

**GUIDELINES TO CREATE MEDIA INNOVATION TO ENHANCE  
KNOWLEDGE ON THE MANAGEMENT OF THE SMALL AND MICRO  
COMMUNITY ENTERPRISES IN NAKHON PATHOM PROVINCE  
BASE ON THE PHILOSOPHY OF SUFFICIENCY ECONOMY  
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**Abstract**

This article entitled on **“Guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom province, Thailand based on the Philosophy of sufficiency economy”** has 3 objectives; 1) to study communication status to promote SMCEs in Nakhon Pathom Province based on the philosophy of sufficiency economy, 2) to study status of media use for mobilizing the concept of SMCEs management based on the philosophy of sufficiency economy and 3) to set the guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom Province based on the Philosophy of “sufficiency economy .” The data collecting techniques are comprised of qualitative technique using in-depth interview and quantitative technique using questionnaires survey. The descriptive statistics was brought to analyze the quantitative data, while common themes analysis technique was brought to analyze qualitative data. The main research results are as follows:

1.The status of communication to promote SMCEs in Nakhon Pathom Province based on the philosophy of sufficiency economy shows that most of personnel in public or state agencies involved and SMCEs leaders don’t directly and concretely act communication roles as a promoter or mobilizers of the concept of SMCEs management based on the philosophy of sufficiency economy

2.The State agencies involved and leaders of SMCEs in Nakhon Pathom province don’t have media for the mobilizing of the concept of SMCEs management based on the philosophy of sufficiency economy but there are merely media to transmission all data derive from state agencies involved which can transfer to the concept of SMCEs management based on the philosophy of sufficiency economy. The main media that public agencies involved used to transmiss all data to the leaders of SMCEs are official letters, telephone, personel media, and meeting while the main media are used by chairman and committees for the transmission of data that are relatd to the concept of SMCEs management based on the philosophy of sufficiency economy to their members are personnel media, group meeting, personnel talking, public relations media, membership networking, training and activities.

3. Guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises based on the philosophy of “sufficiency economy” are as follows: 1) providing of strategic plan to produce and distribute public relations tools to enhance knowledge on SMCEs management based on the Philosophy of sufficiency economy, 2) the creation of media innovation should based on knowledge of target group in order to set the suitable content strategy and integration of multimedia and activities, 3) the setting of SMCES management model for based on the philosophy of “sufficiency economy” by public agency involved by providing of a holistic understanding of founders at the starting point, 4) the setting of communication channels to inform the performance evaluation of SMCEs to chairmans, committees and members and, 5) the setting of the contest of SMCEs management based on the philosophy of “sufficiency economy” continuously, and seriously by having concrete performance evaluation criteria, and 6) the setting of databases and websites of the expertises who have knowledge and experience on the management of SMCEs based on the philosophy of “sufficiency economy”

The research suggest that state agencies involved should create media innovation to mobilize the SMCEs management based on the philosophy of sufficiency economy continuously and concretely together with the improvement of staffs’ knowledge on participatory communication roles as mentors,

facilitators, advisors, catalyst or inspirators, supporters, followers, evaluators, creators of knowledge sharing and networking, and informers of the result of performance evaluation in order to solve the problems, promote and concretely improve the efficiency and effectiveness of SMCEs management based on the philosophy of “sufficiency economy”.

Keywords: media, media innovation, small and micro community enterprises, the philosophy of “sufficiency economy”, SMCEs management

## **INTRODUCTION**

The research entitled “Guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom province, Thailand, based on the Philosophy of sufficiency economy” is necessary because SMCEs concept is the production & service activities that community is owners and use community wisdom together with social capital. However, the research results of Saengduangdee, Buawetch, and Sujitavanich (2012) [1] showed that chairman, committee and members of SMCEs in Nakhon Pathom Province still lack of knowledge and understanding to apply the management of SMCEs based on the philosophy of sufficiency economy and also communication skill to transmiss of the concept to their members. The research proposed that members of the state agencies involved should pay more attention to the transmission of the concept of SMCEs management based on the philosophy of sufficiency economy to chairman and committees, while chairman and committees of SMCEs should seriously study this concept, run their life and be the transmitter of the concept to their members.

Then the research article entitled “Guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom province, Thailand, based on the Philosophy of sufficiency economy” which is the part of the research “ then aim to study 1) the status of communication the concept of SMCEs management in Nakhon Pathom Province based on the philosophy of sufficiency economy by emphasizing on the communication role of the state agencies and committees involved, 2) the status of media usage to mobilize the concept of SMCEs management in Nakhon Pathom Province based on the philosophy of sufficiency economy both the state agencies and committees, and 3) the guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom province, Thailand, based on the Philosophy of sufficiency economy.

The finding will be useful for committees and members of SMCEs and the state agencies involved to apply in the communication design to enhance SMCEs committees and members’ knowledge and competency for the efficient and effective management of SMCEs based on the Philosophy of sufficiency economy that will make the strength and sustainability to SMCEs in Nakhon Pathom Province and then leverage the standard of life of community which is the main objectives of this research.

## **Literature Review**

The literature review here is divided into two parts which are comprised of The Philosophy of sufficiency economy or PSE and the application of the Philosophy of sufficiency economy in SMCEs. The details are as follows:

### **1. The Philosophy of sufficiency economy or PSE**

King Bhumibol Adulyadej proposed the philosophy of sufficiency economy (PSE) to people of Thailand on December, 4 th 1997.(Thongpakde, N. ,2005). [2] The concept of PSE can be applied to the individual level, the community level and the national level. (Thongpakde, N. ,2005). [2] The concept of PSE highlights a balanced way of living with three principles: moderation, reasonableness, and self-immunity, along with the conditions of morality and knowledge. Therefore, the development that is based on the philosophy of sufficiency economy aim to bring about a security, harmony and sustainability in people’s lives, economic and social conditions, This kind of development emphasizes moderation, rationality, immunity, and the application of knowledge, carefulness, and morality in making decisions and taking actions.

### **2. The application of the Philosophy of sufficiency economy in SMCEs.**

The application of PSE is not limited to the individual; it can also be applied to several different practices, one of which is private business and small and micro community enterprises or SMCEs.

PSE encourages corporate pursuance of sustainable profit via ethical approaches, including good corporate governance, social responsibility, mindfulness of all stakeholders, and business prudence with risk management. (RDPB, 2008, cited in Mongsawad, 2010: 128). [3] The Government of Thailand has thus far applied PSE in designing policies that help alleviate poverty and encourages community to employ the following elements when organizing and managing their small and micro community enterprises to increase income, be strong and self-reliant. (UNDP, 2007, p. 48). [4] The concept of PSE helps shape in SMCEs managing factors; factor of production, physical capital, human capital, natural capital and social capital towards achieving quality growth. Such growth stresses people's well-being, and sustainable environment.

The concept is confirmed by Sripatta (2006) [5] who found that SMCEs chairmen rated on the possibility of SMCEs management based on PSE at a much level. Integrity and fairness were rated to be the most practical and possible item to apply. The top ten of the PSE application for SMCEs management that are mostly recommended by SMCEs chairmen and committees are comprised of 1) the suitable size and balance business growth, 2) sincerity & fairness to both customers and labors, 3) the efficient and effective usage of community resources, 4) low risk management, reasonable costs and long term profits making, 5) the usage of community labour more than high technology, 6) the efficient usage of suitable high technology, 7) the customer relationships management, good product and service improvement, 8) the products positioning to serve community, and don't stock too much products, 9) the use of marketing communication tools: public relations, marketing and advertising, 10) the continuous service improvement and staff development. (Sripatta, 2006) [5] The finding is consistent with that of Kaewmanee, Theerakul, Vibulpong, Sriboonjit (2006) [6] who found the 9 best practices for SMCEs management based on PSE: 1) the efficient utilization of technology, 2) the efficient usage of resources, 3) the use of human labors, 4) the sufficient size of production, 5) the long-run profits making, 6) the honesty for members and customers, 7) the low risk-management, 8) the risk-management in finance, and 9) the finding of raw materials and new markets.

Therefore the research frame for studying the application of PSE on SMCEs management are comprised of nine attributes: 1) the efficient utilization of technology, 2) the efficient usage of resources, 3) the use of human labors, 4) the sufficient size of production, 5) the long-term profits making, 6) the honesty for members and customers, 7) the low risk-management, 8) the finding of raw materials, new markets and marketing communication, and 9) the continuous improvement in product and staff knowledge.

## **METHODOLOGY**

Research methodology used for data collecting are the qualitative methodology including both observation and in-depth interviews techniques.

### **1.1 Population and sample**

#### **1.1.1 Population and sample for observation technique**

Population of observation technique were comprised of SMCEs situated in Nakhon Pathom Province and evaluated by provincial agriculture organization of Nakhon Pathom province in a good scores.

Samples were comprised of 7 SMCEs selected by provincial agriculture organization in each 7 districts of Nakhonpathom Province to join a contest of excellent SMCEs project organized by agriculturists promotion and development organization of Nakhon Pathom province and 4 volunteer SMCEs evaluated by provincial agriculture organization of Nakhon Pathom province in a good scores.

#### **1.1.2 Population and sample for in-depth interviews technique**

Population for in-depth interviews were divided into 2 groups: 1) staffs of public agencies involving agricultural promotion and development in district and provincial levels of Nakhon Pathom province and 2) 22 chairman and committees of SMCEs situated in Nakhon Pathom province

Samples selected for in-depth interviews technique were divided into 2 groups: 1) 8 executives of public agencies involving agricultural promotion and development in district and provincial levels and 2) 22 chairman and committees of 11 SMCEs that are samples for observation technique as cited above

## **1.2 Tools for data collection.**

1.2.1 The observation form and semi-standardized interviews protocols are comprised of key items as follows:

1.2.2.1 Communication roles of state agency to promote SMCEs in Nakhon Pathom Province based on the philosophy of sufficiency economy to SMCEs chairmen and committees.

1.2.2.2 Communication roles of chairmen and committees to promote SMCEs in Nakhon Pathom Province based on the philosophy of sufficiency economy to their members.

1.2.2.3 Communication problems occurred while mobilizing the concept of SMCEs management base on the philosophy of sufficiency economy of the state agencies involved, chairmen and committees and the solutions.

1.2.2.4 Communication problems occurred while mobilizing the concept of SMCEs management base on the philosophy of sufficiency economy of chairmen & committees and the solutions.

1.2.2.5 what types of media use by state agency involved for mobilizing the concept of SMCEs management based on the philosophy of sufficiency economy and how these media are distributed to SMCEs

1.2.2.6 what types of media use by chairmen & committees for mobilizing the concept of SMCEs management based on the philosophy of sufficiency economy to their members and how these media are distributed.

1.2.2.7 The guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom Province based on the Philosophy of "sufficiency economy" in the opinion of state agencies involved.

1.2.2.8 The guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom Province based on the Philosophy of "sufficiency economy" in the opinion of SMCEs chairmen & committee.

## **1.3 Data collection**

Data collecting used in the process of observation and indepth interview technique are as follows:

1.3.1 The observation form and semi-standardized interview protocols were examined by academic in communication arts, and executive in public agencies and then improved before pretesting

1.3.2 The observation form and semi-standardized interview protocols were brought for pretesting by observing one SMCE and interviewing with an executive and 2 committees of SMCEs in order to check understanding, consistency, difficulty of the questions and timing of interviewing, as well as to make the researcher become familiar with the topic of observation and sequence of the interview, and improve the skill of questions probing.

1.3.3 The observation form and semi-standardized interview protocols were developed both language and format before collecting an information from the 22 key informants.

1.3.4 For observing technique, the researcher went to the sites of 11 SMCEs themselves, observed the status of communication and media usage by state agencies and committees for mobilizing SMCEs management based on the philosophy of sufficiency economy and and then summarized data derived in the observation form.

For interviewing technique, the researchers contacted and made appointment with these 22 key informants, sent them the semi-standardized interview protocols by email or fax and asked them for the allowment of audio and video recording, photo-taking, and note-taking by researcher and assistant while conducting an interview.

1.3.5 The data was then transcribed and analysed using common themes analysing technique

## RESULTS

The research findings are respectively presented as the research objectives as the following

**1.1 Research objective 1)** to study communication status to promote SMCEs in Nakhon Pathom Province based on the philosophy of sufficiency economy by emphasizing communication roles of state agencies, and SMCEs committees.

*1.1.1 Communication roles of state agencies involved.* The results showed that communication roles of the state agencies emphasized on giving some information derived from state agencies in department, ministry and provincial levels together with data derived from stakeholders involved or information provider and knowledge about the promotion and improvement of SMCEs that could transfer to the development of SMCEs management based on the philosophy of sufficiency economy. not the direct knowledge of how to manage SMCEs based on the philosophy of sufficiency economy.

Besides communication roles as the informer and knowledge provider, the results also showed that state agencies worked as coordinators or liasons between SMCEs, state agencies and stakeholders to run the activities aiming to mobilizing SMCEs, and communication roles as followers and advisors for the management of SMCEs as the registration of SMCEs, the improvement of new products and the finding of new marketing channels.

*1.1.2 Communication roles of the SMCEs committees.* The results showed that communication roles of the SMCEs chairmen and committees emphasized on information providers and knowledge providers as state agencies as cited above. However, the result also found that some of them tried to talk about how to apply the philosophy of sufficiency economy in their living and how to manage SMCEs based on the philosophy of sufficiency economy. Then their communication roled could be classified into 7 types: 1) information provider, 2) knowledge providers, 3) information seekers, 4) coordinators or liason with state agencies, 5) motivator or inspirators, 6) knowledge transfer to new generations and 7) participative creators

However, the result indicated that the committees of 11 SMCEs don't bring any aspect of the participatory communication such as information and knowledge sharing, the sense of belonging, inspiration, and empowerment, to mobilizer the concept of SMCEs management based on the philosophy of sufficiency economy concretely and continuously. Moreover, not any of them allow their members to share and help in media design, production, distribution, evaluation and improvement in every process that can finally convey them a sense of belonging, inspiration and empowerment or having a sense of self-efficacy in running the management of SMCEs based on the philosophy of sufficiency economy effectively.

**1.2 Research objective 2)** to study status of media use for mobilizing the concept of SMCEs management based on the philosophy of sufficiency economy

The status of media use for mobilizing the concept of SMCEs management based on the philosophy of sufficiency economy are presented into 2 sections: 1) the status of media used by state agencies involved, and 2) the status of media used by committees. The details are as follows:

*1.2.1 The status of media used by state agencies involved.* The results showed that media used by state agencies involved have 2 levels: 1) the main media: official letter, telephone, personal media, and meeting, were used as channels or instruments for transmitting some information derived from provincial agencies to SMCEs chairman or committees such as policy, information for SMCEs registration, criteria for SMCEs performance evaluation, project to improve SMCEs potential, SMCEs contest organized by provincial state agencies, SMCEs fair etc. and 2) the main media used as channel for transmitting knowledge that can transfer to the mobilizing of SMCEs management based on the philosophy of sufficiency economy are comprised of activities which firstly emphasized on the activities: training and educational tour, followed by media production that can reinforce members' understanding on the concept.

However, media usage are still lack of diversity and purposes for directly promote holistic and concrete knowledge & ability to apply the concept for SMCEs management based on the philosophy of sufficiency economy. This make most of SMCEs chairman and committees don't understand the concept and unable to apply some information or knowledge obtained from both types of activities: the training & workshops and educational tours to run their SMCE based on the philosophy of sufficiency economy.

*1.2.2 The status of media used by committees.* The main media used as channels of transmission knowledge for the improvement of SMCEs that can transfer to the promotion and mobilization of SMCEs management based on the philosophy of sufficiency economy are comprised of 1) personal media by SMCEs chairman and committees as the role model of earning and living based on the philosophy of sufficiency economy, 2) member meeting to inform group movement while filling the SMCEs management concept based on the philosophy of sufficiency economy, 3) informal talk and coaching the concept of efficient and effective work 4) media production and distribution the concept of SMCEs management based on the philosophy of sufficiency economy to SMCEe member, 5) communication network among some SMCEs members who are interested and belief in the philosophy of sufficiency economy in order to help talking and expanding this concept both in the way of life and SMCEs management, 6) training by academics and expertises of state agencies for the improvement of SMCEs and the application of the philosophy of sufficiency economy both in the way of life and SMCEs management, and 7) special events such as party and activities related to religion, culture, and traditional belief and faith in order to promote rapport and participation among members.

**Research objective 3)** To set the guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom Province based on the Philosophy of “sufficiency economy .”

The guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom Province based on the Philosophy of “sufficiency economy are comprised of 1) the strategy plan of public relations media production and distribution, 2) 2) the creation of media innovation based on knowledge of target groups, 3) the setting of SMCEs management model based on the philosophy of “sufficiency economy”, 4) the setting of communication channels to inform the performance evaluation to SMCEs chairmans, committees and members, 5) the contest of SMCEs management based on the philosophy of “sufficiency economy”, and 6) the setting of database and websites of the expertises involved. The details are as follows:

*1.3.1 The strategy plan of public relations media production and distribution.* The strategy plan of public relations media production and distribution based on the philosophy of sufficiency economy that can enhance knowledge, understanding, awareness and capability of SMCEs management based on the Philosophy of “sufficiency economy. The strategy plan should emphasize on content and media design step by step by starting at the living based on the Philosophy of “sufficiency economy” and then transferring to SMCEs management. Media design should be easy and present in various form: poster, vinile board, folder, video clip, household accounting form, , handbook, best practice analysis, manual and guidelines fo SMCEs performance evaluation emphasizing on the criterias of SMCEs managment based on the philosophy of sufficiency economy that can convey knowledge & awareness together with create sense of belonging, inspire and empower both committees and members on mobilizing the SMCEs management based on the philosophy of sufficiency economy.

*1.3.2 The creation of media innovation based on knowledge of target groups.* The creation of media innovation shoul based on knowledge of target group in order to set the suitable content strategy an consistent integration of multimedia and activities. Moreover, it should firstly start at selecting chairmen, committees and members who are interested and faith in the philosophy of sufficiency economy and provide them a workshop training course including both lecture and practicing together with powerpoint presentation technique, handbook, video clip, model or beautiful pictures which are easy understanding, concrete, and entertaining, aiming on capability improvement on how to manage SMCEs based on the philosophy of sufficiency economy holistically. Moreover, the course may provide more on other activities aiming to make them understand and able to apply the concept of SMCEs management based on the philosophy of sufficiency economy such as demonstration, seminar or panel discussion among SMCEs chairmen and committees, or having an education tour at SMCEs setting that succeed in applying the concept of SMCEs management based on the philosophy of sufficiency economy. However, the course and media involved should be continuously adapted based on the changing need, problem, types of SMCEs product, capability and vision in order to create communication network and information sharing that can affect on the SMCEs competitive advantage from the basic level to the advance one and collaborative projects among SMCEs in the future.

*1.3.3 The setting of SMCES management model based on the philosophy of “sufficiency economy.* The prototype model of SMCEs management based on based on the philosophy of sufficiency

economy in order that founders will have a holistic understanding and are able to run the principles and application guidelines in all steps of management: 1) the direction and growth of SMCEs, 2) SMCEs management planning, 3) marketing management, 4) learning process management, 5) membership or human resources management, 6) product and service management process, and 7) the result management. Moreover, the state agencies involved should be as informer, knowledge provider, inspirator, coaching or mentor, and advisor of the learning process from the starting point till each of the SMCEs groups will be able to stand on their own feet, survive and sustain.

*1.3.4 The setting of communication channels to inform the performance evaluation to SMCEs chairmans, committees and members.* The setting of communication channels to inform the performance evaluation of SMCEs to chairmans, committees and members in each groups after finishing the evaluation together with the reasons of why each group got a performance level as such and guidelines for problems solving and developing themselves in order to get higher scores of performance evaluation in the next year.

*1.3.5 The contest of SMCEs management based on the philosophy of "sufficiency economy".* The setting of the contest of SMCEs management based on the philosophy of "sufficiency economy" continuously, and seriously by having concrete criteria for performance evaluation and informing them about the result of contest, and inspiring them with reward or certificate to make their members be proud to improve themselves and finally be willing to help improving and strengthening the group and providing the benefits to their community.

*1.3.6 The setting of database and websites of the expertises involved.* The setting of database and websites of the expertises who have knowledge and experience on the management of SMCEs based on the philosophy of "sufficiency economy" in order that chairmen and committees can easily and directly contact, share and exchange knowledge and information involving the development of SMCEs based on the philosophy of "sufficiency economy".

## **CONCLUSIONS**

The article entitled "Guidelines to create media innovation to enhance knowledge for the management of the small and micro community enterprises in Nakhon Pathom province based on the Philosophy of sufficiency economy" show the result that state agencies involved don't act a communication roles as information and knowledge provider, coordinator, follower, advisor, supporter, and facilitator that are important for boosting SMCEs management based on the Philosophy of sufficiency economy. Therefore, the mobilizing of the concept by providing holistic knowledge and understanding about the principle of SMCEs management based on the Philosophy of sufficiency economy in every steps to SMCEs committees is suddenly needed in order to improve their participatory communication roles as a mobilizer of SMCEs management based on the Philosophy of sufficiency economy in the steps of media planning, production, distribution, evaluation, development, and benefits gaining as members have a sense of belonging the idea, feel awareness, have inspiration, trust in their self-efficacy and are willing to help or cooperate in all activities involved that can finally make SMCEs be strength, stable and sustainable.

## **Discussion**

The finding that state agencies involved should act their participatory communication roles as knowledge & information provider, inspirator, supporter, advisor, follower, facilitators, evaluator, and feedback provider by designing campaign communication plan to mobilize the concept to SMCEs chairmen, committees and members is consistent with the suggestion of Pooksawat (2007) [7] saying that the headquarter of state agencies should provide information and knowledge on the principles, and guidelines of the philosophy of sufficiency economy to community leaders in order that they will have a direction to work run and mobilize this concept to community continuously.

Moreover, the finding that the state agencies involved and leaders of SMCEs in Nakhon Pathom province don't have direct media designed for mobilizing the concept of SMCEs management depth and then they are merely media for transmitting data and knowledge derived for the development of SMCEs that may apply in some aspects for running SMCEs management based on the philosophy of sufficiency economy. The finding as said is consistent with that of Seangduangdee et al, (2012) [1]; and Thanawatsee (2007) [8] saying that there is still no media designed for the development of SMCEs management based on the philosophy of sufficiency economy despite the fact that this concept are widely proposed to Thai people on December, 4<sup>th</sup> 1997 by King Bhumibol

Adulyadej.(Thongpakde, N. ,2005) [2] by hoping that the concept will be applied in everyday life and in running business of all sizes and sectors. (Isarangoon Na Ayudaya, and Pootrakul, 2003) [9] and (“What is the Philosophy of Sufficiency Economy”) [10] Therefore, Thanawatseree (2007) [8] suggest the communication strategy should emphasize on breath and depth knowledge and understanding of the concept to target groups by using multimedia or mixed media together with the concrete samples or prototype model of SMCEs management based on the philosophy of sufficiency economy in order to access all target groups who are different in demograhic factors:sex,age, occupation, education levels and lifestyles easily and concretely.

Finally, the state of media used for mobilizing the concept by chairmen and committees are traditional media especially for personnel media,meeting and informal talk then the guideline for the creation of media innovation emphasize on the participatory communication by making SMCEs chairman, committees and members understand the concept of SMCEs management based on the philosophy of sufficiency economy, the concept of participatory communication and the principle and aims of media design techinque in order that they can help each others in every steps of the process starting at media design aiming for create sense of belonging to the group, knowledge providing, motivating, inspiring, and empowering ,and then media production , distribution, evaluation and improvement. This findings are consistent with Saengduangdee et al.(2012) [1] and Pooksawat (2012) [7] saying that public relations media strategy for mobilizing the concept of SMCEs management based on the philosophy of sufficiency economy should be comprised of the mix media suitable for target groups or their members that are produced ,repeted and continuously improved by members themselves,

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