



## THE RELEVANCE OF EASTERN ECONOMIC CORRIDOR (EEC) IN ENHANCING'S THAILAND ECONOMIC POLICY

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### ABSTRACT

The research was studied relevance of Eastern Economic Corridor (EEC) and Thailand Economic policy on the purposes to find out current situations and innovate in accordance with the scenario. With research method in qualitative approach which essential analysis elements and discrete research tools implemented for this study, and 20 key informants from both public and private sectors as random sampling were collected by dept-interview were used in this study.

The results of studying that the relationship at the most were grown the region, systemized strength as same as reduced income inequality, and physical environment as same as managing productivity. When the least were developed internationality, developed country economic, and sustained skill performance, operated flexibly, and serviced processes at the least.

By concern, in case of EEC in movement more effective for development and there are aimed businesses that promote in advanced technology and innovation in impacts.

**Keywords:** Eastern Economic Corridor (EEC) ; Thailand Economy Policy ; Organization Development

### INTRODUCTION

Special Economic zone (SEZ) is integrated network of basic physical and organizational structure and facilities to stimulate sustainable economic growth. It is an infrastructure which upgrading public utilities such as highways, railways, and ports, as well as becoming an industrial communities (World Bank, 2018).

Increasing potential -of products and services , both in terms of supply and demand as a whole (Trishia, P., 2019).

Moreover, Thailand is the suitable channel for efficiency region because of location in central of Asia. With half of population in global world as a gateway of ASEAN and valuable regions in the world. Consequently, Special Economic zone (SEZ) is not only the chance for raising the economic growth, but also increasing of residents and remains that emerge power of the country to rapidly grow up at the time (Eastern Economic Corridor -EEC): The Prime Gateway to Asia Handout, 2018).

Respectively in the research, Eastern Economic Corridor (EEC) was stated when Special Economic Zone (SEZ) in Thailand is consulted as new concept of

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economic development in 2015 (EEC office, 2019). It was a part of attracting trade and investment for border areas in Economic plan as new opportunities to connect each zone, but there are not completed yet at present in any project (Board of Investment, 2019).

However, there are some gaps of things in concept and practical that should be consider. Firstly, it is the possibility for the project to be completed or not, and how to take advantage of this project. Furthermore, it is interesting to study especially in current situation and approach to innovate more effect significantly, or not.

Even through setting the unit to respond the government policy for as The Eastern Special Development Zone Policy Committee (ESDZ) to in charge the policy and plan for develop these concepts. It still not further as could to do. That why it was need to find out

what is/are the current situations and the relevance in innovate of Eastern Economic Corridor (EEC) in project of Eastern Special Development Zone (ESDZ) with the country policy.

### Research Questions

From point of view of study, there are some questions for considerable as research method to solve background of the study.

1.What are the **current situations** of Eastern Special Development Zone (ESDZ) as Eastern Economic Corridor (EEC) which relevance to Thailand economic policy?

2.What are the **relevance of innovate** Eastern Special Development Zone (ESDZ) as Eastern Economic Corridor (EEC) for Thailand economic policy?

### Research Objectives

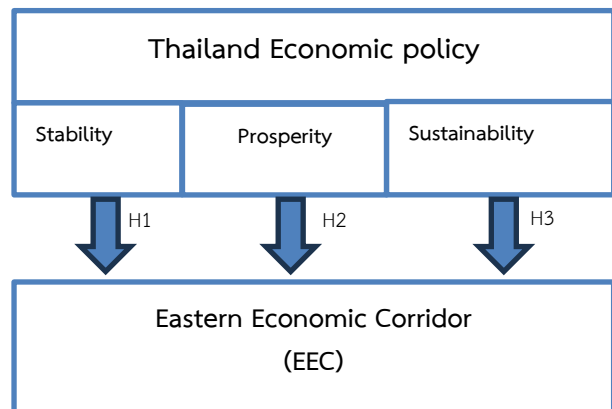
According research questions, to find out the answers to support for, it could to support and apply into objectives of research:

1. Study for the current situations of Eastern Special Development Zone (ESDZ) as Eastern Economic Corridor (EEC) which relevance to Thailand economic policy.

2. Search for the relevance of innovate Eastern Special Development Zone (ESDZ) as Eastern Economic Corridor (EEC) for Thailand economic policy.

### Conceptual Framework

At context of research based on articulate the relevance Eastern Economic Corridor (EEC) as the powerful factors and productivity Thailand Economic policy. It could be set up conceptual Framework as figure below:



**Figure 1** Conceptual Framework from Original Research  
*Note.* Adapted from Eastern Special Development Zone Act 2018

### Hypotheses

H1: Thailand Economic Policies (TEP) has relevance to Eastern Economic Corridor (EEC) in Stability as Inclusive Society.

H2: Thailand Economic Policies (TEP) has relevance to Eastern Economic Corridor (EEC) in Prosperity as **Value-Based Economy**.

H3: Thailand Economic Policies (TEP) has relevance to Eastern Economic Corridor (EEC) in Sustainability as Sustainable Growth.

## Literature Review

At previous time there were some research projects from a paper of Center for Strategic Studies National Defense Academy, The National Defense Academy related Eastern Economic Corridor (EEC) under the name “Belt and Road Initiative: BRI and Eastern Economic Corridor (EEC): Joint Security between the People’s Republic of China and Thailand, which studied the relevance BRI project of PPC China and EEC of Thailand, and Impact of BRI and EEC to Thailand. By the results has shown the effect from project to Politics, Economics, Social, Military, and Sciences & technology (The National Defense Academy, 2021).

Another paper that related the topic e.g. Eastern Economic Corridor (EEC) Development Strategy, that purposed to search for relationship of Eastern Economic Corridor (EEC) and ASEAN to find out the way for development. The results that the relationship made competitive abilities and created in economy with long term industrial feasibilities. (Hassathron N., Wijitra S., and Sunthan C., 2022).

In fact, The Eastern Region Special Economic Development project covers the development of 3 provinces nearby Bangkok which is considered an important mechanism to drive Thailand into Thai economic policy to raise the basic level of the eastern economy to become a “Special Economic Development Zone (SEDZ)” in management concepts impact of EEC on Thailand in Development policy and plan, respectively (Brunner, F., Hans, P., 2019). The scope of work has to process as follows:

- Organization Development in Principles and Practices
- Thai Economic in Policy and Plan
- EEC Contexts in Special Development Zone

## Organization Development

Organizational Development (OD) in theoretical concept, its has many meaning that aims a plan and approach to improve the business, both in individual and public. In addition, a systems method to improve organizational effectiveness through planned change initiatives (Beckhard, R., 1969).

Furthermore, to expand on that definition of Organization Development (OD), we can add several key aspects (Margulies, N., 1972):

- Planned Change: OD isn't just about reacting to problems; it's a proactive, planned approach to improving the organization.
- Holistic Approach: OD considers the entire organization – its structure, culture, processes, and people – and aims to improve their interconnectedness and alignment.
- Data-Driven: OD relies on data and feedback to understand the organization's current state and measure the effectiveness of interventions.
- Participative Process: Successful OD initiatives involve the active participation of employees at all levels.
- Focus on Learning and Growth: OD aims to enhance the organization's capacity for learning and adaptation.

## Thailand 4.0 Policy

In the meantime, Thailand Development Policy its means Thailand infrastructure Strategy or in synonymous The National Strategy 20 year. Furthermore, It's framework the year 2017 to 2036 is adhered from the 5-year country's Development Plan

as country's master plan for the main organization as National Economics and Social Development, the Office of the National Economic and Social Development Board (NESDB) in administrative process organization, is formulated Sustainable Development Goals (SDGs), and the Country policy, as well (O'Sullivan, A.S. & Steven, M. (2023).

It is a national policy to promote the role of technology, innovation, and creativity in unleashing a new stage of development (NESD, 2023).

### Special Development Zone in context of EEC

Special Economic Zone (SEZ) as public policy of government was developed in previous decade at the year 2015. By definition of term, SEZ is provided in meaning on each country that includes a geographically limited area as physical secured, singular management, benefits based upon physical location, and convenience procedures (World Bank, 2008).

As a result, both of them are providing opportunities and chances for business and investment. It is one of advantage of growing in border area with close to neighboring countries and enhance growth in the target industries in the eastern provinces of Rayong, Chonburi, Chachoengsao. While the purposes of them are support and encourage for investment into industries with provide high technology and innovation as available (GPRD, 2016).

## RESEARCH METHODOLOGY

### Methodology

Research methodology in this study is qualitative method which supported directly the answers for research questions and objectives suitable. Associated with perspective of researcher and the researched by nature of research design and data generation. Consequently, research tool to collect data by random

sampling is dept-interview, which designed to cover all essential topics that related in contents.

### Key informants

The primary sources from key informants are analyzed and verified results by depth-interviews from 20 officers by random sampling of The Eastern Special Development Zone Policy Committee (ESDZ) which as representative of public sector as government and closed to private sector also. By summarized level data presented, as shown in table 1.

**Table 1** Managing Level of Key Informant

Managing level	Officer
<b>Top Level:</b> Policy Executive as Executive Officer	2
<b>Middle Level:</b> Planning Executive as Managerial Officer	6
<b>Low Level:</b> Practice/Operation Professional Officer	12
Total	20

It is collected by two sources. Firstly, Primary information: Information from collecting data which designed to support the objectives for qualitative method. By depth interview from key informants as key contributors, it is an alternative way to search for research objectives. Then, next step is the collecting from secondary data as types of information as

well document in research with research process analysis by systematically research design, and translate to word of sentence as literature writing.

### Data Analysis

Analyzed by using descriptive personal information of respondents from raw data, for qualitative analysis that transfer the answers in group and modified in sentences to support research questions and objectives in simple word.

Based on methods of analysis and explanation building which reflect the complexity, detail and

context of data. With identifying emergent categories and theories from the data rather than imposing a priori categories and ideas. However, respecting the uniqueness of each case as well as conducting cross-case analysis, and developing explanations at level of meaning rather than cause should be considering also.

## RESEARCH RESULTS

As results from demographic of samples as Key Informants, it was shown information background should report the statistical value results that the majority of **Gender** was female (55.0%), and minority was male (45.0%). The majority of **aging range** was 41-50 years (35.0%), and minority was  $\leq 30$  years (25.0%). The majority of **Educational background** was Master (45.0%), and minority was other (15.0%). The majority of **Working position** was Middle level (30.0%), and minority was Top level (10.0%). And majority of **Working year** was 1-5 years (45.0%), and minority was over 15 years (5.0%), all as shown in table 2.

**Table 2** Frequency Distribution of Demographical data of Key Informants

	Demographical data	
	f	%
<b>1. Gender</b>		
Female	11	55.0
Male	9	45.0
<b>2. Age</b>		
$\leq 30$ yrs.	5	25.0
31-40 yrs.	6	30.0
41-50 yrs.	7	35.0
51-60 yrs.	2	10.0
$\geq 60$ yrs.	-	-
<b>3. Education</b>		
Bachelor	-	-
Master	9	45.0
Doctoral	8	40.0
Other	3	15.0

**Table 2** Frequency Distribution of Demographical data of Key Informants (Cont.)

	Demographical data	
	f	%
<b>4. Position</b>		
Top level	2	10.0
Middle level	6	30.0
Low level	12	60.0
<b>5. Working year</b>		
1-5 yrs.	9	45.0
6-10 yrs.	5	25.0
11-15 yrs.	5	25.0
Over 15 yrs.	1	5.0

## Analysis and Discussion

As a basic statistic in principle of qualitative research in Mean (average value) & Standard Deviation (S.D.), should report the statistical value results in common standard forms, while presented in main variables of Thailand Economic policy was divided in 3 concepts including: Stability, Prosperity and Sustainability which related to Eastern Economic Corridor (EEC).

### Thailand Economic policy: Stability as Inclusive Society

Key Informants as modified Eastern Special Development Zone (ESDZ), the most came up has grown the region in relationship (SI1: Mean=4.60, S.D.=0.49 at class interval highest), and least supported in **developed internationality** in relationship (SI5: Mean=4.45, S.D.=0.50 at class interval lowest). At average this section was Mean=4.51, S.D.=0.55 in sum as shown in table 3.

**Table 3** Analyzed of ESDZ Key Informants in Thailand  
Economic policy: **Stability as Inclusive Society (SI)**

Code	Stability: Inclusive Society	Valid	Mean	S.D.
SI1	EEC has grown to the region	20	4.60	0.49
SI2	EEC has socialized relationship	20	4.50	0.59
SI3	EEC has a coordinated participant	20	4.50	0.59
SI4	EEC has organized development	20	4.50	0.59
SI5	EEC has developed internationality	20	4.45	0.50
SI	<b>Average</b>	<b>20</b>	<b>4.51</b>	<b>0.55</b>

#### Thailand Economic policy: Prosperity as Value-Based Economy

Key Informants as modified Eastern Special Development Zone (ESDZ) in a few words, it's gave rise to systemized strength similar as reduced income is not equal in relationship (V3&V4: Mean 4.65, S.D. 0.48 at class interval highest), and least supported in **developed country economic** in relationship (V1: Mean 4.50, S.D. 0.59 at class interval lowest). At average this section was Mean 4.58, S.D. 0.53 in sum as shown in table 4.

**Table 4** Analyzed of ESDZ Key Informants in Thailand  
Economic policy: Prosperity as Value-Based Economy (PV)

Code	Prosperity: Value-Based Economy	Valid	Mean	S.D.
PV1	EEC has developed country economic	20	4.50	0.59
PV2	EEC has own managed cost	20	4.55	0.50
PV3	EEC has economic systemized strength	20	4.65	0.48
PV4	EEC has to reduced income inequality	20	4.65	0.48
PV5	EEC has at added up competitive ability	20	4.55	0.59
PV	<b>Average</b>	<b>20</b>	<b>4.58</b>	<b>0.53</b>

#### Thailand Economic policy: Sustainability as Sustainable Growth

Key Informants as modified Eastern Special Development Zone (ESDZ) in sum, the most contribution has physical environment as same as managing productivity in relationship (S2&S5: Mean 4.60, S.D. 0.58 at class interval highest), and least supported in **sustained skill performance, operated flexibly, and serviced processes** in relationship (S1&S3&S4: Mean 4.55, S.D. 0.50 at class interval lowest). Average this section was Mean 4.57, S.D. 0.53 in sum as shown in table 5.

**Table 5** Analyzed of ESDZ Key Informants in Thailand  
Economic policy: Sustainability as Sustainable Growth (SS)

Code	Sustainability: Sustainable Growth	Valid	Mean	S.D.
SS1	EEC has sustained skill performance	20	4.55	0.50
SS2	EEC has physicalized environment	20	4.60	0.58
SS3	EEC has operated flexibly	20	4.55	0.50
SS4	EEC has serviced processes	20	4.55	0.50
SS5	EEC has managed productivity	20	4.60	0.58
@S	<b>Average</b>	<b>20</b>	<b>4.57</b>	<b>0.53</b>

Additionally, which supported the qualitative approach by the pattern of in-depth interview which the specializes questions in contexts of content as opened questions in 2 sections including examine with EEC and Thailand Economic Policy. It could be summarize in brief as a result to answer the objectives this study. The current situation of the Eastern

Economic Corridor (EEC) is complex and multifaceted, requiring a nuanced understanding to discuss effectively. To address this, let's break down the current situation and then explore avenues for innovation and improved effectiveness.

### EEC as concerning and results

The answers from dept-interview questions resolved question that what is the impact of development in EEC was EEC is going on at the present?

There were including as:

1. At consequently to point of views: *What is/are the impact factors in EEC?*

At they have concern providing the three main concepts in their current state:

- Strategic infrastructure designed to boost economic activity and improve connectivity.

- A high-speed rail system linking three airports within an hour dramatically reduces travel time, facilitating both domestic and international commerce.

- Skilled workforce in high-value sectors like medical tourism, next-generation automotive, automation, and robotics positions a region or country for substantial economic growth and global competitiveness.

- Smart City, examples as Smart living, Smart people, skilled workforce in high-value sectors like tourism in term of medical, next-generation automotive, and robotics positions a region or country for substantial economic growth and global competitiveness.

2. At a result of main points: *What is/are Developing EEC should be?*

The industries are the target of technological projects in Hi-technology and innovation, examples as Generation Automotive in future, Intelligent Electronic machine, Advanced Agriculture and Biotechnology, etc.

### Thailand Economic Policy as main concept and results

The similarity in responses from key informants regarding impressive megaprojects in infrastructure and investment suggests a potential bias in the data collection process.

1. At consequently to point of views: *How to support EEC with Thailand development Model?*

It is the duties of the public sector to provides specialized investment channel opportunities for investors. Currently, some projects have promoting zone to specific industries example as High-Speed train, Intelligence Park, Medical center, and Innovational valley.

2. At result of main points: *How to set up Thailand development Economic Model be?*

It will specific allowance for investors and professional foreigners whom:

- Private Income tax: Would be deduced from income tax for foreign officers in the zones. They are included their parents, spouse, and children.

- Import Duties: Import on machinery and materials. Research & Development were exemption.

- Financial Transaction: The regulation on Foreign Currency in the promoted zones were exemption for business operators.

- Land and Real Estate Ownership: Assets as land and properties for business operation could be owner.

- Immigration and Resident: Offering for their experts and specialists include family members to enter in country.

- Special Deductions: The expansion of R&D spending on technologies and innovations could to deduct for tax.

- Other Privileges: Duty-Free zone, Bonded Warehouse, and Free zone could allow as business operators in the promoted zones.

Furthermore, One-Stop Service should be hold the specific authority as the related agencies of government to consider, and concessions under related laws.



## Hypothesis Testing

H1: Thailand Economic policy (TEP) has relevance to Eastern Economic Corridor (EEC) in **Stability as Inclusive Society**.

According to the conceptual framework, the data was classified into 5 sub-groups as subcomponents of this factor. They have grown to the region, socialized relationship, coordinated participants, organized development, and developed internationality. All of these were as same as a cluster by overview at Average Mean 4.51 (@ 4.45-4.60), therefore all concepts were cited positively.

H2: Thailand Economic Policies (TEP) has relevance to Eastern Economic Corridor (EEC) in Prosperity as **Value-Based Economy**.

According to the conceptual framework, the data was classified into 5 subgroups as subcomponents of this factor. They have developed country economic, own managed cost, economic systemized strength, reduced income inequality, and added up competitive ability. All of these were as same as a cluster by overview at Average Mean 4.58 (@ 4.50-4.65), therefore all concepts were cited positively.

H3: Thailand Economic Policies (TEP) has relevance to Eastern Economic Corridor (EEC) in **Sustainability as Sustainable Growth**.

According to the conceptual framework, the data was classified into 5 subgroups as subcomponents of this factor. They have sustained skill performance, physicalized environment, operated flexibly, serviced processes, and managed productivity. All of these were as same as a cluster by overview at Average Mean 4.57 (@ 4.55-4.60), therefore all concepts were cited positively.

## CONCLUSIONS

There were 2 of main approaches have to considered in this research as this study analyzed and synthesized

### Thailand Economic policy: Stability as Inclusive Society

Key Informants as modified in brief, the most supported in has grown the region, and least supported in developed internationality in relationship.

### Thailand Economic policy: Prosperity as Value-Based Economy

Key Informants as modified in brief, the most supported in has systemized strength as same as reduced income inequality in relationship, and least supported in developed country economic in relationship

### Thailand Economic policy: Sustainability as Sustainable Growth

Key Informants as modified from ESDZ in short, the main support has physical environment as same as managing productivity in relationship, and least supported in sustained skill performance, operated flexibly, and serviced processes in relationship.

Additionally, which supported the qualitative approach by the pattern of in-depth interview which the specializes questions in contexts of content as opened questions in 2 sections including concern with EEC and Thailand Economic Policy.

### EEC as concerning and results

The impacts of development in the Eastern Economic Corridor (EEC) are multifaceted and influenced by a complex interplay of factors. Based on



the provided context, the main impact factors can be categorized as follows:

### 1. Policy and Regulatory Framework:

- **Incentives and Concessions:** The success of the EEC hinges on the effectiveness of its incentive packages for foreign and domestic investors.

- **Bureaucracy and Efficiency:** The speed and efficiency of government processes, including obtaining permits and approvals, significantly impact investment decisions and project timelines.

- **One-Stop Service:** The effectiveness of the One-Stop Service in facilitating approvals and coordinating among various government agencies is a key determinant of the EEC's success.

- **Land and Property Ownership:** Clear and efficient processes for land acquisition and property ownership are crucial for attracting investment and facilitating project development.

- **Immigration Policies:** Streamlined immigration procedures for foreign experts and specialists are essential for attracting and retaining skilled labor.

### 2. Infrastructure Development:

- **Transportation:** The quality and efficiency of transportation infrastructure, including roads, railways, and ports, are critical for facilitating logistics and connecting the EEC to regional and global markets.

- **Utilities:** Reliable access to electricity, water, and other utilities is essential for industrial operations and attracting investment.

- **Digital Infrastructure:** High-speed internet access and advanced digital infrastructure are crucial for attracting technology-driven industries and fostering innovation.

### 3. Human Capital Development:

- **Skilled Workforce:** The availability of a skilled workforce capable of meeting the demands of high-value industries is a critical factor in the EEC's success.

- **Talent Attraction and Retention:** Policies and initiatives to attract and retain skilled workers, both domestic and foreign, are essential for long-term growth.

### 4. Industry Focus and Innovation:

- **Target Industries:** The selection of target industries, such as next-generation automotive, intelligent electronics, and other high-technology sectors, significantly influences the EEC's development trajectory.

- **Research and Development (R&D):** Investment in R&D and support for technological innovation are crucial for driving long-term growth and competitiveness.

### 5. Sustainability and Social Equity:

- **Environmental Impact:** The EEC's development must consider its environmental impact and incorporate sustainable practices to ensure long-term viability.

- **Social Equity:** The benefits of the EEC's development should be distributed equitably across the region, avoiding marginalization of certain communities.

- **Strategic Industry Focus:** Concentrate on high-value, technology-driven industries that align with Thailand's strengths and global market demands.

- **Efficient Infrastructure Development:** Invest in modern and efficient infrastructure, including transportation, utilities, and digital connectivity.

- **Human Capital Investment:** Prioritize education, training, and talent attraction to build a skilled workforce capable of supporting advanced industries.

- **Streamlined Regulations and**

**Processes:** Simplify bureaucratic procedures, improve transparency, and ensure efficient implementation of policies and incentives.

- **Sustainable and Inclusive Growth:**

Integrate sustainability principles and ensure equitable distribution of benefits across the region.

- **Strong Public-Private Partnerships:**

Foster effective collaboration between the government and private sector to leverage resources and expertise.

- **Continuous Monitoring and**

**Evaluation:** Regularly monitor and evaluate the EEC's progress, adapting strategies as needed to ensure long-term success.

By addressing these factors and implementing effective strategies, the EEC can realize its full potential as a driver of economic growth and sustainable development in Thailand.

### Thailand Economic Policy as main concept and results

Additionally, to the views: *How Thai Economic policy supports EEC?*

Key informants provided in event conditions in EEC by Special Economic zone, and the main point of supporting from the government, and it is required to support whole specialized infrastructure, and for specific industries in the area.

At a result: *How Development Economic Model should be?*

Development in EEC plan will be the main of the main foundation and contribution to sustainable business growth, with the worth in major benefits Individual income tax.

A successful model should incorporate the following key elements:

#### 1. Diversification and Inclusivity: While the EEC

focuses on specific high-tech sectors.

- **Supporting SMEs and Rural**

**Development:** Small and medium-sized enterprises (SMEs) are the backbone of many economies.

- **Promoting Agriculture and Agri-tech:**

Agricultural sector remains significant. Investing in modern agricultural techniques, value-added processing, and agri-tech.

- **Developing the Tourism Sector**

**Sustainably:** Sustainable tourism practices that protect the environment and benefit local communities are crucial for long-term growth.

#### 2. Innovation and Technology Adoption: The

EEC's emphasis on high-tech industries is a positive step.

- **Investment in R&D:**

Increased investment in research and development across various sectors is essential for innovation and technological advancement.

- **Digital Transformation:**

Promoting digital literacy and infrastructure is crucial for enhancing productivity and competitiveness across all sectors.

- **Skills Development:**

Investing in education and training programs to equip the workforce with the skills needed for the future is vital.

#### 3. Sustainable and Inclusive Growth: Economic

development should not come at the expense of environmental sustainability or social equity.

- **Prioritize Environmental Protection:**

Integrating environmental considerations into all aspects of economic planning is essential.

- **Address Income Inequality:**

Policies should aim to reduce income inequality and ensure that the benefits of economic growth are shared more equitably across society.

- **Promote Good Governance:**

Transparent and accountable governance is crucial for attracting investment and ensuring that economic policies are implemented effectively.

**4. Regional Integration:** Thailand's economic model should leverage its strategic location and integrate more effectively with regional and global markets.

- **Strengthening Regional Trade Agreements:** Actively participating in and negotiating favorable trade agreements with neighboring countries.

- **Improving Infrastructure Connectivity:** Investing in infrastructure that connects Thailand to regional and global markets, including transportation, logistics, and digital connectivity.

**5. Leveraging the EEC as a Catalyst:** The EEC can serve as a catalyst for broader economic transformation.

- **Spreading Best Practices:** Lessons learned from the EEC's successes and challenges can be applied to other regions of Thailand.

- **Developing Clusters of Excellence:** The EEC's focus on specific industries can create clusters of excellence that attract further investment and innovation.

- **Fostering Knowledge Transfer:** The EEC can serve as a hub for knowledge transfer and technology diffusion, benefiting other parts of the country.

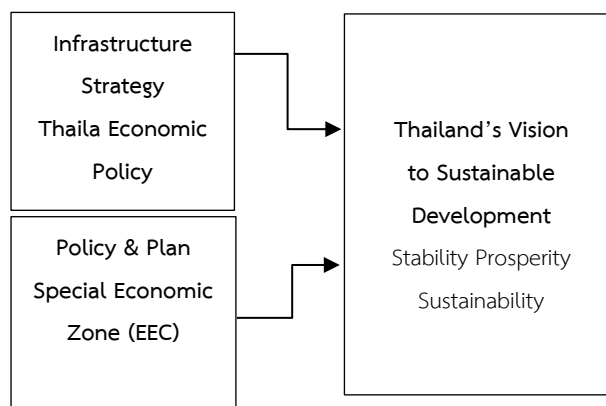
In summary, Thailand's economic development model should be a dynamic and adaptable strategy that combines targeted initiatives like the EEC with broader policies promoting diversification, innovation, sustainability, inclusivity, and regional integration.

#### Research Contributions as New Knowledge

By compounding with management contexts on organizational development framework, they are added Infrastructure Strategy as Thailand Economic Policy and Policy & Plan as Special Economic Zone (EEC) should to support Thailand's Vision to Sustainable Development

to be strength in all factors as Stability, Prosperity, and Sustainability.

Finally, all of these ideas should be compose in frame of new concept for new conceptual framework as new Knowledge.



**Figure 2** New Conceptual Framework for Research Contributions as New Knowledge

#### RECOMMENDATIONS AND FUTURE RESEARCH

To create and up more, it should to develop in structure of economy to be "**Value-Based Economy**" as essential of Country base economy. Enterprises should to exposed to market trends as demand information. Finally, the research in the contexts of Special Economic Zone as Eastern Economic Corridor (EEC) in Thailand should to support more for develop and innovate in economic development.

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