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Developing community entrepreneurship models through resource-based Views to create sustainability in the socio-economic environment

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ABSTRACT

This research explores the economic potential of rural areas through resource-based views and community entrepreneurship, identifying transformative opportunities for grassroots communities to achieve sustainable economic growth with integrated social and environmental dimensions in Kamphaeng Phet Province, Thailand. The research employs participatory action research, collecting and analyzing holistic data from key informants to reveal nee insights into entrepreneurship and rural development. The rural development and poverty alleviation model (RDAP model) is a framework designed to foster community based entrepreneurship. By emphasizing community participation, leveraging local resources, and aligning with environmentally conscious consumer trends, the model integrates economic growth with environmental stewardship in the socio-economic environment. This strategy involves many dimensions and challenges, affecting academics, policymakers, and communities.

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Community entrepreneurship; Resource Based View (RBV); RDAP model; Thailand

Introduction

Community entrepreneurship is crucial for grassroots economic development in Thailand. By leveraging local resources and fostering entrepreneurship, communities can create sustainable economic activities and improve their quality of life. However, past efforts have faced challenges, necessitating a more integrated and strategic approach (Fortunato & Alter, 2015; Hosseini et al., 2019; Kania et al., 2021; Muñoz & Kimmitt, 2019; Yulistiyono & Suryaningrum, 2023). The Resource-Based View (RBV) provides a valuable framework for understanding community resources and developing effective strategies. By analyzing the community's tangible and intangible assets, such as physical, human, organizational, social, and cultural capital, unique strengths and opportunities for entrepreneurship can be identified (Barney, 1991; Covin & Slevin, 2017; Drucker, 2014; Ireland et al., 2009; Porter, 1981). Community Entrepreneurship and RBV are interconnected concepts that play crucial roles in driving grassroots economic development. While the definitions of entrepreneurship and community are multifaceted, their relationship is undeniable.

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Entrepreneurship, as a form of human capital development, is essential for creating stability and overcoming economic and social challenges in rural areas (Covin & Lumpkin, 2011; Purbasari et al., 2019; Yulistiyono & Suryaningrum, 2023).

Entrepreneurship serves as a key driver of economic development, which is inherently associated with economic growth (Antoncic et al., 2015; Hosseini et al., 2019; Muñoz & Kimmitt, 2019; Yulistiyono & Suryaningrum, 2023). Entrepreneurial Orientation (EO) is a fundamental characteristic of organizations that promotes innovation, growth, and economic development. Although the specific dimensions of EO have been debated, it generally encompasses risk-taking, innovativeness, proactiveness, competitive aggressiveness, and autonomy (Covin & Lumpkin, 2011; Miller, 1983). Community entrepreneurship is a vital strategy for fostering grassroots economic development. By nurturing entrepreneurial attitudes and behaviors within communities, sustainable economic activities can be generated, ultimately improving the quality of life (Bayarçelik & Özşahin, 2014; Roundy & Fayard, 2019; Zivdar & Sanaeepour, 2022). In this regard, the question is asked: How can community entrepreneurship models based on the Resource-Based View be developed and implemented to promote sustainable socio-economic development in rural communities?

Recognizing the limitations of past approaches, this study advocates for a more integrated and strategic framework for community entrepreneurship. By merging entrepreneurship, community development, and resource-based thinking, more sustainable and impactful initiatives can be established.

Spatial context of the case study

Kamphaeng Phet Province is a historically significant region in northern Thailand, renowned for its rich natural resources, cultural heritage, and simple way of life. The province offers a diverse array of attractions, including UNESCO World Heritage sites, natural landscapes, and agricultural activities. The Ping River flows through the province, supporting both agriculture and tourism. While there is potential for industrial development, the province's unique blend of history, culture, and natural resources remains a key draw for visitors and contributes significantly to its local economy.

Na Bo Kham Subdistrict, in particular, is a prominent area within Kamphaeng Phet Province, characterized by its large population and various grassroots economic development projects. Although these projects possess distinct strengths, they often encounter challenges in creating sustainable value and fostering community engagement (personal communication, 5 February 2021; Jundahuadong et al., 2024, 2025). To overcome these challenges, it is crucial to consider factors such as potential, competitiveness, and spatial readiness (Fortunato & Alter, 2015). Furthermore, networking plays a vital role in connecting entrepreneurs and cultivating a sense of community identity and pride, which can encourage investment and entrepreneurial activity (Fortunato & Alter, 2015). Entrepreneurship is a powerful tool for promoting economic growth and development, particularly in regions with unique cultural assets (Fortunato & Alter, 2015; Lichtenstein & Lyons, 2010; Nofiyanti et al., 2021).

Community entrepreneurs are not merely business owners; they are also influential members of their communities. They possess the capacity to shape local culture, leadership, and problem-solving strategies. This emphasizes the importance of studying community entrepreneurship to understand the interplay between individuals, businesses, and society (Hosseini et al., 2019; Roundy & Fayard, 2019; Urban & Muzamhindo, 2018; Zahra & Wright, 2016). Community Entrepreneurship, Entrepreneurial Orientation (EO), and Resources-Based View (RBV).

Community entrepreneurship plays a vital role in driving grassroots economic development. It involves individuals and groups within communities who actively engage in economic activities to create value, generate income, and improve their livelihoods (Dhewanto et al., 2020; Fortunato & Alter, 2015; Johannisson, 1990; Lyons et al., 2012; Roundy & Fayard, 2019; Zivdar & Sanaeepour, 2022).

Entrepreneurial Orientation (EO) is a key characteristic of successful entrepreneurs and organizations. It encompasses a set of behaviors and attitudes, including Autonomy: The ability to make independent decisions. Innovativeness: The ability to generate and implement new ideas. Risk-taking: The willingness to take calculated risks for potential rewards. Proactiveness: The tendency to anticipate and seize opportunities. Competitive aggressiveness: The drive to compete and outperform rivals (Covin & Slevin,1989; Covin & Lumpkin, 2011; Lumpkin & Dess, 1996; Miller, 1983).

The relationship between community entrepreneurship and EO is multifaceted:

- EO fosters entrepreneurial behavior: By cultivating entrepreneurial attitudes and behaviors within communities, individuals can be encouraged to identify and pursue business opportunities.
- EO enhances community development: Successful entrepreneurs can contribute to economic growth, job creation, and social development within their communities.
- EO helps communities leverage their resources: By understanding and utilizing local resources, communities can create sustainable economic activities.
- EO can address community challenges: Entrepreneurship can help communities overcome economic and social problems by providing innovative solutions.

EO drives individuals to identify and exploit the resources available within a community. Community entrepreneurship leverages local resources, such as natural resources, human capital, and social networks (Dhewanto et al., 2020; Ho et al., 2023; Hosseini et al., 2019; Hustedde, 2007; Johannisson, 1990; Roundy & Fayard, 2019). The Resource-Based View (RBV) emphasizes the importance of understanding and utilizing these resources to create a competitive advantage (J. Barney, 1991). Together, EO and RBV can assist communities in identifying and capitalizing on their unique assets. For example, a community rich in cultural heritage might develop heritage tourism businesses (Barney, 1991; Covin & Lumpkin, 2011; Johannisson, 1990; Yulistiyono & Suryaningrum, 2023).

Therefore, EO encourages individuals to conduct market research, identify opportunities within the community, and develop innovative solutions and business models. Moreover, it promotes a proactive approach to planning and implementation, fostering a culture of continuous improvement, adaptation, and outcome evaluation. This principle has been applied to develop a rural development and poverty alleviation model, which serves as a framework designed to promote community-based entrepreneurship and cultivate sustainable entrepreneurial ecosystems.

Table 1. Shows product group types and number of key informants.

Code	Key informants	Quantity
Group1	Group of grass broom entrepreneurs	8
Group2	Group of processing boiled and seasoned fermented fish sauce entrepreneurs	8
Group3	Group of pork sausage wrapped in banana leaf entrepreneurs	9
Group4	Group of salt-pickled bamboo shoot processing entrepreneurs	10
Group5	Group of safe vegetable gardening entrepreneurs	8
Group6	Group of an officials/representatives of local government organizations	4

Source: Field survey (2022).

Materials and methods

This Participatory Action Research (PAR) utilizes a variety of tools, including interviews, participant observation, questionnaires, and mind mapping, small group discussions, tests and lesson transcripts. Qualitative data analysis was conducted by collecting data, assigning group codes, and applying inductive and descriptive approaches to derive conclusions. Triangulation was used to ensure data quality. Meanwhile, quantitative data were analyzed using measures such as averages, standard deviation, t-test values, and analysis of variance.

The data sources include both secondary and primary information, utilizing a purposive sampling method. Key informants comprise community entrepreneurs, network members, community leaders, community members, and government officials responsible for community development, totaling 47 individuals. Key informant groups are presented in Table 1.

Results

The data was analyzed holistically, with results presented according to the following steps:

Step 1: Survey results from the target spatial context and key informant data classified business characteristics into 5 groups as follows : Group 1: Focuses on preserving traditional crafts while generating income for elderly community members. By building a strong brand identity for their handmade products, this group aims to create a sustainable economic model that enhances community well-being. Group 2: Specializes in producing condiments. This community business seeks to create value-added products by leveraging existing fermentation skills and local resources. Group 3: Focuses on producing village-based food products, with support from local government. This initiative aims to create products that reflect local identity, generate additional income, and utilize local knowledge and resources. Group 4: Focuses on preserving bamboo shoots. Driven by a surplus of bamboo shoots, this group focuses on preserving food for household consumption and developing value-added products using traditional preservation techniques. Group 5: A family-run hydroponic vegetable farm currently facing growth challenges. Limited production capacity and a lack of necessary safety certifications restrict its ability to meet market demand and expand its customer base. The family plans to address these challenges by forming a cooperative and investing in infrastructure improvements.

Overall, the survey results reveal a diverse range of community-based businesses with varying levels of organization, goals, and motivations. While some groups focus on preserving traditional practices and utilizing local resources, others aim to expand and increase their income. The findings also highlight the potential for community-based entrepreneurship to drive local economic development and preserve cultural heritage.

Step 2: The results of the SWOT analysis and mind map are shown in Table 2. It was found that some challenges faced by community businesses, such as financial constraints and a lack of business acumen, emerged. However, these challenges are balanced by strengths, including strong leadership, a local workforce, and the production of essential consumer goods. With supportive government policies and evolving consumer trends, there is considerable potential for growth and expansion. This analysis serves as a guideline for the sustainable development of the grassroots economy in rural areas.

Step 3: Evaluate the potential of community livelihoods for all five groups (Department of Community Development Ministry of Interior, 2018). The findings revealed that four entrepreneur groups scored within Category 3, while one group scored within Category 2:

- Occupational groups based on potential, Category 3: These occupational groups

require support from government and private organizations to be adequately prepared for the transition to community entrepreneurship.

Products in this category include broom products, instant food items such as pork sausage wrapped in banana leaves, salt-pickled bamboo shoots, semi-prepared food

Table 2. Results of SWOT analysis of community business operations in 5 product groups.

Strengths	Weakness
1. Community leaders are team leaders in operation. 2. There is a workforce ready for operations. 3. Have your own knowledge and wisdom. 4. There are production resources in the community area, such as fresh bamboo shoots, banana leaves, and vegetables. 5. Most entrepreneurs are elderly. 6. In the early stages of entrepreneurship that can be developed to make a difference (Late follower).	1. Financial resources to be used to drive operations are quite limited. 2. It is a product that is not different from similar products available in the general market. 3. Lack of knowledge about business planning and organization. Marketing and Technology 4. There is no established market because some products are made to order, including brooms. 5. Products have a short life cycle, such as vegetables and pork wrapped in banana leaves. 6. The product has not yet received standard certification.
Opportunities	**Threats**
1. It is a consumer product necessary for life. 2. Government policy aimed at promoting and upgrading community products to the national and international markets. 3. There are government agencies at many levels that have policies to drive the development of the grassroots economy in order to create well-being in the community and become self-sufficient in the community. 4. Consumer behavior trends that emphasize the importance of purchasing safe and healthy products and services. 5. Trends in consumer behavior that consider the production of environmentally friendly products and services.	1. Lack of continuous support for livelihoods and community business operations from the government sector. 2. The main resources for production must be procured from suppliers in different areas, such as grass flower. 3. There are many competitors in the industry. 4. There are many products of the same type that have been certified by standards such as FDA, Community Product Standards (CMU), OTOP, Qmark or GAP, etc.

Source: Field survey (2022).

products, and seasoned boiled fermented fish sauce. These four groups are identified as needing additional support from government and private organizations before progressing as community entrepreneurs. The overall findings are summarized according to the following criteria:

(1) In terms of Enterprise Management, community entrepreneurial group members possess diverse social, cultural, and environmental capital; however, they have not fully leveraged these resources to establish businesses.
(2) In terms of Organizational Management, the entrepreneurial groups are in the early stages of development, with community leaders guiding efforts. They focus on mobilizing members, structuring work processes, and seeking external support to add economic value.
(3) In terms of Innovation Creation, group members possess traditional skills, such as broom making, bamboo shoot pickling, pork sausage making, and fermented fish sauce production. However, they lack product innovation, standardization, and expertise in business development and marketing.
(4) In terms of Community Benefit, although most groups are in the early phases of community entrepreneurship, one group has been engaged in broom production for an extended period. Despite income uncertainties, all groups aspire to use their knowledge and local resources for both personal and community benefit.
(5) In terms of Adherence to Moral Principles, each entrepreneurial group is committed to developing unique community products rooted in local wisdom. They have not encountered significant ethical issues or complaints about their business practices.

- Occupational groups based on potential, Category 2: These occupational groups require nurturing before they can expand their businesses and develop into resilient community entrepreneurs.

This safe vegetable gardening group focuses on producing safe vegetables, needs additional support and development to strengthen their business before transitioning into strengthening community entrepreneurship.

(1) In terms of Enterprise Management, agripreneurs in this study demonstrate a strong understanding of agricultural operations, having transformed their farming activities into profitable ventures. They prioritize safe farming practices and have plans for future expansion.
(2) In terms of Organizational Management, although these agripreneurs currently operate individually, they have expressed interest in forming a formal group to collaborate on safe vegetable farming. However, they have not yet established a structured group framework, operational plan, or monitoring system.
(3) In terms of Innovation Creation, the agripreneurs aim to innovate in their farming practices to produce high-quality, safe agricultural products. While they primarily sell offline, they lack broader market exposure and recognized certification standards that could enhance consumer confidence.

(4) In terms of Community Benefit, agripreneurs contribute to the local economy by providing safe agricultural products. Although they have not formed a formal group, they serve as role models for sustainable agriculture in their community, attracting interest and support from various stakeholders.
(5) In terms of Adherence to Moral Principles, these agripreneurs uphold a strong ethical code, prioritizing safe farming practices for both personal and economic benefit. Despite their informal operations, they are recognized as positive community models and have not faced significant disputes or complaints.

Step 4: The results of the After Action Review (AAR), as shown in Figure 1, present a framework for community-based entrepreneurship, illustrating the process for grassroots entrepreneurs in Na Bo Kham to enter the economic and market systems. This framework emphasizes collaborative business development, leveraging local resources, producing high-quality products, and accessing diverse market channels, including online platforms, community shops, and flea markets. Adherence to quality standards is underscored to enhance market competitiveness and strengthen the local economy.

Step 5: The workshop for five entrepreneur groups covered entrepreneurship, business planning, branding, and community-reflective product development. Participants demonstrated increased knowledge, developed business plans, created brand identities, and designed products reflecting community identity. Through participatory product testing, groups refined their offerings. Some groups utilized OEM companies to commercially produce their products while retaining their brand identity, for example, seasoned boiled fermented fish sauce.

Step 6: Utilizing the concept of lessons learned and entrepreneurial theory. The study identified five key elements of potential community entrepreneurs as follows:

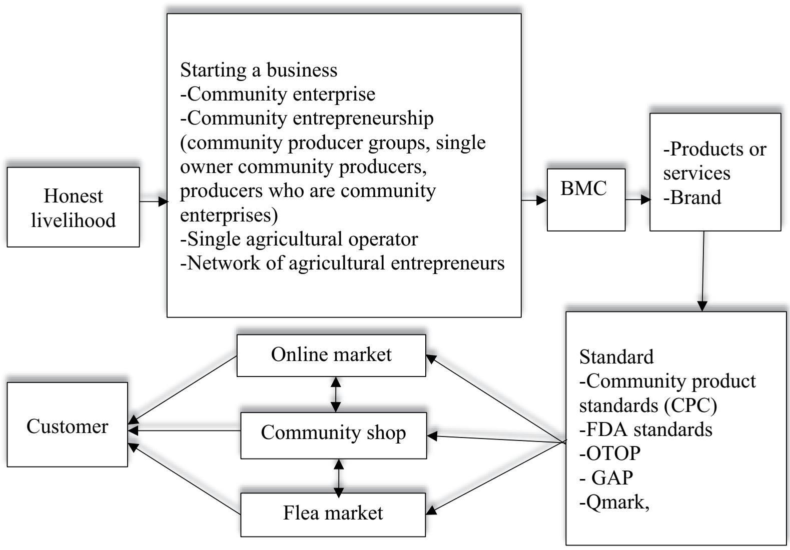

Figure 1. Summarizes the process of entering the economy and the market of grassroots entrepreneurs. Source: Field survey (2022).

Autonomy dimension

These community entrepreneurs are visionary individuals, dedicated to creating valuable products using local resources and establishing their own community brands. They actively seek new opportunities to generate income for their members and serve as exemplars of entrepreneurship within the community. The group leader, a respected figure within the community, effectively influences and motivates members through strong leadership. Each member possesses essential personal qualities, including self-confidence, trust in the leader, and a proactive approach to identifying and seizing opportunities, even in the early stages of their entrepreneurial journey.

Innovativeness dimension

These community entrepreneurs foster innovation and sustainable development by leveraging local resources and adopting new technologies. Despite facing challenges such as limited funding and market competition, they remain committed to creating unique products that meet the needs of their communities.

Risk-taking dimension

These community entrepreneurs have taken the initiative to establish group businesses, pooling their resources and knowledge to create products or services that enhance economic value. They recognize the inherent market, social, and financial risks involved in entrepreneurship. However, by leveraging the knowledge, experience, and wisdom of the group's leaders and members, and by seeking support from educational institutions, they can make informed decisions, develop effective operational strategies, and mitigate risks appropriately.

Pro-activeness dimension

These community entrepreneurs are proactive in identifying future market needs and setting clear goals for their businesses. They focus on developing high-quality products that meet industry standards and reflect the unique identity of their community. By expanding their markets and building strong networks, they position themselves for long-term growth and success. Continuous learning and development are essential for these entrepreneurs to stay ahead of the curve and contribute to their community's growth.

Competitive aggressiveness dimension

These community entrepreneurs acknowledge that they are in the early stages of expanding their community-based livelihoods into entrepreneurial ventures. Their products and brands are relatively new to the market. To navigate the challenges associated with being new entrants, often referred to as the liability of newness, they must strategically create market awareness and acceptance. This necessitates the selection of appropriate competitive strategies tailored to their specific products, target markets, and industry environments. Such strategies may include forming collaborative networks, implementing effective business and marketing tactics, and adopting either proactive or defensive approaches.

Subsequently, a holistic analysis and synthesis of the collected data were conducted, creating the RDAP model for community entrepreneurship development, as illustrated in Figure 2 It was found that:

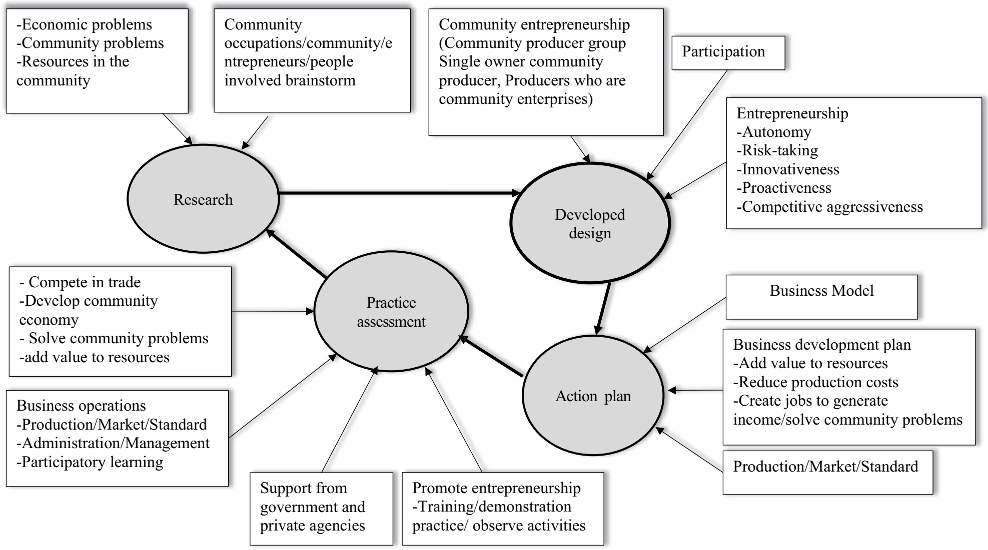

Figure 2. Rural development and poverty alleviation model (RDAP MODELS). Source: Field survey (2023).

The RDAP model outlines a structured process for fostering community entrepreneurship. This model involves four key stages: Research: Identifying community needs, resources, and potential for entrepreneurship. Design: Recruiting and training community entrepreneurs, establishing group dynamics, and developing a shared vision. Action Planning: Creating business plans, product development plans, and marketing strategies that align with the community's identity and standards. Practice Assessment: Implementing the plans, monitoring progress, and making necessary adjustments.

Discussions

Community entrepreneurship is vital for understanding and driving social change. It empowers communities to collaborate on complex issues and fosters collective capacity (Arifin et al., 2020; Dhewanto et al., 2020; Fortunato & Alter, 2011; López et al., 2019; Lyons et al., 2012).

This research analyzed entrepreneurial potential in communities and identified two distinct groups: Communities with low entrepreneurial potential: These communities require significant support from government and private organizations to develop their entrepreneurial capacity. They often lack organizational development, member participation, social capital, and cultural innovation. Communities with high entrepreneurial potential: These communities exhibit higher levels of entrepreneurial activity and typically have well-developed operational plans, receive government support, and have established networks.

The survey results reflect that communities need diverse networks to access information and opportunities (Fortunato & Alter, 2011). Developing the skills, knowledge, and mind-set of community members is crucial for entrepreneurial success. Entrepreneurs must continuously innovate to maintain a competitive edge, or strategic innovation (Annamalah et al., 2023; Covin & Lumpkin, 2011). Several key factors influence entrepreneurial behavior and economic activity within communities, including sociocultural factors, policy environment, infrastructure, human capital, and social capital. These factors interact in complex ways to shape a community's entrepreneurial ecosystem. Recognizing and addressing these factors is essential for fostering a supportive environment that encourages entrepreneurship and economic development (Akintimehin et al., 2019; Annamalah et al., ; Fortunato & Alter, 2015; Ho et al., 2023; Zivdar & Sanaeepour, 2022). The RBV highlights the importance of leveraging both tangible and intangible resources for competitive advantage (Bakar & Ahmad, 2010; J. Barney, ; Kljucnikov et al., 2016). Understanding community entrepreneurs' available resources is an important step in utilizing this capacity.

The findings support the notion that EO is a multidimensional construct, including autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness. Community entrepreneurs demonstrate these characteristics: Autonomy is a fundamental characteristic of successful community entrepreneurs. These individuals serve as visionary leaders, dedicated to creating value and establishing their own brands through the utilization of local resources. This autonomy empowers them to pursue opportunities and foster innovation without compromising their goals (Schumpeter, 1934). Entrepreneurs often initiate small businesses, leveraging their greater autonomy to develop innovative ideas (Dhewanto et al., 2020; Miller, 1983; Therrien et al., 2011). This research highlights several key aspects of autonomy within community entrepreneurship, including visionary leadership, proactive opportunity seeking, empowered group dynamics, self-belief, and the ability to make independent decisions.

Innovation is a key driver of entrepreneurial activity, and it can be fostered by leveraging existing resources in novel ways (Drucker, 2014; Kadarusman & Rosyafah, 2022; Lumpkin & Dess, 1996). Entrepreneurs within these communities frequently collaborate to identify and leverage local resources for innovative purposes. Community members exhibit a strong receptiveness to new technologies, concepts, and methodologies, demonstrating a willingness to experiment and think creatively. Despite facing various challenges and limitations, these entrepreneurs maintain a strong belief in their products and their market potential. Local values, beliefs, and environmental conditions significantly influence the nature and direction of innovation (Zivdar & Sanaeepour, 2022). Strong community values and relationships often serve as valuable intangible resources that drive innovation (Dhewanto et al., 2020; Ireland et al., 2009; Johannisson & Nilsson, 1989). Significantly, this research highlights that innovation is a critical factor for success among community entrepreneurs. By fostering a culture of creativity, collaboration, and openness to new ideas, communities can empower their members to develop innovative products and services that meet local needs and contribute to economic growth. For example, hydroponic vegetable farm entrepreneurs are open to adopting new technologies to optimize their products or processes, enhancing production capacity and meeting market demand. Meanwhile, the fermented pork wrapped in banana leaves entrepreneurs have applied their knowledge, traditional wisdom, and local resources to create innovative product development concepts that reflect their community's cultural identity.

In terms of Risk-taking, community entrepreneurs adopt a calculated approach to risk-taking. They are aware of potential risks but possess confidence in their ability to navigate these challenges through their collective knowledge, experience, and community support. The cultural context significantly influences risk tolerance; communities that foster self-confidence and have established role models are more likely to embrace risk-taking (Kadarusman & Rosyafah, 2022; Lumpkin & Dess, 1996; Zivdar & Sanaeepour, 2022). Individual experiences and skill levels also shape risk tolerance, with moderate levels of risk often correlating with optimal outcomes (Brockhaus, 1980; McClelland, 1961). However, limited resources can constrain small businesses' willingness to take risks, particularly when fear of failure looms (Kljucnikov et al., 2016). This research confirms several key aspects of risk-taking among community entrepreneurs, including calculated risk-taking, cultural factors, experience, skill levels, and resource constraints. It is evident that all five community entrepreneurial groups combine their resources and knowledge to establish group businesses, demonstrating a willingness to take on the risks associated with entrepreneurship. The groups are willing to experiment with new product ideas and adapt to market demands, despite the inherent risk of failure. For example, the seasoned boiled fermented fish sauce entrepreneurs decided to produce their products through an OEM factory to ensure standardized production for market distribution, thereby mitigating budget constraints associated with establishing an independent facility. Similarly, the grass broom production group, despite consisting of elderly community members, is not afraid of failure in producing products for market sales. Regardless of encountering resource constraints, size, elderly member, limited business experience, or a rural location, these factors present significant challenges to community entrepreneurship.

In terms of the Proactive nature of community entrepreneurs, they exhibit a proactive nature, characterized by their forward-thinking mind-set and the ability to identify potential market opportunities. They establish well-defined objectives and strategies, prioritizing product quality. These entrepreneurs understand the significance of branding and actively seek to expand their market reach. They recognize the necessity for ongoing learning and development to enhance their entrepreneurial skills. As noted by previous researchers (Bayarçelik & Özşahin, 2014; Kadarusman & Rosyafah, 2022; Lumpkin & Dess, 1996; Miller, 1983), community entrepreneurs are proactive visionaries who anticipate future needs and plan for change. Their agility and adaptability enable them to lead the way with innovative products and business models. For example, the seasoned boiled fermented fish sauce entrepreneurs, despite being small players in the market, have successfully seized market opportunities. While the overall domestic industry is in a growth cycle, this group has identified a market gap and positioned themselves as the first entrants in their community. Similarly, the salt-pickled bamboo shoots entrepreneurs exemplify market-seeking strategies by adding value to local agricultural products through a traditional, safe production process, while concurrently maintaining competitive pricing.

In terms of Competitive Aggressiveness, community entrepreneurs are proactive innovators, consistently seeking new competitive avenues. By building strong networks and adopting effective marketing strategies, they successfully overcome the challenges of being new market entrants. Despite facing resource limitations, these entrepreneurs exhibit remarkable resilience (Lechner & Gudmundsson, 2014). They are strategic thinkers who innovate and adapt to thrive in competitive markets (Dhewanto et al., 2020; Roundy

& Fayard, 2019). Community entrepreneurs embody the entrepreneurial spirit; they are proactive, risk-taking, and strategic, capable of overcoming challenges and crafting unique value propositions (Covin & Lumpkin, 2011; Porter et al., 1985). These findings align with established theories such as the RBV and EO. The success of community entrepreneurs is rooted in their ability to leverage resources, innovate, and adapt to market challenges. In response to competitive pressures, all five community entrepreneurial groups show competitive aggressiveness through market awareness, resource reconfiguration, collaborative networking to expand market reach, and using proactive and defensive strategies to maintain competitiveness. Even though most entrepreneurs are in the early stages of their businesses, their competitive aggressiveness might not be fully developed or overtly aggressive. Instead, it involves strategic thinking and actions aimed at establishing a market foothold and building a customer base. For example, hydroponic vegetable farm entrepreneurs are developing their farm infrastructure, seeking external collaborations to build networks within their value chain, and participating in project competitions to assure consumers of their vegetables' safety and create awareness in the target market.

The RDAP model, as shown in Figure 2, provides a comprehensive framework for understanding the development of community entrepreneurship. This model emphasizes its focus on rural development and poverty alleviation. This model encompasses a systematic sequence of steps derived from thorough data analysis: Research (R), Design (D), Action Planning (A), and Practice Assessment (P). At its core, the RDAP model highlights the interconnectedness of three fundamental concepts: entrepreneurship, community entrepreneurship, and the Resource-Based View (RBV).

Entrepreneurship serves as the cornerstone of the RDAP model, encompassing the process of creating new products, services, or businesses within a community. By identifying opportunities, mobilizing resources, and taking calculated risks, community entrepreneurs drive sustainable development and enhance the overall well-being of their communities. The model highlights the entrepreneurial spirit as a driving force behind community development (Covin & Lumpkin, 2011; Lumpkin & Dess, 1996). Beyond focusing solely on individual profits, the RDAP model emphasizes the social impact of community entrepreneurship. It prioritizes community participation, resource mobilization, and the resolution of local issues to foster a more sustainable and equitable community (Fortunato & Alter, 2015; Johannisson, 1990; Ranjan, 2015; Zivdar & Sanaeepour, 2022). This approach aligns with the Resource-Based View (RBV), which asserts that organizations, including community enterprises, possess unique bundles of resources that confer a competitive advantage (J. Barney, 1991; Dhewanto et al., 2020; Porter, 1981; Teece, 2010). By emphasizing the identification and leveraging of community resources such as natural, human, and social capital, the RDAP model integrates this perspective into its framework (Arifin et al., 2020).

Additionally, the RDAP model's core components and their relevance to Na Bo Kham Subdistrict are as follows: Research (R): This is crucial for understanding the specific challenges and opportunities of subdistrict. This involves recognizing the existing economic activities, available resources (e.g. agricultural products like bamboo shoots, local crafts, or traditional food preservation), and the needs of the community members. Design (D): This means fostering collaboration among residents, leveraging existing community structures or social networks, and providing relevant training to enhance entrepreneurial skills. Action Planning (A): This is particularly important for developing unique products that reflect the local culture and utilize local resources, such as traditional crafts or processed agricultural goods. It also involves creating marketing strategies to access markets both within and outside the subdistrict. Practice Assessment (P): This means establishing mechanisms for ongoing support, evaluation, and adaptation to ensure the sustainability of community entrepreneurship initiatives.

The Rural Development and Poverty Alleviation model (RDAP) provides a structured process for fostering community entrepreneurship in Na Bo Kham Subdistrict, thereby establishing a framework for future success. The systematic sequence of steps (Research, Design, Action Planning, and Practice Assessment) provides a roadmap for developing and implementing effective initiatives. By integrating entrepreneurship, community entrepreneurship, and the Resource-Based View (RBV), the RDAP model offers a comprehensive and adaptable approach. This adaptability is crucial for ensuring the long-term success of grassroots economic development projects in Na Bo Kham Subdistrict. The model's emphasis on continuous improvement, adaptation, and outcome evaluation fosters a culture of learning and innovation, which is essential for achieving sustained success.

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