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**SUCCESSFUL MANAGEMENT OF COMMUNITY ENTERPRISE OF
FAIR TRADE PINEAPPLE GROWERS GROUP SAMROIYOD
DISTRICT, PRACH**

Abstract:

The study of successful management of Community Enterprise of Fair Trade Pineapple Growers Group, Sam RoiYod District, Prachuab Kiri Khan Province. The purpose of this research was studied the management of Community, collected data by focus group, observation and an in-depth interview from 14 participants who were the members of Community Enterprise of Fair Trade Pineapple Growers Group. This study was divided in two aspects, including successful management and the quality of life.

□The result of this study showed that after the cooperative had joined Fair Trade under the name of Community Enterprise of Fair Trade Pineapple Growers Group. The successful management concluded by the principles of Critical Success Factor (CSF) 1) Leaders and members of the group are committed to drive the group to comply with the requirements of Fair Trade Organization. 2) The farmers had more knowledge than before; how to plan for planting good quality pineapple products for the market. They had the criteria for selecting members to join Fair Trade. Moreover, they provided the training and development programmes for the members. 3) They had a good relationship with other members and support together within the group. Community Enterprise also worked with other groups such as; sugarcane, mango, and rubber. 4) They had the annual meeting for reporting all results in organization both in every problem and the advantages of organization. In addition, they also had to manage the budget for supporting the communities. The quality of life of the farmers in overall aspects was become well than before. The group had the policies to insure the price of pineapple and as the result the farmers had stable income and could support their families.

Keywords:

fair trade, successful management, quality of life, Community Enterprise of Fair Trade Pineapple Growers Group

Introduction

Pineapple cultivation in Thailand takes up about 1 million rai, or 160,000 hectares, and it is also the world's largest exporter of processed pineapples. Each year, about 400 million Euros worth of processed pineapples are exported. Pineapple cultivation takes place in 10 provinces. Prachuab Kiri Khan is the largest area in Thailand of cultivates pineapples: in an area of 600,000 rai, produces 1.3 million tons/year, which 90 percent of fresh pineapples are delivered to processing factories for exporting, while the rest is for domestic consumption. The pineapple industry in Thailand has grown over the years, despite the continuous problems which have affected cultivation, processing and marketing. Sometimes these problems cannot be solved by government section.

Fair Trade Original (FTO) initiated a project to develop the pineapple industry in Thailand, by helping the producers get Fair Trade certified. This boosted the profile of Thai pineapples internationally, and has positively impacted on the marketability of Thai pineapples. By FTO supported the formation of a group of pineapple farmers in SamRoiYod district of Prachuab Kiri Khan Province. The objective was to encourage farmers to develop themselves and in future be self-reliant. The group was registered on September 3, 2007 under the name "Community Enterprise of Fair Trade Pineapple Growers Group". At that time, they had the group's members numbered only 20 members, but presently there are 63 members. The cultivated area is 8,500 rai and they produce 20,000 tons of pineapples. In the future the group hopes to expand by increasing the number of members. Currently the group is managed by 15 board members, all of them are elected from the group members. The group had employed the manager and 3 offices, for running the cooperative, conducting regular meetings and activities. The group's objectives are to listen to the needs of the members and then implement social or economic development projects. On September 22, 2008, the Group was certified by Fair Trade International (FLO) in Germany, in the production of pineapples and mangos (Maisiri, N. 2012).

Fair Trade aims to develop an opportunity for small producers to engage in trade, produce qualified products to international standard, and promote safety for consumers and the environment. Fair Trade also aims to encourage fair working conditions for farm labor. Through the guarantee of minimum price, Fair Trade hopes to support economic and social development in the group, which is democratically and transparently managed. The group's members produce pineapples, following Fair Trade standards. The pineapples are then sent to the processor, which is also certified by Fair Trade International. The processed products include canned pineapple slices and pineapple juice, which are exported. The group also receives Fair Trade Premiums, which is paid by consumers. The Fair Trade Premium is beneficial to the group. The group uses the Premium for projects that promote social activities, economic development and environmental conservation for their community. So the researcher was interested to study about the management model of community enterprise fair trade pineapple cooperatives. How does it do to get the certified Fair Trade certification from International (FLO) and successful.

Background for the research

Over 40 years the issue of fit both an organization and its strategy, structure, processes, technology and environment has been a basis for theory construction and research (Kanellis, Lycett, & Paul, 1999). The changing economic environment has led to an increasing interest in improving organizational business processes to enhance performance (McCormack et al., in press; Ranganathan & Dhaliwal, 2001). One of the fields dealing with these challenges is business process management (BPM) and there has been a surge of papers and practitioners interest in this area for more than a decade (Rhee et al., in press; Vergidis, Tiwari, & Majeed, 2008).

Organization management both in public and private sector enterprises part, the success and efficiency in the management of that organization are based on cooperation sacrifice responsibility and a willingness to work of the employees within the organization. Management of the organization would aim to use existing resources for the benefit of constituents. The key is to have a budget, materials, management and man.

Every organization has a mission that describes why it exists (its purpose) and where it intends to go (its direction). The mission reflects the organization is unique values and vision. Achieving the mission takes the participation and skill of the entire organization. The goals and objectives of every staff member must be aimed toward the mission. However, achieving goals and objectives is not enough. The organization must perform well in key areas on a consistent basis to achieve the mission. These key area so unique to the organization and the industry in which it competes can be defined as the organizations critical success factors.

The critical success factor method is a means for identifying these important elements of success. It was originally developed to align information technology planning with the strategic direction of an organization. Critical success factors are those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise areas that must be given special and continual attention to bring about high performance. Critical success factors (CSFs) define key areas of performance that are essential for the organization to accomplish its mission. Managers implicitly know and consider these key areas when they set goals and as they direct operational activities and tasks that are important to achieving goals. However, when these key areas of performance are made explicit, they provide a common point of reference for the entire organization. Thus, any activity or initiative that the organization undertakes must ensure consistently high performance in these key areas; otherwise, the organization may not be able to achieve its goals and consequently may fail to accomplish its mission. The concept of identifying and applying CSFs to business problems is not a revolutionary new field of work. It dates back to the original concept of success factors put forth in management literature by D. Ronald Daniel in the 1960s. However, the CSF concepts and approach are still very powerful today. The term of critical success factors has been adapted for many different uses. Familiarity with the term is often presented in the context of a project or an initiative (i.e., the CSFs for the implementation of an ERP system or the deployment of a diversity program). In this

context, CSFs describe the underlying or guiding principles of an effort that must be regarded to ensure that it is successful. A slight distinction must be made when considering CSFs as a strategic driver at the organizational or enterprise level (as is done in this report). In this context, CSFs are more than just guiding principles; instead, they are considered to be an important component of a strategic plan that must be achieved in addition to the organization's goals and objectives. While this distinction is subtle, it is intended to point out that an organization's CSFs are not just to be kept in mind; their successful execution must drive the organization toward accomplishing its mission. CSFs are powerful because they make explicit those things that a manager intuitively, repeatedly, and even perhaps accidentally knows and does to stay competitive. However, when made explicit, a CSF can tap the intuition of a good manager and make it available to guide and direct the organization toward accomplishing its mission.

Data collection and analysis

1) Collecting data: Methods of the research is based on the principles of qualitative research. The researcher collected data from 14 key informants, including the president, the manager and the members of Community Enterprise of Fair Trade Pineapple Growers Group. In-depth interview and focus group were used for collecting data.

- Interview, the researcher collected data through in-depth interviews as the main method of data collection. Using the questions the interviewer (interview guide) and talk informally. So that contributors can answer questions and express their opinions openly.

- Observation, the researcher has studied the condition in general and the nature of the interview questions

- Focus group, the group had 7 people and discussed in variety issues about management.

2) Data analysis: Research, monitoring and review of data in full by the start of the interview to be tape recorded verbatim transcript and summary of transcription and observations classified information out and make it preliminary conclusions.

The results

The results of the research from 14 key informants are presented below;

1) Community Enterprise Fair trade pineapple grower group had provided the organization with planning by farmers, which produces pineapples that are competent in pineapple production quality and marketing enterprise is also planning to increase sales and increase awareness both in and outside the country. By targeting the cultivation of pineapple, non-toxic so that it can meet the needs of companies that buy and competitive marketing.

2) Community Enterprise Fair trade pineapple grower group had divided the work of a group in order to help decide on the working group. The management of the

organization, including keynote presentations to fix the problem, which was completed and birth. Most group members are working on all four departments.

3) Community Enterprise Fair trade pineapple grower group had managed human resources to quality by using the following methods: The training is to develop a strong organization, training for board committee and responsibilities of their own, to lead to administrative efficiency and exchange knowledge in the group, moreover the group provided the training program to educate members.

4) Community Enterprise Fair trade pineapple grower group had held the annual meeting to gather the problems as well as information of each of the parties to work out how to fix and improve the benefits of the following organizations also. The group invited the guest speaker from the provincial environmental agencies to educate and give solutions to various problems related to the environment.

5) Community Enterprise Fair trade pineapple grower group were managed and allocated funds for the benefit of members of the organization by establishing a fund to promote and develop the various members of a fund for investment in the production of pineapple. And farmers create a chemical to prevent health hazards. Prevent the chemicals affect the environment. In addition, enterprises also have to pay a premium of 10% used to create benefit for society by allocating part of the budget to assist in the development and social aid projects such as reforestation, green areas for the community. Project Dream Fairtrade Sharing Love by donations and scholarships to the mentally disabled and the budget as planned marketing of products that had been set.

6) After the farmers had joined the group. They got more income and quality of family life and property is improving.

Summary and discussion of findings

After Community Enterprise Fair trade pineapple grower group had joined the Community Enterprise and Cooperatives Fairtrade pineapple potential and performance in the field. Management organization, including increased productivity and revenue organizations, pineapple farmers and industry in Thailand. They formed management more systematically, worked on their roles and responsibilities within group and outside group, such as the mango growers group, sugarcane group. They also manage the budget in order development their community through various projects: environment and education.

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