: four in production and seven in sales. Income improved from THB 1,000 to THB 5000 per person per month respectively. In addition, a further twenty households benefited directly from the project as supplier of raw materials, lifting household income from zero to THB 7,000 per month. Thus community members participate at every stage in the product development from planting to accounting.

Significant Change

Each project, by any common business metric, has yielded impressive results. In the Kae-Kin-Kuay project, the sales price rose by 300%, with sales increasing by 800%, from THB 2,400 to 21,870 THB, in the first three months of the project. Net profit reached 9,093 THB within three months, while the number of market channels expanded from one to seven. The project was given a satisfaction rating of 4.5 out of 5 by the stakeholders.

The Tan Tie Dye Project was focused on improved marketing and rationalisation of existing products. The most significant change was the division of the product catalogue into six collections. Thus production could be streamlined and profitability enhanced. Net profit grew to 124%, from THB 23,020 in May 2016 to THB 51,645 in May 2017. Sale rose by 103%, from THB 90,000 to THB 182,525 within a year, while online sales simultaneously increased by 400%.

The Kohkok Community Project also saw outstanding results. Sales of the products, Rice Me and Homherb, increased from THB 7,537 to THB 30,454 and from THB 3,600 to THB 11,970 from March to May 2016, increases of 304% and 232% respectively. In addition, Rice Me was awarded first prize in the souvenir contest of the Eastern region.[7]

[7] See http://www.kohkokry.com/rice-me-rice-berry/

Prize-winning products: Rice Me

Sustainability

Each project involves products derived from raw materials particular to the local community. Both Kae-Kin-Kuay and the Koh Kok Project are based on common cash crops that have been farmed for generation in the communities. Tan Tie Dye uses traditional natural dyes. In each project the leaders and other stakeholders are both the problem owners and solution implementers. Thus, there is a far higher investment for them to continue with the enterprise once the involvement of the students and the CPA has finished:

‘‘Rice Me and Homherb projects inspire us to keep working in community enterprise to develop our community. Today, we have the opportunity to do some good things for our community and society. So we would like to thank everyone who involved in this Thammasat Model's project. I would like to see the Thammasat Model continue and expand".

Mr. Samran Tipbanpod, president of Koh Kok enterprise.

2) Project Summaries

Pilot
2015

Background					Commitment		Process			Impact	
Name	**Location**	**Resources**	**Products**	**Challenges**	**Stakeholders**	**Role**	**Consultation**	**Product development**	**Skill development**	**Quantitative**	**Qualitative**
Kae Kin Kuay Sun dried banana	Chon Bueng District, Ratchaburi	20 families	Sun dried banana snack	No stable income in the off season	Mr. Atikan	Leader	Packaging	Vacuum packing- FDA approval	Analysis	300% price increase (value add)	Energy
		Banana		No sense of community	20 families	Implementation	Resources	Banana varieties	Brainstorming	Profit increase from THB 2k to THB 20k per month	
				Poor quality	12 TBS students	Research/ planning/ design	Markets	Market research	Planning	THB 7000 earnings per family	
				No FDA approval	Community Partnership Association	Sponsor		Souvenir banana product	Production	1 sales route-7 sales routes	
				Waste				Quality control	Collaboration		
								Social networking promotion			

2016

Background					Commitment		Process			Impact	
Name	**Location**	**Resources**	**Products**	**Challenges**	**Stakeholders**	**Role**	**Consultation**	**Product development**	**Skill development**	**Quantitative**	**Qualitative**
Koh-Kok	Rayong	Protect 'Goldfield'	Bagged Rice	Poor pricing	Mr. Samran Tipbanpod	Leader	Technology	Rice Me' - snack bar	Efficient water use to protect the Gold field	2 new products	Hope
			Herball Ball	Limited market	12 TU students	Research/ catalysts/Planning/ PR	Packaging	Hom Hom Herb'- neck pillow	Accounting skills	Rice sale THA 7,535 Rice Me sale THB 30,454	Ambition
				Vulnerable if rice is over supplied	Community Partnership Association	Sponsor	Markets		Manufacturing	Traditional herbal ball sale THB 3,600 Hom Herb sale THB 11,970	Encouragement
										Rice Me profit increase from 8% loss to 40% profit	
										Hom Herb profit rose from 43% to 70%	
										Income up 76.97%	

Background					Commitment		Process			Impact	
Name	Location	Resources	Products	Challenges	Stakeholders	Role	Consultation	Product development	Skill development	Quantitative	Qualitative
Tan Tie Dye	Rayong	Batik tie dye tradition	1 collection of clothing	No planning	Mrs Tan	Leader	Systemisation	6 tie dye collections	Planning	6 collections	Confidence
				Limited collection/ no differentiation	Staff	Implementation	Standardisation	Packaging design	New tie dye techniques	400% sales increase	
				Limited distribution	12 TBS students	Research/ planning	Dyeing techniques	Brand identity	Accounting	Monthly Volume doubles in 1 year (THB 90 000- THB 180 000)	
				Inefficient production processes	Community Partnership Association	Sponsor					

2017

Background					Commitment		Process			Impact	
Name	Location	Resources	Products	Challenges	Stakeholders	Role	Consultation	Product development	Skill development	Quantitative	Qualitative
1 Ladda Batik	Ko Kret Community, Nonthaburi	Batik tie dye tradition	Batik tie dye tradition	Low sales	Ladda Wanyalay	Leader	Implementation	DIY Batik Painting Kit	Accounting	Sales increased 676.02%	Motivation
		Herbal juice	Yok Koh herbal juice	Limited patterns	9 TBS students	Research, Planning, Product designer	Packaging	Yok Koh herbal juice	Online Marketing	Profit rose 465%	
		Printed T-shirt	Koh Kret printed T-shirt	No public relations	Government Savings Bank	Sponsor	Marketing	Koh Kret printed T-shirt	Analysis	New 15 Batik patterns	
				Too many products			Finance and accounting	Brand identity		New 4 sale distribution channels	
				Only one distribution channel			Pattern designs	Packaging design		Community income increased 673.99% from THB 4,426 to THB 34,257	
				Unappealing shop			Processing				
				No accounting or financal			Quality control				
				High raw material and equipment costs							

Background					Commitment		Process			Impact	
Name	**Location**	**Resources**	**Products**	**Challenges**	**Stakeholders**	**Role**	**Consultation**	**Product development**	**Skill development**	**Quantitative**	**Qualitative**
2 Pork Paste	Kao Pai Village, Rayong	3790 residents	Pork Products	Volatility of commodity prices	Kai	Village head	Quality control	Pork paste	Accounting	Pork paste lasts 3 months	Confidence
		80% factory workers		Waste and spoilage of crops	Jongkol, Noree, Oh	Cooks	Systematic production	Food processing	Online marketing	Longer shelf-life	
		20% farming			9TBS students	research/ PR	Accounting record	Logo and Packaging design		Dramatic increase in revenue	
		Pork products			Community Partnership Association	Sponsor				148.2% sales increase	
					Thailand Institute of Scientific and Technological Research	Advice on shelf-life				Extended 3 distribution channels	
										Profit rose to 36%	

Background					Commitment		Process			Impact	
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3 Ros Cha Muang	Noen Phra Community	Cowa fruit	Cowa juice	Short shelf life	Pramot	Leader	Production process	Quality control	Finance and Accounting	Public relations: Facebook page, Advertising board	Increase product confidence
				Poor marketing ability	9 TBS students	Research, Implementation, Advisor	Implementation	Extend shelf- life	Organisation management	Extended product life from 3 days to 21 days	10% of profit go to community forest maintenance
				No revenue and expenditure record	Thailand Institute of Scientific and Technological Research	Advisor production process and quality	Cowa juice Ingredients	2 new products: Cowa jam, Cowa syrup	Public Relations	Expanded to 4 distribution channels	
				Limited sale routs	Government Savings Bank	sponsor		Brand identity and logo	Marketing	Income of THB 28,787 within 4 months	
				Lack of staff duty allocation				New type of container	Duty allocation		
				Unstable juice flavour							
				Lack of capital for production engine							
				Unattractive packaging							

Background					Commitment		Process			Impact	
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4 Preawpak	Watkrolyaicha community, Rayong province	Pork	Fermented Thai pork sausage	Poor sales and marketing	Mr. Somdetch Pornsopon	Leader	Accounting system and structure	Recreating packages	Accounting and financial management	Created sales for 27,800 Baht within 4 months	Ambition
		Local herbs		Their product formula/recipe need to be develop	8 TBS students	PR / Advisor / Research	Planning, Market analysing and online survey	Add local herb and ingredients for product variety and organic value added.	Marketing skill	Created net profit for 7,962 Baht	Inspiration
				They don't have a proper equipment in production process	Community Partnership Association	Sponsor	Product development and standardisation	Ready-to-eat product for event sale		Increased distribution channels: convenience stores and online facebook fan	
				Accounting disorder			Quality control	Apply for OTOP standard mark		Community grows stronger and sustainable	
							Ingredients	Brand identity:Preawpak			
							Packaging				

Background					Commitment		Process			Impact	
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5 Caramia	Darul Ibadah Community, Bangkok	goats	Goat milk processing products: lotion, and soap	Shot shelf- life	Sakda	Leader	Quality control	New containers, logo	Accounting	Create QR code link to Facebook page	Encouragement
				No quality control	Kusuma	Leader's assistant	Components	New product equipment and pattern design	Marketing	Extent from 1 distribution channel to 7 channels	Confidence
				No quality control	10 TBS students	Research / PR / implementation	Brand identity	New size and price	Revenue and expenditure record system	The community enterprise's income rise from 5,000 Baht to 20,802 Baht	
				Limited distribution channels	Government Savings Bank	Sponsor	Accounting system			Monthly profit is about 8,595 Baht	
				No financial plane and accounting record system						Contribution margins rise (Lotion from 55% to 61%, Soap from 36% to 66%)	
				No explicit duty allocation						Received certification from Food and Drug Administration	
				Unappealing products						Community income increased	
				Loss and low profits							

Background					Commitment		Process			Impact	
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6 idin	Nimit Mai Community, Bangkok	Agriculture products	Agriculture food processing	Prices of agricultural products fall and fluctuate.	Orasa Ngamniyom	Leader	Marketing and PR	New components and flavour for dried banana cookies	Online selling skill	Created net profit for THB 7,962	Inspiration
				Lack of competitiveness	8 TBS students	Problem solving / PR	Packaging	Better quality for seasoning fried bananas regarding production process	Marketing	Expanded 3 new distribution channels	Ambition
				Limited sales routes	8 Community members	Producing / Implementation	Process for standardized from Food and Drug Administration	3 new products: fried taro, Chocolate dried bananas, and fruity ice-cream.	Accounting	Sales rose from THB 53,180to THB 69,080 (29.89%) in the first month and THB 116,126 in the second month.	
				Old-fashioned packaging	Government Savings Bank	Sponsor	Do the accounting	Brand identity		Increased 60% of stakeholder income	
							Find lower price materials	Packaging			

Background					Commitment		Process			Impact	
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7 Herbané	Bon Kai Housewife Community, Bangkok	Thai national herbs	Shampoo	Poor packaging	5 community members	Implementation	Markets	Brand identity	Marketing	Brand awareness (create over 860,000 followers on Facebook	Hope
				Unattractive brand	9 TBS students	Implementation/ PR	Product containers	New containers	Operation Management	Increased total income from THB 42,690 to THB 122,042 in 3 months	Pride
			Conditioner	No production standard	Government Savings Bank	Sponsor	Production	New label	Accounting and Finance	Sales rose from THB 53,180 to THB 69,080 (up 29.89%) within the first month and THB 116,126 in the second month.	
			Soap	No accounting system	The Crown Property Bureau	Sponsor / coordinator	Bookkeeping	New components	Human Resources Management	1,073 products sold and THB 122,042 profit within 3 months	
				Lack of human resources management and proper income distribution			Human resource management and management system	Modern packaging	Accounting	Increased to 11 distribution channels	
									Online marketing and PR	Sale rose 1,300%	
									Management		

Background					Commitment		Process			Impact	
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8 Unseen Bang krachao	Bang krachao, Samut Prakan	6 Districts in Bang krachao	One-day-trip (tourism)	Waste problems	Mong	Leader	Create identities (name and activities)	From CSR activities to One-day trip	Accounting	Created community income about THB 43,190 in 2 months	Rejoice
				Neglect the maintenance of the area	7 TBS Students	Planning / Survey	Accounting record system	The innovation of bike rental shop, rowing house, candy house, cup garden, mixed farming, homestay and wages from being a guide and making lunch	Online marketing and PR	Increased online PR: facebook and line	Conserve and preserve the environment
				Non-systematic tourism	Tha Maharaj	PR	Marketing		Management	Income distribution to people in the community by creating a career	Discipline
				No explicit account management system	Government Savings Bank	Sponsor	Brand identity and PR		Finance		
									Organisation		

Background					Commitment		Process			Impact	
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9 Rukkung Bangkajao	Bang krachao	Local Thai herbs	Herbal juice	No regular production (Make to order)			Markets	Packaging	Marketing	Profit increased 2,189% within	Enthusiasm
			Herbal soap	Production process	Thailand Institute of Scientific and Technological Research	Product improvement	Accounting system	Brand identity	Accounting and Cost management	Income of THB 45,791	Higher expectations
			Herbal body scrub	Human resources	Tha Maharaj	PR	Quality control	Ingredients		Quantity of products sold rose at least 300% per year	
				No accounting	10 TBS Students	Planning / Promotion	Production process	2 new products: herbal body scrub (Plainam)and herbal juice(Jarkjai)			
				Poor communication with each other	Government Savings Bank	Sponsor	Management system				

Background					Commitment		Process			Impact	
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10 Cassy Chips	Ban Chang, Rayong Province	Cassava	Cassava chips	Fluctuating price of cassava	Local cassava farmers	Manufacturing	Product flavour and ingredients	Packaging design	Financial records and management	Create community income THB 24,222 within 2 months	Cohesion
				Rising cost of maintaining the plantation	9 TBS students	Planning and implementation	Brand identity and logo	Quality improvement	Processing	Profit of THB 13,088.13	Better morale
				Poor product planning and positioning	Mat Ta Phut Technical College	Cassava slicing machine	Quality control	New ingredients and flavour	Market reseach	Longer shelf-life	
					Bangkok Industrial Gas	instruction on sustainable use of nitrogen packing machine	Marketiing and accounting		Increased distribution channels	Created Facebook page	
					Dow Thailand Group	PR			Accounting	Increased distribution chanels	
					Kasetsart University	Cassava knowledge			Analysis		
					Ban Chang local government	Hot air dryer					
					Community Partnership Association	Sponsor					