

Strategic Management Factors Influencing the Success of Community-Based Enterprises in Krabi Province *

Napitchya Cherdchom¹, Nifaosan Raden Ahmad², and Kanlayanee Yutthakarn³

Faculty of Management Technology,

Rajamangala University of Technology Srivijaya^{1,2}

College of Hospitality and Tourism,

Rajamangala University of Technology Srivijaya³

Corresponding Author, E-mail: nifaosan.r@rmutsv.ac.th

Abstract

The research on strategic management factors of organizations that influence the success of community-based enterprises in Krabi Province aims to 1) study the strategic management factors of organizations and the success of community-based enterprises in Krabi Province, and 2) analyze the strategic management factors of organizations that influence the success of community-based enterprises in Krabi Province. This is a quantitative research using questionnaires to collect data from 234 community-based enterprises in Krabi Province. The data were analyzed using statistics, including frequency, percentage, mean, standard deviation, and multiple linear regression analysis with stepwise selection, setting the statistical significance level at 0.05.

The survey data revealed that the majority of respondents were female members of community-based enterprises in Mueang District, Krabi Province, aged 40-49 years, with a bachelor's degree or higher, and an average monthly income

* ได้รับบทความ: 7 กันยายน 2568; แก้ไขบทความ: 20 ตุลาคม 2568; ตอรับตีพิมพ์: 21 ตุลาคม 2568

Received: September 7, 2025; Revised: October 20, 2025; Accepted: October 21, 2025



of 35,001–45,000 baht. The registration type of the enterprises was as individual businesses, with 20 or more members, and the duration of operation for the community-based enterprises was 5-10 years. When analyzing the level of strategic management factors of the community-based enterprises in Krabi Province, the overall average was found to be at the highest level. The success of the community-based enterprises in Krabi Province also showed an overall average at the highest level. Hypothesis testing indicated that the strategic management factors in terms of structure (X1), strategy (X2), staff (X5), skills (X6), and shared values (X7) had a statistically significant influence on the success of community-based enterprises in Krabi Province at a significance level of 0.05, and together predicted the success of community-based enterprises in Krabi Province (Y) at 51.00% (Adjusted R² = 0.510).

Keywords: management; organizational success; balanced scorecard;
community-based enterprises; Krabi province

1. Introduction

The rapid transformations in the economic and social landscape driven by globalization, the rise of disruptive innovations, and the advent of Industry 4.0 have significantly reshaped various aspects of society, the economy, business operations, and the nature of work through the increased integration of technology. These shifts have created an increasingly volatile, uncertain, complex, and ambiguous environment, making future scenarios more difficult to predict. This article aims to present a deeper understanding of the concept of strategic management, organizational responses to risk, strategic adaptation during the implementation phase, and relevant case studies. The objective is to deepen insight into how organizations can effectively adjust their strategies in response to



changing circumstances, to enhance their competitive advantage and ensure long-term organizational sustainability (Tresirichod, 2021)

Business conditions in Southern Thailand in the fourth quarter of 2024 showed slight growth compared to the same period of the previous year, following improvements in the service and tourism sectors due to a higher number of international tourists during the high season compared to the previous years. This also slightly gave a small lift to the trade sector performance. In addition, the increase in agricultural product prices helped raise consumer purchasing power. The business outlook for the first quarter of 2025 is expected to show modest year-on-year growth, driven by expansion in the service and tourism sectors with more international tourists expected, evident in more hotel bookings and more frequent flights in important tourist areas. The trade sector is also expected to grow, supported by steady agricultural prices and stimulus policies. However, pressures remain from high living costs and high household debt levels (Bank of Thailand, 2024). In a volatile economic environment, businesses must continually adapt to remain competitive. This includes embracing new technologies and responding to changing customer needs.

Currently, building organizational wealth and stability most effectively involves developing a competitive advantage, a central element of strategic planning. Competitive advantage refers to unique capabilities that are difficult for competitors to replicate or would take significant time to match. These may include innovations, internal management systems, organizational governance structures, and corporate image (Sriling, 2023). Improving organizational efficiency involves planning to strengthen capabilities aimed at achieving key goals, measured by efficiency, effectiveness, and growth (Nitidhananunt, Ractham, Chirinang, & Chaisakunkerd, 2021). The McKinsey 7S model is one of the tools used in organizational analysis, a management framework designed to support effective organizational administration. It was developed through research and



innovation by McKinsey & Company (2008), a US-based consulting firm. Studies suggest that this model supports success across several dimensions, helping organizations assess their ability to respond to external challenges and opportunities, improve efficiency, and meet strategic goals. (Sittichai & Pooripakdee, 2018). This model outlines how to attain corporate objectives by aligning seven key components, which are categorized into two groups. The hard elements, which are more tangible and directly influenced by leadership and management, include 1) strategy, 2) structure, and 3) systems. The soft elements, which are intangible and shaped by organizational culture, consist of 4) staff, 5) skills, 6) style, and 7) shared values. By applying this model, organizations can assess their strengths and weaknesses, which then guide the development of suitable strategic plans. This supports the organization's efforts to move effectively toward its goals (Suwanda & Nugroho, 2022)

All organizations aim for business success, which depends on various factors. Research on what makes companies successful frequently mentions understanding customers, creating positive experiences, and establishing strong brands, and good management. However, determining whether an organization is successful, its performance must be evaluated to check if strategic goals are met, focusing on key success factors. Successful organizations today regularly evaluate their performance, helping them achieve real and sustainable business growth. (Thongyenburit, 2024). Kaplan & Norton (1992, as cited in Kaplan, 2009) developed the Balanced Scorecard (BSC), a performance measurement tool focusing on key success factors. The BSC framework consists of four key perspectives: 1) financial perspective, 2) customer perspective, 3) internal business process perspective, and 4) learning and growth. Using the BSC helps align strategic goals with organizational activities, improves operational efficiency, and gives the organization a competitive advantage in meeting its objectives.



Community-based enterprises creatively manage local resources to promote self-reliance and sufficiency among families and the wider community. Their goals extend beyond financial profit to include social benefits such as community resilience and social harmony (Phongphit, 2009). To strengthen the community economy which is the key to a sufficiency-based development model, many enterprises not yet ready for commercial competition receive support through knowledge sharing, local wisdom development, income generation, mutual aid, management training, and community-based enterprise model building. This support helps strengthen the community economy, allowing it to develop higher-level business ventures. Community-based enterprises often face management challenges such as limited administrative skills, restricted access to resources and technology, and problems with marketing and sales. Additionally, issues such as aging members and labor shortages contribute to the sustainability challenges faced by community-based enterprises (Jintana & Puripanik, 2020). Therefore, the researchers wish to study the strategic management factors that influence the success of community-based enterprises in Krabi Province, aiming to provide guidelines to enhance their capabilities to survive and succeed in a constantly changing market environment.

2. Research Objectives

2.1 To study the strategic management factors and success levels of community-based enterprises in Krabi Province.

2.2 To examine the strategic management factors that influence the success of community-based enterprises in Krabi Province.



3. Methods

3.1 Population and Sample

3.1.1 Target Population

The population consists of 560 community-based enterprises in Krabi Province (Community Enterprise Promotion Division, 2022).

3.1.2 Sampling Method

The sample was selected from community-based enterprises in Krabi Province. Using the Taro Yamane formula, where n is the sample size, N the total population, and e the margin of error (5%), the sample size was calculated as 233.33 and rounded to 234 respondents.

Table 1 Sample Size Determination Using Proportional Allocation

District	Population	Sample group
1. Koh Lanta District	82	$(233.33 \div 560) \times 82 = 34.17 \approx 34$ participants
2. Khao Phanom District	56	$(233.33 \div 560) \times 56 = 23.33 \approx 23$ participants
3. Khlong Thom District	58	$(233.33 \div 560) \times 58 = 24.17 \approx 24$ participants
4. Plai Phraya District	69	$(233.33 \div 560) \times 69 = 28.75 \approx 29$ participants
5. Mueang Krabi District	114	$(233.33 \div 560) \times 114 = 47.50 \approx 48$ participants
6. Lam Thap District	41	$(233.33 \div 560) \times 41 = 17.08 \approx 17$ participants
7. Ao Luek District	62	$(233.33 \div 560) \times 62 = 25.83 \approx 26$ participants
8. Nuea Khlong District	82	$(233.33 \div 560) \times 82 = 34.17 \approx 34$ participants
Total	560	234 participants

3.1.3 Inclusion Criteria

Based on Table 1, the sample size includes 234 community-based enterprises. The samples were selected using probability sampling through proportionate stratified random sampling. The selection was conducted by drawing names from the list of community-based enterprises in each district of



Krabi Province without replacement until the required number for each district was reached. Each district was sampled once, resulting in a total of 234 respondents.

3.1.4 Withdrawal or Termination Criteria

Participants may withdraw from the study at any time without notice. Non-participation or withdrawal from the research will not result in any negative consequences. The questionnaire does not include any personally identifiable information. All raw data from the responses will be securely kept confidential, with results reported only in aggregate form. All data will be securely destroyed upon completion of the study

3.2 Research Instruments

3.2.1 The instrument used for data collection was a questionnaire divided into 3 parts as follows:

Part 1: General information of the respondents, including gender, age, education level, average monthly income, duration of operation, business location, registration type of the enterprises, and membership numbers.

Part 2: Strategic management factors based on the McKinsey 7 S framework, which includes 7 elements: (1) structure, (2) strategy, (3) systems, (4) style, (5) staff, (6) skill, and (7) shared values.

Part 3: Success of community-based enterprises measured using indicators derived from the Balanced Scorecard theory, covering four perspectives: (1) financial perspective, (2) customer perspective, (3) internal business process perspective, and (4) learning and growth perspective.

The questionnaire used a Likert scale to rank the responses of the sample group, with the following scoring criteria:

- 5 points: highest level of agreement;
- 4 points: high level of agreement;
- 3 points: moderate level of agreement;



2 points: low level of agreement; and

1 point: lowest level of agreement

The mean scores for strategic management factors and the success of community-based enterprises in Krabi Province were interpreted using the interval formula: $\text{Interval (I)} = \text{Range (R)} / \text{Class (C)} = 0.80$ (Best, 1977, as cited in Sangthong, 2021). These mean score ranges represent the following levels of agreement (see Table 2):

Table 2 Mean score ranges represent the levels of agreement

Mean Range	Interpretation
4.21–5.00	the level of strategic management factors/success is very high.
3.41–4.20	the level of strategic management factors/success is high.
2.61–3.40	the level of strategic management factors/success is moderate.
1.81–2.60	the level of strategic management factors/success is low.
1.00–1.80	the level of strategic management factors/success is very low.

3.3 Research Instrument Validation

3.3.1 Content Validity: the questionnaire's language and content validity were evaluated by three experts. The Item-Objective Congruence (IOC) values for each question were required to be at least 0.50. Since the IOC values ranged from 0.67 to 1.00, it indicates that all questionnaire items showed adequate content validity.

3.3.2 Reliability Testing: after confirming content validity, the questionnaire was pilot tested with 30 participants that randomly selected from the population frame. Reliability was measured using Cronbach's Alpha, which was 0.987. Item discrimination indices ranged from 0.48 to 0.91. According to Silpcharu (2017), a reliable questionnaire should have a Cronbach's Alpha of at least 0.80



and item discrimination indices of at least 0.30. Therefore, this questionnaire is considered reliable for data collection.

3.3.3 Ethical Approval: the research involving human participants was reviewed and approved by the Human Research Ethics Committee of Rajamangala University of Technology Srivijaya, under certification number COE NO. RUTS-IRB.2568.001/24.10.

3.4 Statistical Methods and Data Analysis

3.4.1 Descriptive analysis of general data was conducted using frequency and percentage calculations.

3.4.2 Levels of opinion regarding strategic management factors and the success of community-based enterprises in Krabi Province were analyzed using mean and standard deviation.

3.4.3 Multiple linear regression analysis with stepwise selection was used to identify significant independent variables, with a significance level at 0.05.

4. Results

The analysis of the general data from the respondents revealed that the majority were community-based enterprises from Mueang Krabi District (20.51%). Most respondents were female (58.55%), aged 40-49 years (50.43%), held a bachelor's degree or higher (58.55%), and had an average monthly income of 35,001 – 45,000 baht. The majority operated as sole proprietorship (97.86%), with memberships of 20 or more individuals (34.62%), and had been in business for 5 to 10 years (50.43%).



4. 1 Analysis of Strategic Management Factors and Success of Community-based Enterprises in Krabi Province

Table 3 Mean scores and standard deviations for strategic management factors of community-based enterprises in Krabi Province (overall summary)

Strategic Management Factors	Mean	S.D.	Level of Agreement
1) Structure	4.56	0.466	Very High
2) Strategy	4.35	0.546	Very High
3) Systems	4.18	0.428	High
4) Style	4.36	0.514	Very High
5) Staff	4.25	0.496	Very High
6) Skills	4.23	0.481	Very High
7) Shared values	4.20	0.504	Very High
Total	4.30	0.376	Very High

From Table 3, the overall level of strategic management factors of community-based enterprises in Krabi Province was at the highest level. When examining each strategic management factor, structure had the highest mean score, followed by style, strategy, staff, skill, and shared values, all of which were rated at the highest level. Meanwhile, the systems dimension was rated at a high level.



Table 4 Mean scores and standard deviations for the overall success level of community-based enterprises in Krabi Province

Success of Community Enterprises	Mean	S.D.	Level of Agreement
1) Financial Perspective	4.13	0.478	High
2) Customer Perspective	4.26	0.454	Very High
3) Internal Business Process Perspective	4.26	0.458	Very High
4) Learning and Growth Perspective	4.34	0.478	Very High
Total	4.25	0.384	Very High

From Table 4, the overall level of success of community-based enterprises in Krabi Province was at the highest level. When examining each dimension, learning and growth perspective had the highest mean score, followed by customer perspective and internal business process perspective, both were rated at the highest level. Meanwhile, the success in the financial perspective was rated at a high level.

4.2 Analysis Results of Strategic Management Factors Influencing the Success of Community-based Enterprises in Krabi Province

Hypothesis: Strategic management factors influence the success of community-based enterprises in Krabi Province.

Specification:

Dependent variable Y = Success of community-based enterprises

Predictor variable X = Strategic management factors

X_1 = Structure

X_2 = Strategy

X_3 = Systems

X_4 = Style

X_5 = Staff


 $X_6 = \text{Skills}$
 $X_7 = \text{Shared Values}$

The hypothesis test of strategic management factors (X_{1-7}) influencing the success (Y) of community-based enterprises in Krabi Province showed no evidence of multicollinearity when examining the substitution of variables in the model equation. The relationships among the independent variables revealed that the tolerance values for all variables were not close to zero. The results of the Variance Inflation Factor (VIF) test indicated that all variables had VIF values below 10, indicating no serious multicollinearity issues. These results suggest the variable relationships were analyzed properly and the findings are reliable, as shown in the Table 5.

Table 5 Results of the multiple linear regression analysis using the stepwise selection method, showing the strategic management factors influencing the success of community-based enterprises in Krabi Province.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.211	0.201		6.017	0.000		
Structure _{x1}	0.133	0.048	0.161	2.784	0.006	0.627	1.595
Strategy _{x2}	0.123	0.047	0.175	2.627	0.009	0.473	2.116
Staff _{x5}	0.131	0.050	0.169	2.616	0.009	0.505	1.981
Skill _{x6}	0.184	0.051	0.231	3.632	0.000	0.520	1.923
Shared Values _{x7}	0.134	0.048	0.175	2.757	0.006	0.519	1.925
R = 0.722 Adj R ² = 0.510 F = 49.587							
R ² = 0.521 S.E. _{est} = 0.269 Sig. = 0.000							

*A significance level of 0.05.



From Table 5, the hypothesis testing suggested that the variables structure (X_1), strategy (X_2), staff (X_5), skills (X_6), and shared values (X_7) have a positive influence and collectively account for 51.00% of the variance in the success of community-based enterprises in Krabi Province (Adjusted $R^2 = 0.510$).

The hypothesis test, conducted using multiple linear regression analysis with stepwise selection of independent variables, demonstrated that strategic management factors significantly affect the success of community-based enterprises in Krabi Province. The significance value (Sig.) was .000, which is statistically significant at the 0.05 level, confirming the acceptance of the hypothesis. The predictive equation in raw score form is as follows:

$$\hat{Y} = 1.211 + 0.133(X_1) + 0.123(X_2) + 0.131(X_5) + 0.184(X_6) + 0.134(X_7)$$

5. Discussion

The study results on strategic management factors influencing the success of community-based enterprises in Krabi Province can be discussed as follows:

5.1 The study found that the overall strategic management factors of community-based enterprises in Krabi Province was at the highest level.

Among the individual strategy dimensions, structure had the highest mean score. This suggests that community-based enterprises in the province place strong emphasis on setting up clear organizational structures that support effective operations. Orgvue (2026) stated that an effective organizational structure is a fundamental component of business success, as it supports smooth operations, improves communication, and boosts overall efficiency. Kaewsanan & Chirinung (2021) suggested that proper structuring allows organizations to achieve their goals effectively, making careful planning essential before designing the structure. Designing an appropriate structure is one of the first tasks that administrators need to address.



5.2 The study on the level of success of community-based enterprises in Krabi Province, overall, revealed a mean score at the highest level. By aspect, the analysis showed that the learning and growth perspective had the highest mean score for community-based enterprise success. Community-based enterprise members in Krabi Province demonstrate positive attitudes and satisfaction with their work. They actively build their skills and knowledge and are motivated to meet customer needs, which supports repeat sales and favorable recommendations. According to Dubetcky (2024), who stated that the learning and growth perspective focuses on intangible assets such as human resources, information systems, and culture, to support long-term growth and improvement. Its goal is to ensure employees are motivated and equipped with the skills and tools needed to meet the strategic objectives of the financial, customer, and internal process perspectives. Srichan & Kenaphoom (2022) further suggested that strengthening community-based enterprises relies on knowledge management and learning among community members. This helps them acquire and preserve local wisdom, which leads to new knowledge or innovations that develop into community professions and generate income. Cooperation among members builds unity and supports strong community development.

5.3 The hypothesis test using multiple linear regression with stepwise selection showed that strategic management factors have a significant impact on the success of community-based enterprises in Krabi Province. The hypothesis was accepted. This finding is consistent with the research results of Khamlai (2019), which demonstrated that the 7S strategic model influences business success. The variables predicting the success of community-based enterprises in Krabi Province include: **1) structure**, which aligns with the study of Tungnarumit (2015) that found that the structural factor had the strongest correlation with the success of small and medium-sized enterprises in Prachuap Khiri Khan Province. Therefore, entrepreneurs should prioritize



organizational structure to enhance the efficiency and effectiveness of business operations; **2) strategy**, shown by community-based enterprises having clearly defined strategies aligned with their objectives, corresponds with the findings of Wongchaiya & Pheunpha (2018), who found that business strategies significantly impact the success of small and medium-sized enterprises. Furthermore, the results align with Kerdsuk (2022), who found that business management strategies positively influence business success in SMEs. Business strategies form the foundation for a company's success by enabling leaders to define organizational goals and create competitive advantages (Boyles, 2022). **3) staff** refers to the commitment of community-based enterprise members to their assigned tasks, their job satisfaction, and the cultivation of a positive working environment, all of which contribute to improved work efficiency and higher employee retention. This aligns with the perspective of Peek (2026), who stated that a business can only succeed if its employees succeed. Employees are the core of organizational success; appropriate team members will carry out organizational goals, influence customers, and drive business growth. On the other hand, dissatisfied, unsuitable, or disengaged employees may disrupt the organization and negatively impact operations. This view also corresponds with Nick (2013). Organizations with strong capabilities must effectively manage their personnel to foster collaboration in achieving the vision, objectives, and goals of the unit or organization. The collective knowledge, skills, and expertise within the organization form its distinctive competencies, which involve identifying strengths that exceed those of competitors. **4) skills** refer to the ability of community-based enterprises to coordinate systematically, actively engage in learning new things, and place importance on the consistent development of the enterprise. This aligns with Kaplan's (2005) perspective, which emphasizes that the collective knowledge, competence, or expertise of the organization as distinctive competencies must be evaluated based on how easily these strengths can be imitated. When an



organization has distinctive competencies that are difficult to replicate, these become its key strengths and provide a competitive advantage over competitors, while enterprise members maintain positive attitudes toward their work, and customers or service users actively support development efforts, making this collaboration an integral part of the continuous growth of the enterprise. This corresponds with the concept of Porter & Kramer (2011), who suggested that shared values mean integrating business approaches as part of development processes to address social issues, requiring the organization's key resources and expertise to generate both economic and social values concurrently. On the other hand, Jintana & Puripanik (2020) acclaim that with the style of management such lack of administrative skills which can lead to challenges of marketing and sales systems of community-based enterprises. These support the findings that the success of community-based enterprises of Krabi Province was not significantly affected by style and systems.

6. Knowledge of Research

The study found the empirical evidence of the hypothesized relationship that supported by the resource-based theory to identify the relationship between strategic management factors and community-based enterprises success in Krabi Province. The study had seven hypotheses that five hypotheses were supported whereas another two hypotheses did not receive empirical support. Based on these empirical findings, the study strengthens the resource-based theory that valuable, rare, inimitable, and non-substitutable resources potentially generate sustainable competitive advantages leading to organization performance (Barney, 1991). In the context of this study, the strategic management factors in terms of structure, strategy, staff, skills, and shared values are considered as crucial resources of the community-based enterprises in Krabi Province that must be focused on and developed to sustain competitive advantages and their success.



Thus, this study enriches the body of knowledge about the role of strategic management factors of community-based enterprises in the context of Krabi Province. The policy makers can help the enterprises by encouraging them to be aware of the strategic management factors that have an impact on enterprises success as shown in the figure 1.

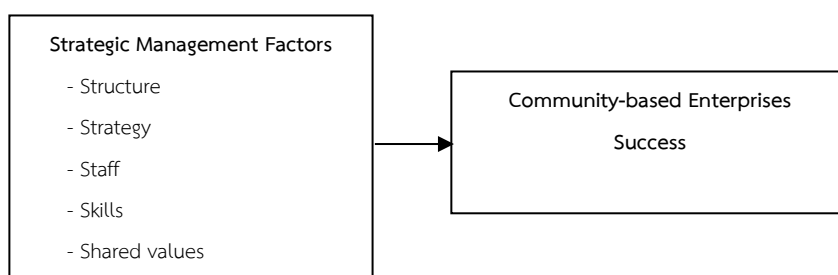


Figure 1. Model of strategic management factors influencing community-based enterprises success in Krabi Province

7. Suggestion

7.1 Suggestion for Future Research

This study could adopt a longitudinal research design for the future research that might help researchers better understand the subject matter since such a design can provide an understanding of changes over prolonged periods of time concerning the phenomenon (Caruana, Roman, Hernandez-Sanchez, & Solli, 2015). Furthermore, a qualitative method may wish to employ along with a quantitative method for future research to carry out an in-depth investigation in the success of community-based enterprises in Krabi Province particularly in the areas where the research results were insignificant.



References

- Bank of Thailand. (2024). Business Outlook Report. Retrieved from <https://www.bot.or.th/content/dam/bot/documents/en/thai-economy/econ-publication/business-liaison-program/BLP-EN-2024-Q4.pdf>
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120.
- Best, J. W. (1977). *Research in Education* (3rd ed.). USA: Prentice-Hall.
- Boyles, M. (2022). What Is Business Strategy & Why Is It Important?. Retrieved from <https://online.hbs.edu/blog/post/what-is-business-strategy>
- Caruana, E. J., Roman, M., Hernandez-Sanchez, J., & Solli, P. (2015). *Longitudinal studies. Journal of Thoracic Disease*, 7(11), 537-540.
- Community Enterprise Promotion Division. (2022). List of community enterprises/ community enterprise networks. Retrieved from <https://smce.doae.go.th/search>
- Dubetcky, O. (2024). *BSC: Learning and Growth Perspective*. Retrieved from <https://oleg-dubetcky.medium.com/bsc-learning-and-growth-perspective-a2d3b920c7bc>
- Jintana, S., & Puripanik, T. (2020). A Problem, Limitations and Approaches for Strengthening of Community-Based Enterprises in Thailand. *Journal of Politics, Administration and Law*, 12(3), 179-194.
- Kaplan, R. S., & Norton, D. P. (1992). The Balanced Scorecard: Measures that Drive Performance. *Harvard Business Review*, 70(1), 71-79.
- Kaplan, R. S. (2005). How the Balanced Scorecard Complements the McKinsey 7-S Model. *Strategy & Leadership*, 33(3), 41-46.
- Kaplan, R. S. (2009). Conceptual Foundations of the Balanced Scorecard. In *Handbooks of Management Accounting Research* (pp. 1253-1269). Boston, Harvard Business School Press.



- Kaewsanan, K., & Chirinung, P. (2021). Organization management to success. *Journal of Buddhistic Sociology*, 6(4), 88-108.
- Kerdsuk, C. (2022). Business Strategies Management to the Success of Small and Medium Enterprises (SMEs) of Food and Beverage in Bangkok. *Journal of Modern Learning Development*, 7(7), 169-187.
- Khamlai, A. (2019). The influence of management process and 7s Mckinsey strategic model on firm success of franchise businesses in Thailand. *Sripatum Chonburi Academic Journal*, 16(2), 114-122.
- McKinsey & Company. (2008). Enduring Ideas: The 7-S Framework. Retrieved from <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework>
- Nick, W. (2013). *An introduction to Human Resource Management*. London: SAGE.
- Nitidhananunt, K., Ractham, A., Chirinang, P., & Chaisakunkerd, U. (2021). Organization Efficiency Applying 7s McKinsey. *Journal of Politics, Administration and Law*, 13(3), 159-167.
- Orgvue. (2026). How to implement the right organizational structure for your business? Retrieved from <https://www.orgvue.com/resources/articles/how-to-implement-the-right-organizational-structure-for-your-business/>
- Peek, S. (2026). How Employees Make or Break Business Success (and How You Can Lead the Way). Retrieved from <https://www.business.com/articles/how-employees-make-or-break-business-success-and-how-you-can-lead-the-way/>
- Phongphit, S. (2009). *Path to a Sufficient Community*. Bangkok: Wisdom force.
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1-2), 62-77.
- Sangthong, K. (2021) *Management research: from concept to concrete* (3rd ed). Songkhla: P.C. Printting.



- Silpcharu, T. (2017). *Research and statistical analysis with SPSS and AMOS* (17th ed.). Bangkok: Business R&D.
- Sittichai, K., & Pooripakdee, S. (2018). Organization Management according to McKinsey's 7s Framework that Contributes to Innovation Organization Case Study: Organization Awarded an Excellent Innovation Organization. *Veridian E-Journal, Silpakorn University*, 11(3), 1419-1435.
- Srichan, T., & Kenaphoom, S. (2022). Self-reliance of community enterprises. *URU Journal of Integrated Sciences for Development*, 12(2), 1-16.
- Suwanda, S., & Nugroho, B. Y. (2022). Literature reviews: McKinsey 7S model to support organizational performance. *Technium Social Sciences Journal*, 38(1), 1-9.
- Sriling, A. (2023). Business advantage strategies for diversified transformation to achieve competitiveness in today's environment. *Journal of MCU Loei Review*, 4(1), 69-82.
- Thongyenburit, W. (2024). Measuring organizational performance using the Balance Scorecard: BSC. *Journal of Dhamma for Life*, 30(4), 24-35.
- Tungharumit, S. (2015). *Factors related to the success of Small and Medium Enterprises in Prachuap Khiri Khan province* (Master's thesis). Silpakorn University, Petchaburi.
- Tresirichod, T. (2021). Strategic adaptation to changing circumstances. *Social Science Journal of Prachachuen Research Network*, 3(2), 62-72.
- Wongchaiya, S., & Pheunpha, P. (2018). The Influences of Business Strategies and Entrepreneur Characteristics on the Business Success of Small and Medium Enterprises. *Journal of the Association of Researchers*, 23(2), 139-152.