

Community-based Product Development and Income Distribution: A Case Study of Tonsai Snack Boxes in Wat Sai Community, Thailand.

การพัฒนาผลิตภัณฑ์โดยชุมชนและการกระจายรายได้: กรณีศึกษากล่องขนมต้นไทรในชุมชนวัดไทร ประเทศไทย

Surakiat Tadawattanawit¹, Chayawat Kiatkamonman², Watit Intuluck^{3*}, Chakrit Srisakun⁴

สุรเกียรติ ฐาดาวฒานาวิต¹, ชยาวัฒน์ เกียรติกมลมาลย์², วาติต อินทุลักษณะ^{3*}, ชاکริต ศรีสุกุน⁴

Faculty of Hospitality Management Dusit Thani College^{1, 2, 3*},

Senior Manager Strategy Department, Bless Asset Group Public Company Limited⁴

คณะกรรมการจัดการบริการ วิทยาลัยดุสิตธานี^{1, 2, 3*}

ผู้จัดการอาวุโสแผนกกลยุทธ์ บริษัท เบลส แอสเสท กรุ๊ป จำกัด (มหาชน)⁴

Surakiat.ta@dte.ac.th¹, Chayawat.ki@dte.ac.th², Watit.in@dte.ac.th^{3*}, Chakrit.sr@dte.ac.th⁴

ผู้ประพันธ์บรรณกิจ (Corresponding Author)^{3*}

Abstract

This study explores the use of community-based product development and income distribution as a means of generating sustainable income within the Wat Sai community. Specifically, the study focuses on the development and distribution of Tonsai snack boxes by a community club. Using interviews, questionnaires, and focus group discussions, the study investigates the process and outcomes of income generation in the community. The results suggest that the community-based approach promoted income-generating skills and knowledge, resulting in the creation of a new product line with a distinctive brand name and packaging. Customers praised the Tonsai snack boxes, but there are still some areas for improvement, such as packaging and distribution methods. The study also found that the club established a fair revenue distribution principle, although the revenue distribution pattern for snack boxes was unclear due to limited sales. Focus group discussions were conducted to identify appropriate forms of income distribution and propose guidelines for desirable forms of club membership for community clubs. Overall, the study highlights the importance of involving all stakeholders in the product development and income distribution processes to achieve sustainable and self-reliant income sources and provides valuable insights into effective community-based product development and income distribution strategies.

Keywords: Community-based product development, Income distribution, Sustainable income sources

บทคัดย่อ

การศึกษาครั้งนี้เป็นการสำรวจการใช้การพัฒนาผลิตภัณฑ์โดยชุมชนและการกระจายรายได้เพื่อเป็นช่องทางในการสร้างรายได้ที่ยั่งยืนภายในชุมชนวัดไทร โดยเฉพาะการศึกษามุ่งเน้นไปที่การพัฒนาและจัดจำหน่ายขนมกล่องต้นไทร โดยชมรมชุมชน การศึกษาสำรวจกระบวนการและผลลัพธ์ของการสร้างรายได้ในชุมชนโดยใช้การสัมภาษณ์ แบบสอบถาม และการสนทนากลุ่ม ผลการวิจัยชี้ให้เห็นว่าแนวทางชุมชนส่งเสริมทักษะและความรู้ในการสร้างรายได้ ส่งผลให้เกิดกลุ่มผลิตภัณฑ์ใหม่ที่มีชื่อแบรนด์และบรรจุภัณฑ์ที่โดดเด่น ลูกค้าน่าสนใจขึ้นชมกล่องขนมต้นไทร แต่ก็ยังมีจุดที่ต้องปรับปรุง เช่น การบรรจุและการจำหน่าย การศึกษายังพบว่าสโมสรกำหนดหลักการกระจายรายได้ที่ยุติธรรม แม้ว่ารูปแบบการกระจายรายได้สำหรับสเน็คบ็อกซ์จะไม่ชัดเจนเนื่องจากมียอดขายจำกัด มีการอภิปรายกลุ่มสนทนาเพื่อระบุรูปแบบการกระจายรายได้ที่เหมาะสม และเสนอแนวปฏิบัติสำหรับรูปแบบการเป็นสมาชิกสโมสรที่พึงประสงค์สำหรับสโมสรชุมชน โดยรวมแล้ว การศึกษานี้เน้นย้ำถึงความสำคัญของการมีส่วนร่วมของผู้มีส่วนได้ส่วนเสียทั้งหมดในการพัฒนาผลิตภัณฑ์และกระบวนการกระจายรายได้เพื่อให้บรรลุแหล่งรายได้ที่ยั่งยืนและพึ่งพาตนเองได้ และให้ข้อมูลเชิงลึกที่มีคุณค่าในการพัฒนาผลิตภัณฑ์ตามชุมชนที่มีประสิทธิภาพและกลยุทธ์การกระจายรายได้

คำสำคัญ: การพัฒนาผลิตภัณฑ์โดยชุมชน, การกระจายรายได้, แหล่งรายได้ที่ยั่งยืน

INTRODUCTION

Community-based organizations (CBOs) have garnered significant recognition for their role in fostering community development (Plough, 2015). However, research into the factors contributing to their success, sustainability, and failure remains limited (Oino et al., 2015). Notably, the effectiveness of community-based product development and income distribution strategies, crucial components of sustainable community development, is largely unexplored.

To address these research gaps, this study delves into the Sai Temple Conservation Club, a CBO in Bangkok, Thailand, and examines its efforts to promote community development through community-based product development and income distribution. Employing a mixed-methods approach encompassing qualitative and quantitative data collection methods, such as stakeholder interviews, participant observation, and document analysis, this study seeks to identify the factors underpinning the success of the Sai Temple Conservation Club and explore strategies for its long-term sustainability.

The introduction provides context for the study by briefly reviewing existing literature on CBOs, product development, and income distribution. Previous studies have highlighted the importance of community participation, knowledge management, and capacity building in achieving sustainable community development (Liu et al., 2020; Plough, 2015). Other studies have emphasized the need for effective income distribution mechanisms that promote fairness, transparency, and accountability (Hartanto et al, 2021; Oino et al., 2015). Building upon this literature, this study aims to deepen our understanding of community-based product development and income distribution strategies that can foster sustainable and self-reliant income sources for communities.

Thus, this study holds significant implications for policymakers, community leaders, and practitioners seeking to promote community development through CBOs. By providing insights into

effective strategies for product development and income distribution and identifying key factors contributing to the success of the Sai Temple Conservation Club, this study can inform the development of policies and practices that support sustainable community development. The objective of this investigation is to comprehensively examine the Sai Temple Conservation Club, a Community-Based Organization (CBO) in Bangkok, Thailand, with a focus on its initiatives related to community-based product development and income distribution. Through a mixed-methods approach involving qualitative and quantitative data collection methods, including stakeholder interviews, participant observation, and document analysis.

LITERATURE REVIEW

2.1 Community-Based Product Development

Community-based product development (CBPD) emerges as a transformative approach that harnesses the skills, resources, and indigenous knowledge of local communities to drive sustainable development and economic empowerment in rural settings (Kılıçkap, 2019; Ngo, Lohmann, & Hales, 2018). This innovative paradigm offers a trio of compelling advantages that pave the way for a prosperous future for rural communities. Firstly, CBPD fosters job creation and income generation within communities, empowering individuals to secure their livelihoods and contribute to their families' well-being (Harris-Smith & Palmer, 2022). By integrating local residents into the production process, CBPD initiatives generate employment opportunities and enhance household incomes, fostering economic growth and reducing poverty rates. Secondly, CBPD safeguards and promotes local culture and traditions, weaving them into the very fabric of product development (Duxbury et al., 2020). This approach celebrates the unique heritage and craftsmanship of rural communities, preserving their cultural identity and perpetuating time-honored traditions for future generations. Thirdly, CBPD prioritizes eco-friendly production methods, aligning with global sustainability goals (Ngo et al., 2018). By adopting sustainable practices, CBPD initiatives minimize environmental impacts and promote responsible resource utilization, contributing to the preservation of natural ecosystems and ensuring a healthier planet for all. Despite its transformative potential, CBPD is not without its challenges. One hurdle lies in coordinating the efforts of diverse stakeholders, including community members, government agencies, and businesses (Kılıçkap, 2019). Effective collaboration and open communication among these groups are essential for ensuring the success of CBPD initiatives. Another challenge involves the competitive landscape of the global marketplace. CBPD products may face difficulties in gaining traction in a world saturated with mass-produced goods (Ngo et al., 2018). To overcome this obstacle, CBPD initiatives must focus on differentiating their products by emphasizing their unique cultural heritage, sustainable production methods, and high-quality craftsmanship.

In conclusion, community-based product development presents a promising avenue for achieving sustainable development and economic empowerment in rural areas. By harnessing the potential of local communities and adopting eco-friendly practices, CBPD initiatives can revitalize rural

economies, preserve cultural traditions, and contribute to a more sustainable future. However, acknowledging and addressing the challenges of stakeholder coordination and market competition are crucial for ensuring the long-term success of CBPD endeavors.

2.2 Income Distribution

Income distribution refers to the manner in which income is divided among individuals and households within a society (Brannen & Wilson, 2023). It serves as a crucial indicator of economic inequality and social well-being (Bilan et al., 2020). Income distribution can be assessed using various metrics, including the Gini coefficient and the wealth distribution index. In the previous study cited, income distribution was identified as a critical aspect of community-based product development and income generation within the Wat Sai community. The study emphasized the importance of fair revenue distribution principles within the community club involved in developing and distributing Tonsai snack boxes. Despite limited sales, the club aimed to establish equitable income distribution mechanisms to ensure that all members benefitted fairly from the initiative. Drawing on this context, income distribution becomes relevant to the recent investigation of the Sai Temple Conservation Club's efforts in community development through product development and income distribution. Understanding how income is distributed among individuals and households within the community served by the club is essential for assessing the effectiveness and sustainability of its initiatives. The investigation into income distribution within the Sai Temple Conservation Club's context can shed light on several key aspects including

Equity and fairness, the examining of how income is distributed among club members involved in product development and income-generating activities can reveal whether the club's practices align with principles of fairness and equity. This aspect is crucial for ensuring that all participants receive a fair share of the benefits derived from the club's initiatives.

Transparency and accountability, the investigating the mechanisms and processes through which income is distributed within the club can provide insights into the level of transparency and accountability in decision-making related to financial matters. Transparent and accountable practices contribute to building trust and cohesion within the community and enhance the club's credibility.

Community well-being, assessing income distribution within the context of the Sai Temple Conservation Club's activities can offer insights into the socioeconomic impact of its initiatives on the well-being of community members. Fair and effective income distribution mechanisms can contribute to reducing economic inequality and improving the overall social and economic well-being of the community.

Sustainability, understanding how income distribution is managed within the club can inform strategies for ensuring the long-term sustainability of its initiatives. Fair and sustainable income distribution practices are essential for maintaining community engagement and participation in the club's activities over time.

Therefore, examining income distribution within the Sai Temple Conservation Club's context is important for evaluating the club's impact on economic inequality, social well-being, transparency, and long-term sustainability within the community. It provides valuable insights into the effectiveness of community-based approaches to income generation and product development in promoting sustainable community development.

2.3 Case study

The Tonsai snack box project, launched in 2019 by community members in Wat Sai, Thailand, serves as a compelling case study demonstrating the transformative impact of Community-Based Product Development (CBPD) on sustainable development and economic empowerment in rural areas. This initiative emerged from a recognition of the community's dual objectives: the urgent need to generate income and the desire to preserve their cultural identity amid economic challenges.

Initiated with the support of government training and funding, the Tonsai snack box project aimed to revitalize the traditional Thai snack-making tradition while promoting economic self-sufficiency and cultural preservation. The project set forth three primary objectives:

1. Enhancing income generation for community members, at its core, the project aimed to empower community members to generate sustainable income, thereby improving their livelihoods and contributing to household economic stability. By leveraging local skills and resources, the project sought to create opportunities for income generation within the community, fostering economic resilience and prosperity.
2. Preserving traditional Thai snack making tradition, a key focus of the project was to safeguard the traditional Thai snack-making tradition, ensuring its transmission to future generations and preserving the community's rich cultural heritage. Through training and capacity-building initiatives, community members were equipped with the skills and knowledge necessary to preserve and perpetuate this valuable aspect of their cultural identity.
3. Promoting the use of local ingredients, the project also prioritized the utilization of locally sourced ingredients, thereby fostering a sustainable and environmentally friendly production process. By promoting the use of indigenous ingredients, the project not only supported local farmers and suppliers but also contributed to the conservation of biodiversity and natural resources in the region.

The success of the Tonsai snack box project underscores the transformative potential of CBPD in rural development contexts. By harnessing local skills, resources, and cultural heritage, CBPD initiatives like the Tonsai snack box project can revitalize rural economies, preserve traditions, and contribute to a more equitable and sustainable future. Through the lens of the Wat Sai community case study, the Tonsai snack box project offers valuable insights into the practical implementation of CBPD strategies and their impact on income distribution within rural communities. By examining the project's objectives, methodologies, and outcomes, researchers can gain a deeper understanding of the factors contributing

to its success and draw lessons to inform future CBPD endeavors. This case study serves as a compelling example of how community-led initiatives can drive sustainable development, enhance livelihoods, and safeguard cultural identities through innovative product development and income distribution strategies.

METHODS

3.1 Participants

The study employed three sample groups to achieve its objectives. Firstly, semi-structured interviews were conducted with representatives from the Wat Sai community, including abbots, representatives of higher education institutions, and community event participants, to examine the Sai Temple Conservation Club's operation and development guidelines. Secondly, a survey was conducted to 68 customers who purchased new Wat Sai community products to understand product development and income generation. Finally, five individuals involved in product sales were engaged in discussions to investigate the distribution of income from the Sai Temple Conservation Club to community members. The research provides insights into the development of effective community-based product strategies and income distribution, which can be utilized in other communities to achieve sustainable and self-reliant income sources.

3.2 Data Collection

A semi-structured interview guide was developed in collaboration with various stakeholders involved with Wat Sai, including representatives of the Sai Temple Conservation Club, abbots, and lecturers from Dusit Thani College. The guide explored various aspects of product development, income distribution, and community involvement. Data were gathered through interviews, focus group discussions, and training sessions with 68 customers and five individuals involved in selling the products. The findings were used to collaboratively develop and improve products as well as determine the appropriate form of income distribution from the Sai Temple Conservation Club.

3.3 Data Analysis

A comprehensive research plan was adopted for this investigation, incorporating both qualitative and quantitative data collection methods. Employing both content analysis and mean satisfaction analysis enabled a more thorough examination of the collected data, leading to a productive conclusion to the study.

3.3.1 Qualitative Data Analysis

Content analysis was employed to analyze the qualitative data gathered from interviews and focus group discussions. This involved a systematic process of coding and categorizing the data to identify recurring themes and patterns. The themes and patterns were then analyzed to draw conclusions about the Sai Temple Conservation Club's operation and development guidelines, product development strategies, income distribution practices, and community involvement.

3.3.2 Quantitative Data Analysis

Mean and standard deviation of satisfaction analysis was used to analyze the quantitative data collected from the customer survey. This involved calculating the mean and standard deviation score for each question on the survey, providing an overall measure of customer satisfaction with the Wat Sai community products. Additionally, frequency distributions were generated to illustrate the distribution of responses to individual questions.

3.3.3 Triangulation

The findings from the qualitative and quantitative data analysis were triangulated to enhance the validity of the study's conclusions. This involved comparing and contrasting the results from both methods, seeking convergence and divergence in the findings. Triangulation allowed for a more comprehensive understanding of the research problem and provided greater confidence in the study's overall conclusions.

RESULTS

3. Results

According to comprehensively examine the Sai Temple Conservation Club, a Community-Based Organization (CBO) in Bangkok, Thailand, with a focus on its initiatives related to community-based product development and income distribution including:

3.1 the guidelines for developing new products in the Wat Sai community.

The findings from group discussions with stakeholders involved in the development and improvement of new products for the Sai Temple Conservation Club revealed that the initial brand created had a specific image of the Sai temple, which presented challenges for external agencies when selling the products outside the community. Despite the high quality of the product, it was inconvenient for external agencies to continue using the brand. These findings emphasize the importance of carefully considering the brand image when developing new products for the community, particularly when targeting external markets. Further research is needed to explore ways to enhance the marketability of community products while preserving their cultural authenticity, as shown in Figure 1.



Figure 1: The brand developed in the 1st cycle found that there were too many characteristics of a Sai temple. ("wat" means temple) Source: Author, 2022

Considering the research findings, the research team conducted a series of consultations with community members and relevant stakeholders to develop a new brand name and format. An agreement was reached to create a brand that is reminiscent of the original one but does not feature the word 'temple' to enable attachment of the brand to all products produced by the Sai Temple Conservation Club, both consumable and non-consumable. The team designed the new brand name, format, and logo, incorporating diverse patterns and shades as depicted in Figure 2. The new brand aims to appeal to both local and external markets while preserving the cultural authenticity of the community's products. This research underscores the importance of involving community members in decision-making processes and considering marketability concerns when developing new products for community-based enterprises. Further research is required to evaluate the efficacy of the new brand in enhancing the marketability of community products.



Figure 2: Improved color schemes and branding

Source: Author, 2022

As shown in Figure 2, the research team was successful in developing a new brand name and format for the Sai Temple Conservation Club. The team aimed to create a brand name that captures the essence of the Sai Temple while avoiding direct use of the name. Therefore, they chose the name "Tonsai" and paired it with an image of a banyan tree, a familiar sight in the Sai Temple area. To further align with the community's values of environmental friendliness and non-toxicity, the team selected green and brown shades that reflect the natural environment of the community. This branding approach is consistent with the community's product offerings, which prioritize sustainability and environmental responsibility. The study highlights the importance of carefully selecting brand elements that resonate with the community's values and culture while remaining marketable to external audiences. Future research should investigate the effectiveness of the new brand in enhancing marketability and promoting the cultural heritage of the Sai Temple community.

The stakeholders involved in the product development of the Wat Sai community carefully considered and selected the new brand name and format, which are depicted in Figure 3.



Figure 3: Selected model name and brand

Source: Author, 2022

Following consultations with representatives of the Sai Temple community, the research team finalised the branding model and explored the incorporation of the new brand into a new product form, which is depicted in Figure 3. After careful consideration, a snack box product was identified as the ideal product to feature the new brand. The research team and stakeholders jointly designed the snack box product with three different sets, each featuring three assorted products and a distinct image. The sets are as follows: Set A contains banana cake, ham and egg sandwich, and fragrant jasmine tea; Set B contains toffee cake, sausage bun, and chrysanthemum tea; and Set C contains soft orange cake, bacon egg tart, and fragrant pandan juice. This research highlights the importance of collaboration and community involvement in developing new products that reflect the cultural heritage and values of the community while also remaining marketable to external audiences. Further research is required to evaluate the effectiveness of the snack box product and its potential to generate sustainable income for the community.

The snack box also features the three images developed for the new brand, including the banyan tree, the brand name "Tonsai," and the tagline "Nature's Flavour," as depicted in Figure 4.



Set A



Set B



Set C

Figure 4: The prototype product of the Wat Sai community.

Source: Author, 2022

After that, a follow-up and evaluation of customer satisfaction with all 3 prototypes was carried out as shown in Table 1

Table 1: Customer satisfaction toward the product of Wat Sai Community

| Items | Set A | SD | Set B | SD | Set C | SD | Overall | SD |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| delicious taste | 4.47 | 0.65 | 4.58 | 0.61 | 4.38 | 0.77 | 4.49 | 0.66 |
| the food and drinks are appetizing. | 4.47 | 0.65 | 4.63 | 0.68 | 4.38 | 0.65 | 4.5 | 0.66 |
| the interior layout is beautiful. | 4.11 | 0.82 | 4.68 | 0.48 | 4.23 | 0.83 | 4.29 | 0.77 |
| the product is clean | 4.75 | 0.50 | 4.79 | 0.42 | 4.62 | 0.51 | 4.74 | 0.48 |
| The raw materials used are of good quality. | 4.64 | 0.59 | 4.58 | 0.61 | 4.54 | 0.66 | 4.6 | 0.60 |
| The type of food in the snack box is appropriate. | 4.53 | 0.56 | 4.53 | 0.70 | 4.46 | 0.66 | 4.51 | 0.61 |
| The amount of food is appropriate. | 4.58 | 0.55 | 4.47 | 0.70 | 4.46 | 0.66 | 4.53 | 0.61 |
| The packaging is beautiful and attractive. | 4.33 | 0.76 | 4.42 | 0.61 | 4.31 | 0.85 | 4.35 | 0.73 |
| The size of the package is appropriate. | 4.25 | 0.77 | 4.53 | 0.61 | 4.38 | 0.65 | 4.35 | 0.71 |
| Snack box price 40 baht is appropriate. | 4.69 | 0.58 | 4.53 | 0.61 | 4.38 | 0.65 | 4.59 | 0.60 |
| snack box is worth it compared to the price. | 4.72 | 0.51 | 4.74 | 0.56 | 4.62 | 0.65 | 4.71 | 0.55 |
| the products represent the identity of the Wat Sai community. | 4.39 | 0.80 | 4.05 | 1.13 | 3.77 | 1.17 | 4.18 | 0.99 |
| the logo reflects the Wat Sai community. | 4.53 | 0.70 | 4.42 | 0.77 | 4.15 | 0.90 | 4.43 | 0.76 |
| appropriateness of being a product of the Wat Sai community | 4.36 | 0.76 | 4.21 | 0.98 | 4.08 | 0.95 | 4.26 | 0.86 |
| distribution channels are convenient, including Facebook page, Line group. | 4.44 | 0.65 | 4.58 | 0.69 | 4.54 | 0.78 | 4.5 | 0.68 |
| overall | 4.48 | 0.66 | 4.52 | 0.68 | 4.35 | 0.76 | 4.47 | 0.68 |

Based on the survey results, the Snack Box product received an overall high level of satisfaction, with a mean score of 4.47 (SD=0.68). Set B received the highest satisfaction score ($\bar{X}=4.52$, SD=0.68), followed by Set A ($\bar{X}=4.48$, SD=0.66), and Set C ($\bar{X}=4.35$, SD=0.76). Customers were most satisfied with the cleanliness of the product ($\bar{X}=4.74$) and the value for money aspect ($\bar{X}=4.71$, 4.60, 4.59 for Sets B, A, and C, respectively). When evaluated separately for each set, customers found product cleanliness to be the most satisfying aspect.

Based on customer feedback, several suggestions were made for improving the Snack Box product. Customers suggest having a greater variety of desserts with unique or cute appearances. Additionally, they suggest modifying the desserts to reflect the local food of the community to increase the sense of community identity. Regarding packaging, customers propose that each snack be wrapped before being placed in the Snack Box to prevent the spread of germs. It is also suggested that the outer packaging (Snack Box) could be made smaller and use paper instead of plastic to reduce waste. Lastly, there are suggestions for adjusting the set price to make it more affordable or interesting for customers.

These suggestions should be taken into account to further improve customer satisfaction and increase the appeal of the Snack Box product.

3.2 the patterns of income distribution within the community.

After conducting focus group discussions with various stakeholders, including the Secretary of the Wat Sai Protection Club, volunteer teachers, lecturers, teaching assistants, and club members, appropriate forms of income distribution were determined. The group discussions covered various topics, such as:

3.2.1 The concept of community development, based on the idea of "self-reliant communities," involves the establishment of community enterprises that involve the collaboration of community members, temples, and schools in income-generating activities.

The Sai Temple Protection Club and Wat Sai School have collaborated to organize various knowledge and professional skills development activities. For example, the club can send speakers to teach students at the school or send interested students to study in the community. Coordinated activities are aligned with the school's curriculum. The baking activity that higher education institutions organized for students and parents at Wat Sai School is one example of how this strategy works. The finished product is sold to the school cooperative, and the proceeds are distributed to the students who contributed to making the product. This encourages students to build their own careers and transfer their knowledge to their parents, who can make similar products for sale, thereby generating additional income for the community. Here is an example message:

1. *Secretary of Wat Sai Protection Club: "... We try to cooperate with the school because they want students to participate in activities. We communicate with the school to see if they are interested in any of our programs. Most schools already have a curriculum, but we can see where we can intervene. For instance, we can have students come to study at the temple or arrange a speaker to teach at the school."*

2. *Volunteer teacher: "... The club's activities are held on Sundays, which is convenient for parents to participate in as well. We appreciate the cooperation from the club and the temple. They notify the school of their activities, and we can see if they align with our curriculum. It's great to have additional resources to enrich our students' learning experiences."*

3. *Lecturer: "... The concept of self-reliant communities is admirable. It's important to have various income-generating activities for the community, and involving the schools and temples can create a supportive network. I am impressed by the example of baking activities for students and parents. It not only teaches them valuable skills but also encourages them to build their own careers."*

4. *Teaching assistant: "... I have seen the positive impact of the club's activities on the students. They are eager to learn and participate in various events. I appreciate the effort to share the income with the students who are involved. It motivates them to continue learning and striving for their goals."*

5. Club member: " ... As a member of the club, I feel proud of our community's efforts to be self-reliant. The cooperation between the school, temple, and club is inspiring. I have participated in several events and learned valuable skills. It's great to see how we can apply our knowledge to generate income and support our families."

3.2.2 Forms of income distribution of clubs and existing operations

The management of the club's budget will start by bringing the money of the club from setting up a donation box to support the event to be used as capital in carrying out various activities. When the product is sold, the money will be used as capital for organizing subsequent activities. There are distribution criteria for the income as follows:

1) The group of products that are made by people in the community and then sold through the club's channels, such as soap, shampoo, hair conditioner, and balm. These products will share a proportion of income with people in the community who produce them in the form of a percentage. For example, the price of soap delivered to the club is 15 baht, and when the club sells it for 20 baht, the profit difference of 5 baht will be credited to the club's money, and a percentage of the income will be shared with the community members who produced it.

2) In the group of snack box products, since there are not many sales, there is still an unclear form of income distribution. However, the club has set a principle for distributing revenue that will be used with snack box products, emphasizing distribution to everyone who is involved. For example, a snack box set sells for 40 baht from the production cost of 35 baht. Of the profit of 5 baht, the principle will be used to divide the number of people making snack box products to achieve fairness. This concept will be extended to other products in the future."

Here is an example message:

1. Volunteer teacher: "Regarding the income distribution of products, we have set up a system that promotes fairness and benefits the community. For example, Uncle Yen produces soap for us and sells it to the club for 15 baht. The club then sells it for 20 baht, making a profit of 5 baht. This profit goes to the club's budget. As for snack boxes, we aim to distribute the income equally among those involved. For instance, if a snack box sells for 40 baht and the production cost is 35 baht, the profit of 5 baht will be divided equally among the producers. However, due to low sales, we have not been able to implement this system fully. Moving forward, we will continue to uphold the principle of fair distribution for new products."

2. Club member (Owner of soap recipes): "I am glad to be a part of the club's income generation activities through soap production. The system of income distribution is clear and straightforward. I sell the soap to the club for 15 baht, and they sell it for 20 baht, making a profit of 5 baht. I believe this is a fair arrangement, and I am happy to contribute to the community's development. I hope to continue to work with the club in the future and be a part of other income-generating activities."

3.2.3 Guidelines for Developing Desirable Forms of Club Members

The Sai Temple Conservation Club members propose the establishment of a regular location to showcase and sell their products, which could take the form of a cooperative or a temple shop. This will provide interested customers with the opportunity to view and select products in person. To reduce the risk of group gatherings, the club also recommends that raw materials be assembled at home for some products, such as butterfly pea juice and lemongrass juice used in the snack boxes. The club will provide funds upfront and proceeds from the sale of products will be allocated to community members who participated in the production process. This concept can also be applied to groups producing Thai desserts that do not require complex equipment. However, for products that require specific tools, such as large ovens or specialized bakery equipment, the use of the temple's facilities may be necessary. The guidelines proposed by the club members emphasize community involvement, sustainability, and resourcefulness, promoting the growth of the local economy and the preservation of traditional knowledge and practices.

Here is an example message:

1. Secretary of Wat Sai Protection Club: "... I want the product to be beautiful. and the distribution channel that we have to improve to the next level..."

2. Volunteer teacher: "...if some products People in the community can do it at home. It may be possible to do it from home at home. We may issue a statement first. We have to define a bottle like this, for example, butterfly pea juice, and then sell it. Therefore gradually bringing income to allocate to people in the community, some things, such as some Thai desserts, will be given to people in the community to make at home. The temple may make only the jingle package..."

3. Club member: "...But there must be a standard development of formulas for some products such as pastries and Thai desserts, but in terms of beverages, each household should be able to make their own..."

DISCUSSIONS

According to the objective of this investigation is to comprehensively examine the Sai Temple Conservation Club, a Community-Based Organization (CBO) in Bangkok, Thailand, with a focus on its initiatives related to community-based product development and income distribution. Through a mixed-methods approach involving qualitative and quantitative data collection methods, including stakeholder interviews, participant observation, and document analysis. The discussions including:

Branding and Community Development, the study utilizes quantitative data on consumer perceptions to assess the effectiveness of the selected brand name "Tonsai" and the use of the banyan tree image. This data reflects the trend of consumers seeking brands that resonate with their values (Schifferstein, Lemke & de Boer, 2022). Additionally, quantitative data on the level of community engagement and satisfaction with the branding strategy supplements the qualitative analysis, providing a comprehensive understanding of its success (Rosenblatt, 2017).

Product Development and Community Empowerment, sales performance and market acceptance data provide insights into the economic viability and community empowerment resulting from product development initiatives (He et al., 2021). The survey results indicate an overall high level of satisfaction with the Snack Box product, with customers rating Set B the highest ($\bar{X}=4.52$) followed by Set A ($\bar{X}=4.48$) and Set C ($\bar{X}=4.35$). Customers were particularly satisfied with the cleanliness of the product ($\bar{X}=4.74$) and the value for money aspect ($\bar{X}=4.71, 4.60, 4.59$ for Sets B, A, and C, respectively), which aligns with the emphasis on community preferences and satisfaction in product development (Epstein et al., 2018). Resource Management and Sustainable Practices, analysis of the club's budget utilization and sustainability strategies is supported by quantitative data on income generation and expenditure patterns (Chan, 2018). Moreover, the survey results indicating high customer satisfaction with the Snack Box product (mean score of 4.47) highlight the success of sustainable practices in product development, particularly in terms of cleanliness and value for money (Taglioni & Winkler, 2016).

Incorporating the survey results into the discussion enhances the understanding of how the quantitative data aligns with the qualitative analyses within each topic area, providing a comprehensive evaluation of the Sai Temple Conservation Club's initiatives.

CONCLUSIONS

The research study on the Sai Temple Conservation Club provides valuable insights into the successful development and implementation of community-based product strategies and income distribution. The study's findings demonstrate the importance of community involvement, cultural sensitivity, and sustainable practices in promoting community development. The collaboration between the Sai Temple Protection Club and Wat Sai School, the development of the new snack box product, and the effective management of the club's budget are all examples of successful approaches that can be used by other communities to achieve sustainable and self-reliant income sources.

RECOMMENDATIONS FOR FURTHER RESEARCH

Further research is needed to evaluate the long-term effectiveness of the new brand strategy and product development initiatives implemented by the Sai Temple Conservation Club. Additionally, research is needed to explore other community-based product strategies and income distribution models that can be used to promote community development in different contexts. To generate a huge impact and advance community development, several policy recommendations can be proposed based on the findings and areas for further research:

Conduct longitudinal studies to assess the sustained impact of the new brand strategy and product development initiatives over time. This could involve tracking consumer perceptions, community engagement levels, and economic outcomes over several years to understand the enduring effects and adapt strategies accordingly.

Explore and experiment with diverse community-based product strategies beyond snack boxes. For example, the Sai Temple Conservation Club could consider developing artisanal crafts, locally sourced goods, or eco-friendly products that align with community values and market demand. Research could focus on identifying untapped market niches and cultural assets that communities can leverage for sustainable economic development.

Investigate innovative income distribution models that prioritize equitable wealth distribution and community empowerment. This could involve exploring cooperative ownership structures, profit-sharing mechanisms, or social enterprise models where community members have a stake in the economic benefits generated by their collective efforts. Research could assess the feasibility and impact of such models in fostering economic resilience and reducing income disparities within communities.

Foster cross-sector collaboration and knowledge sharing between community organizations, educational institutions, government agencies, and private enterprises to enhance community development efforts. This could involve establishing platforms for exchanging best practices, resources, and expertise in areas such as branding, product development, and sustainable practices. Research could focus on identifying successful collaborative models and strategies for scaling them up to benefit a wider range of communities.

Advocate for policies at the local, regional, and national levels that recognize and support the role of community-based organizations in economic development. This could involve lobbying for incentives, funding opportunities, and regulatory frameworks that facilitate community-led initiatives and entrepreneurship. Research could contribute to evidence-based policy recommendations by highlighting the socio-economic benefits of empowering communities to drive their own development agendas.

Provide capacity building and technical assistance to empower communities with the skills, resources, and networks needed to sustainably manage their economic activities. This could involve training programs, mentorship initiatives, and access to financing options tailored to the specific needs of community-based enterprises. Research could evaluate the effectiveness of capacity-building interventions in enhancing community resilience and fostering inclusive growth.

Develop a robust monitoring and evaluation framework to track the impact of community development initiatives and inform adaptive management strategies. This could involve establishing key performance indicators, data collection mechanisms, and participatory evaluation processes that enable continuous learning and improvement. Research could focus on refining monitoring and evaluation tools to better capture the multi-dimensional impacts of community-based economic development efforts.

By implementing these policy recommendations and advancing further research in these areas, the Sai Temple Conservation Club and similar community-based organizations can catalyze significant positive change and create lasting socio-economic impact within their communities.

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