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ENHANCING COMMUNITY ENTREPRENEURSHIP COMPETITIVENESS: THE EVOLUTION TO THE AI-INTEGRATED SPEED-X MODEL

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Abstract

This study empirically evaluates the efficacy of the SPEED Model strategy—comprising Social networking, Perception, Extra value, Excitement, and Design—in strengthening community entrepreneurship and business competitiveness. Utilizing a mixed-methods quasi-experimental design, empirical data were gathered from 50 targeted community entrepreneurs in Pak Kret Municipality, Thailand. Quantitative analysis using paired-samples t-tests revealed that entrepreneurial capabilities improved significantly post-implementation, particularly in the critical domains of strategic business and risk management. Furthermore, qualitative insights derived from intensive focus group discussions strongly validated these statistical enhancements but simultaneously uncovered a crucial necessity for rapid digital adaptation to sustain long-term market relevance. Consequently, this study proposes an evolved strategic framework, the "SPEED-X Model," which fundamentally integrates Artificial Intelligence (AI) to augment the original five dimensions. Ultimately, the findings provide a robust, actionable roadmap for policymakers and community enterprises, demonstrating that systematically combining foundational strategic models with modern AI technologies is essential for achieving sustainable economic competitiveness.

Keywords: Community Entrepreneurship, Business Competitiveness, SPEED-X Model, Artificial Intelligence Integration, Sustainable Local Economy

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Introduction

Thailand's 20-Year National Strategy (2018-2037) places significant emphasis on building competitiveness, aiming to elevate the nation's economic development potential by fostering a foundation of modern entrepreneurs. These entrepreneurs are characterized by competitive skills, an entrepreneurial spirit, and a distinct identity (Office of the National Economic and Social Development Council, n.d.). In the contemporary business landscape, enterprises across all sectors face intense competition and constant operational changes. Furthermore, there is a prevailing trend toward continuous innovation to satisfy evolving customer demands (Poopatanapong & Jearrajinda, 2020). Concurrently, new entrants have surged in the Small and Medium Enterprises (SMEs) sector, along with a significant increase in community-based entrepreneurs. These groups form the foundation of the business ecosystem (Community Enterprise Promotion Division, 2022). The government has prioritized policies to support existing entrepreneurs and strengthen their potential, skills, and creativity, recognizing entrepreneurs as the central engine driving the nation's economic prosperity.

Community enterprises typically operate with independence in ownership and management. They may operate as sole proprietorships or small groups of individuals with independent operational assets. While community enterprises are relatively easy to establish today, achieving sustainable success requires careful consideration of entrepreneurial attributes and strategic planning. To succeed, businesses must formulate strategies that build competitive advantage. Entrepreneurs must leverage their knowledge to develop products and services, create jobs, generate income, and strengthen their enterprises for sustainable self-reliance (Bureau of Local Wisdom and Community Enterprise Promotion, 2019).

Furthermore, research on developing business strategy models for modern entrepreneurs suggests that to enhance competitive capabilities and achieve success, businesses must adopt specific strategic frameworks. Beyond Porter's three generic strategies (Cost Leadership, Differentiation, and Focus), entrepreneurs must integrate the dimension of "Speed" into their operations to compete effectively. Previous findings have conceptualized this notion of speed into the "SPEED" functional strategy model, comprising five key dimensions: 1) S: Social Network - building online social networks; 2) P: Perception - creating product awareness; 3) E: Extra - delivering more than expected; 4) E: Excitement - generating excitement for the product; and 5) D: Design - designing the business for efficiency. These elements collectively support entrepreneurs in building competitive potential (Sangkhamart, 2019). Beyond business strategy, personal entrepreneurial attributes are critical to community business success and drive the industrial economy (Ministry of Industry, 2016).

Consequently, developing entrepreneurship through the SPEED Model framework offers a viable pathway for businesses to compete effectively. This study focuses on Nonthaburi Province, specifically Pak Kret Municipality, a high-density entrepreneurial area adjacent to Bangkok with a substantial need for entrepreneurial development. This research aims to enhance entrepreneurship and strategic business operations among community enterprise groups. Ultimately, the findings aim to create value by improving business competency, enabling effective competition, and providing sustainable benefits to community entrepreneurs.

Despite the widespread application of traditional competitive frameworks, such as Porter's generic strategies, empirical research addressing the dynamic, digital-driven needs of modern community enterprises remains scarce. While the foundational SPEED Model—encompassing Social networking, Perception, Extra value, Excitement, and Design (Sangkhamart, 2019)—offers a robust conceptual framework, its empirical application in suburban community enterprises facing rapid digital transformation has been largely unexplored. This study addresses this critical gap by empirically investigating the efficacy of the SPEED Model in enhancing entrepreneurial characteristics and business competitiveness within Pak Kret

Municipality, Nonthaburi Province. By evaluating the practical implementation of these strategies, this research aims to identify essential digital adaptations and propose actionable guidelines to evolve the traditional framework into a technology-integrated model. Ultimately, this study seeks to empower community entrepreneurs to cultivate sustainable competitive advantages in an increasingly digital and AI-driven marketplace.

Literature Review

SPEED Model Strategy

Recent scholarship on business-level strategies emphasizes that modern entrepreneurs must integrate "speed" to maintain a competitive advantage. This concept is operationalized through the "SPEED" functional strategy framework, which comprises five interconnected dimensions (Sangkhamart, 2019). First, Social Network involves leveraging online platforms and social media as critical communication and marketing tools to engage customers and disseminate business information (Bunjerdthum, 2016; Chege et al., 2020; Kittiphansophon, 2016; Pichaikamonsil, 2020; Wantamee, 2014). Second, Perception focuses on deliberately shaping product awareness, ensuring that customers recognize the superior quality and value embedded in the offerings (Akaranonjiramat, 2014; Filimonau & Krivcova, 2017; Therakarnjan & Udomthanavong, 2019). Third, Extra pertains to delivering value that exceeds customer expectations by creating highly differentiated and unique products within the industry (Kaewjamnong, 2008; Serirat, 2003). Fourth, Excitement entails cultivating a distinct brand personality that captivates and impresses consumers, thereby stimulating market interest (Azoulay & Kapferer, 2003; Bosnjak et al., 2007; Jirabunma & Sirito, 2013). Finally, Design encompasses the strategic structuring of business processes and product development to ensure operational efficiency and alignment with customer needs (Kolko, 2014; Ries, 2011).

Entrepreneurship

The concept of entrepreneurship is multifaceted and can be synthesized across three primary dimensions: creative initiative, business management, and risk management. From the perspective of creative initiative, an entrepreneur is fundamentally an innovator who reconfigures existing resources to create novel products, open new markets, and establish new enterprises (Schumpeter & Backhaus, 2003). This requires a profound commitment to leveraging creativity to differentiate business operations and build sustainable organizations (Barot, 2015; Hikmah et al., 2023; Wingwone, 2013). From a business management standpoint, entrepreneurs act as active decision-makers who oversee internal operations, manage production and pricing, and optimize organizational efficiency (Kevill et al., 2021; The Revenue Department, n.d.). Finally, the risk management dimension describes entrepreneurs as individuals who actively identify market opportunities and are willing to assume moderate, inherent risks to achieve profitability (Bernoster et al., 2020; Longenecker et al., 2006; McClelland, 1961; Rungsuk, 2016). Ultimately, a modern entrepreneur is defined as an individual who initiates ventures by applying creativity to meet market demands, actively managing resources, and strategically navigating risks to achieve sustainable organizational success.

Conceptual Framework

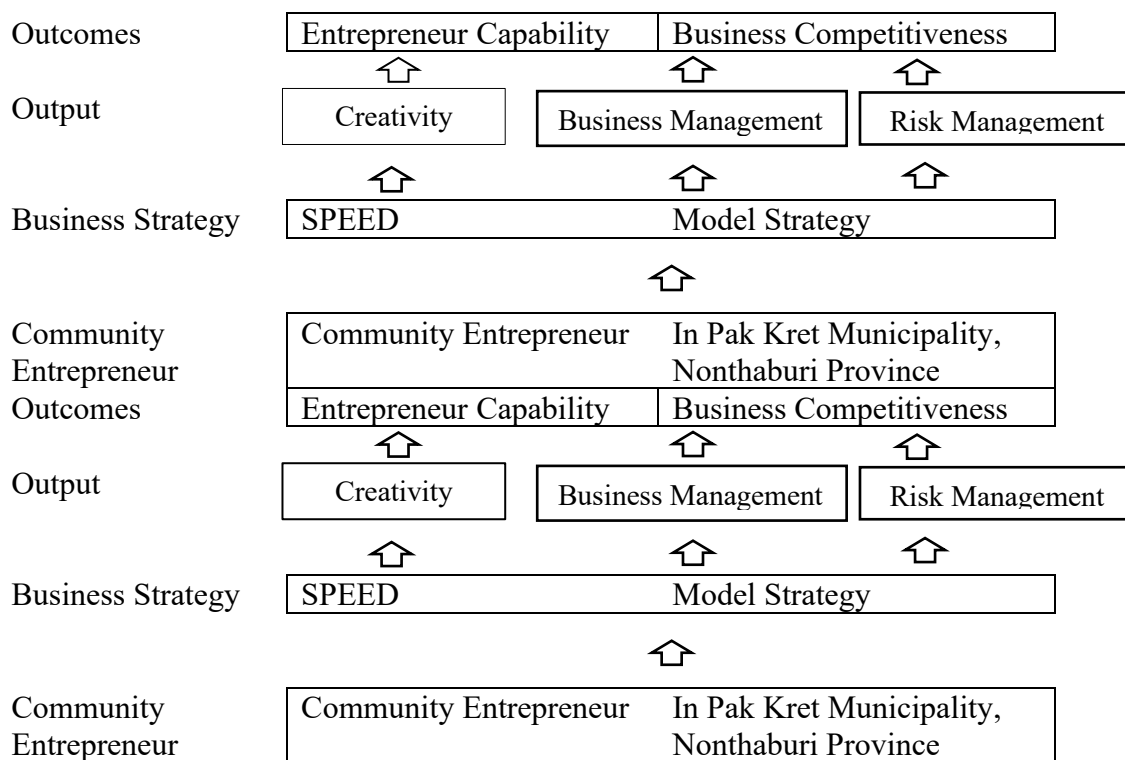


Figure 1 Conceptual Framework

Research Methodology

This study employed a mixed-methods quasi-experimental design to rigorously evaluate the effectiveness of the SPEED Model strategy in developing entrepreneurial competencies. The target population consisted of community entrepreneurs in Pak Kret Municipality, Nonthaburi Province. From this population, the researchers purposively selected 50 active entrepreneurs who voluntarily participated in the intervention to ensure direct relevance to the research objectives. Data collection primarily used a structured questionnaire administered before and after the strategic intervention to measure shifts in entrepreneurial characteristics and operational performance. Quantitative data were analyzed using descriptive statistics—including frequencies, percentages, means, and standard deviations—while paired-samples t-tests were utilized to evaluate the statistical significance of capability improvements pre- and post-implementation. To complement the quantitative findings, the study conducted qualitative focus group discussions with domain experts and participating entrepreneurs to validate and deepen interpretation of the statistical results. Furthermore, all research procedures adhered to international ethical standards and received formal approval from the Academic and Ethics Committee of Phranakhon Rajabhat University (Approval No. 01.045/67).

Research Results

Baseline Entrepreneurial Capabilities

The analysis of baseline community entrepreneurial capabilities prior to the application of the SPEED Model for development in Pak Kret Municipality, Nonthaburi Province, focusing on creativity, business management, and risk management, yielded the following results:

Table 1 Baseline Descriptive Statistics of Community Entrepreneurial Capabilities

Variable	Mean	S.D.	Interpretation
Creativity	2.81	0.94	Moderate
Business Management	2.53	0.87	Low
Risk Management	2.68	0.92	Moderate
Overall	2.67	0.91	Moderate

As shown in Table 1, community entrepreneurial capabilities in creativity, business management, and risk management were rated moderately overall (Mean = 2.67). When considering individual aspects, community entrepreneurial capabilities in creativity had the highest mean opinion at a moderate level (Mean = 2.81). This was followed by community entrepreneurial capabilities in risk management, also at a moderate level (Mean = 2.68). Community entrepreneurial capabilities in business management had the lowest mean opinion (Mean = 2.53).

Efficacy of the SPEED Model Intervention

The analysis of data regarding the application of the SPEED Model strategy for developing community entrepreneurship in Pak Kret Municipality, Nonthaburi Province, yielded the following:

Table 2 Paired-Samples t-Test Results for the SPEED Model Strategy Dimensions

SPEED Strategy	Model Test	Mean	S.D.	Interpretation	Summary	t	P-value
(S) Social Networking	Before	3.07	0.94	Moderate	Increased	9.90	.000*
	After	4.42	0.64	Highest			
(P) Perception	Before	3.03	0.93	Moderate	Increased	12.05	.000*
	After	4.47	0.58	Highest			
(E) Extra (Providing more than expected)	Before	2.99	0.93	Moderate	Increased	13.10	.000*
	After	4.42	0.61	Highest			
(E) Excitement (Generating product excitement)	Before	3.00	0.97	Moderate	Increased	12.46	.000*
	After	4.38	0.60	Highest			
(D) Design (Designing for efficiency)	Before	2.84	0.91	Moderate	Increased	13.61	.000*
	After	4.30	0.61	Highest			
Overall	Before	2.98	0.93	Moderate	Increased	12.22	.000*
	After	4.39	0.60	Highest			

Note: * indicates rejection of the null hypothesis at the .05 significance level.

Quantitative analysis revealed a substantial improvement in the participants' strategic capabilities following the intervention. Prior to implementing the SPEED Model, overall strategic capabilities were at a moderate level (Mean = 2.98). Post-intervention, these capabilities surged to a highly proficient level (Mean = 4.39). The paired-samples t-test ($t = 12.22$, $p < .05$) confirmed that the enhancements across all five strategic dimensions—Social Networking, Perception, Extra, Excitement, and Design—were statistically significant, demonstrating the robust efficacy of the SPEED Model in elevating foundational business strategies.

Post-Intervention Competency Enhancements

The analysis of entrepreneurial capability levels following the application of the SPEED Model for developing community entrepreneurship in Pak Kret Municipality, Nonthaburi Province, revealed the following:

Table 3 Paired-Samples t-Test Results for Entrepreneurial Competencies

Entrepreneurial Competencies	Test	Mean	S.D.	Interpretation	Summary	t	P-value
Creativity	Before	2.81	0.94	Moderate	Increased	11.85	.000*
	After	4.32	0.62	Highest			
Business Management	Before	2.53	0.87	Low	Increased	14.24	.000*
	After	4.20	0.60	High			
Risk Management	Before	2.68	0.92	Moderate	Increased	13.09	.000*
	After	4.23	0.56	Highest			
Overall	Before	2.67	0.91	Moderate	Increased	13.06	.000*
	After	4.25	0.59	Highest			

Note: * indicates rejection of the null hypothesis at the .05 significance level.

Correspondingly, the evaluation of core entrepreneurial competencies—encompassing creativity, business management, and risk management—exhibited parallel improvements. Initially recorded at a moderate baseline (Mean = 2.67), overall entrepreneurial competencies increased significantly to an advanced level (Mean = 4.25) following the intervention. The statistical analysis ($t = 13.06$, $p < .05$) firmly establishes that the SPEED Model not only refines external business strategies but also fundamentally strengthens the intrinsic management and risk-mitigation competencies of community entrepreneurs.

Qualitative Insights and Strategic Evolution

The researchers conducted focus group discussions with 50 community entrepreneurs and 5 experts from Pak Kret Municipality, Nonthaburi Province, to validate the data obtained and facilitate further discussion. The key findings are summarized as follows:

Table 4 Qualitative Insights: Post-Intervention Enhancements and Future Needs in Entrepreneurial Potential

SPEED Model Strategy	Increased Potential (Post-Intervention)	Desired Potential (Future Needs)
(S) Social Networking	Established new sales channels on platforms like Facebook, LINE, and TikTok to effectively promote community products.	Require advanced content planning knowledge and AI assistance for consistent engagement, alongside professional platform guidance.
(P) Perception	Developed the confidence to share business narratives and highlight unique local wisdom, resources, and products.	Seek to formulate compelling cultural storytelling and establish a distinct brand identity (branding) with customized logos and slogans.
(E) Extra	Empowered to generate innovative ideas and develop product innovations rooted in local wisdom.	Require AI-integrated design processes to create attractive, innovative packaging for cultural products.
(E) Excitement	Show increased willingness to adopt diverse sales promotion strategies to stimulate market interest.	Aim to utilize AI tools to develop modern, era-appropriate media content.

(D) Design	Gained a systematic understanding of business planning, including SWOT, competitor, and target market analyses.	Need to establish learning networks, secure sustained government support, and pursue advanced AI integration within business operations.
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Table 5 Qualitative Insights: Advancements in Business Competitiveness Capabilities

SPEED Model Strategy	Business Competitiveness Capabilities
(S) Social Networking	Utilized cost-effective social media platforms (Facebook, Instagram, LINE) to forge closer customer relationships and efficiently expand market reach.
(P) Perception	Effectively highlighted unique cultural knowledge in production processes, enabling rapid information dissemination and strong local brand recognition.
(E) Extra	Enhanced the perceived value of meticulously crafted goods, successfully augmenting existing product lines to meet and exceed customer expectations.
(E) Excitement	Promoted community products through unique designs and cultural storytelling, employing agile marketing strategies that create lasting impressions and respond swiftly to local market demands.
(D) Design	Demonstrated strong operational clarity, conveying business potential through realistic, experience-based business plans that systematically address actual market challenges.

The qualitative insights from the focus group discussions strongly validated the quantitative findings, showing that the SPEED Model effectively empowered entrepreneurs to leverage local culture, innovate product offerings, and optimize operational designs. However, beyond these foundational improvements, the qualitative data uncovered a critical imperative for rapid digital adaptation. Participants emphasized that surviving in a fiercely competitive landscape requires overcoming severe resource constraints through the strategic integration of Artificial Intelligence (AI). Specifically, entrepreneurs articulated a pressing need for AI-driven tools—such as automated inventory systems, chatbots, and advanced market analytics—to predict customer behavior and formulate sustainable, long-term business plans. Acknowledging these urgent digital demands, this study proposes an evolutionary leap from the original strategy to the "SPEED-X Model." In this advanced conceptual framework, the "X" signifies the indispensable integration of AI technologies, explicitly designed to modernize operational processes, elevate customer experiences, and significantly amplify the sustainable competitiveness of community enterprises in the contemporary digital era.

Conclusion and Discussion

Discussion of Empirical Findings

The findings robustly demonstrate that the SPEED Model significantly enhances both entrepreneurial characteristics and business competitiveness, corroborating recent literature on strategic enterprise development. The positive impact of targeted business strategies on operational performance aligns with Khaipetch & Wongrat (2022), who highlighted the critical role of digital marketing strategies in elevating community enterprise advantages. Furthermore, the necessity of a structured strategic foundation—particularly in business design and planning—echoes the capability development models proposed by Kee-ariyo et al. (2016) and Phosirawat et al. (2022). Consistent with Soythong (2023), the results emphasize that

entrepreneurial orientation alone is insufficient; it must be coupled with tangible competitive advantages to navigate rapid market changes effectively. Importantly, the identified need to integrate the SPEED Model with digital capabilities and AI (evolving into the SPEED-X Model) strongly supports Khin & Ho (2019), who affirmed that digital technology adoption is a paramount driver of both digital innovation and overall organizational performance.

Theoretical and Practical Implications

Theoretically, this research advances the strategic management literature by introducing the SPEED-X Model, a contemporary framework that intertwines foundational entrepreneurial behaviors with advanced digital intelligence. This model extends traditional entrepreneurship theories by illustrating how resource-constrained community enterprises can systematically leverage structured innovation and AI integration to achieve sustainable competitive advantage. From a practical perspective, the findings provide a clear roadmap for local development agencies and policymakers. Government bodies, such as the Pak Kret Municipality, can utilize these insights to design targeted capacity-building programs focused on digital literacy, AI application, and modern business design. By fostering collaborative innovation ecosystems among educational institutions, local enterprises, and the private sector, policymakers can equip community entrepreneurs with the tools they need to overcome resource limitations, optimize their value chains, and thrive in an increasingly digital and competitive global marketplace. Future research should empirically test the SPEED-X Model across diverse regional contexts and conduct longitudinal studies to evaluate the long-term impact of AI adoption on community enterprise resilience and intergenerational growth.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

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