

**MEMBERS PARTICIPATION MODEL OF CLUSTER BUSINESS MANAGEMENT:
A CASE STUDY OF FASHION AND LIFESTYLE CLUSTER UNDER THE
FEDERATION OF THAI INDUSTRY**

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ABSTACT

The purposes of this research were 1) to study the participation model of members in fashion and lifestyle cluster, the Federation of Thai Industries, 2) to synthesize the participation model of members in fashion and lifestyle cluster, the Federation of Thai Industries, and 3) to synthesize the strategies for member participation in cluster business management.

The research is qualitative research. The data was collected by interviewing the group with the members of the committee of 9 industry groups, 36 samples. The interview data were used to synthesize the participation model by using diamond model analysis, SWOT analysis model, and TOWS Matrix analysis. The result of synthesis data was proposed to the cluster consultants in order to choose the suitable model and member participation strategy.

The results of the research found that 1) The model of member participation in the business group management comes from the industry group representative system and elected one of their members to be Cluster Management Committee based on the regulations of the Federation of Thai Industries. They are responsible for setting activities, meeting agendas, and informing the general members to participate in the cluster activities. 2) Based on the synthesis of appropriate member participation models in the Fashion and Lifestyle Cluster, it was found that the cluster member participation was limited from the regulations of the Federation of Thai Industries. Meanwhile, members have the opportunity to seek cooperation between the industry itself, as appropriate, and relationships within the supply chain, and 3) From the synthesis of member participation strategies in cluster business management, it was found that there were four sub-strategies such as the proactive strategy emphasizes participation in supply chain activities, and cluster product promotion activities with the government sector. The passive strategy emphasizes participation in new market-seeking activities and negotiations with financial institutions, both public and private sectors. The corrective strategy emphasizes participation with the government in negotiations to resolve trade privileges with trading partners, and the preventive strategies emphasize participation in finding new sources of raw materials and proposed business projects for government funding.

Keyword: Members Participation Model, Cluster Business Management, Fashion and Lifestyle Cluster

INTRODUCTION

Over the past ten years, one of the main policies of the government is to increase Thailand's competitiveness by using clusters as an important tool. As can be seen, there has been a lot of discussion about clusters over the past year. Cluster industry promotion policy continues to focus on and extend to large-scale industries known as "super-clusters" in the private sector. The Federation of Thai Industries, a non-profit organization that has played a very important role in industrial clustering, has adopted the concept of cluster business management in the activities of various industrial groups. Cluster development of the Federation of Thai Industries is divided into 45 industry groups, 12 clusters.

Fashion and Lifestyle's Cluster is one of 12 clusters aiming to operate as the center of the fashion and lifestyle products manufacturing base in the ASEAN region and the center of global gem and jewelry trading. The goal is to generate income for the country by 20% of the country's GDP. The cluster structure consists of members from 9 industry groups such as the leather products group, footwear group, cosmetics group, food supplement group, medical and health device manufacturers, gem and jewelry Group, and the handicraft industry

As the cluster structure come from 9 major industrial clusters of the country which different industrial clusters are managed and determined by the Federation of Thai Industries. That makes the model of action and participation of members operate under the rules regulations set by the government causing some cases to be inconsistent with competitive conditions and business activities.

Therefore, the research team is interested in conducting a research study on the management style, member participation model, and member engagement strategies in cluster business management of the fashion and lifestyle to bring the research results to be presented to the Federation of Thai Industries for effective management of industry groups and clusters.

RESEARCH OBJECTIVES

1. To study members' participation patterns in cluster business management Fashion and Lifestyle Cluster Case Study and Federation of Thai Industries
2. To synthesize the appropriate member participation model in managing the fashion

and lifestyle cluster business Federation of Thai Industries

3. To synthesize member engagement strategies in cluster business management of the fashion and lifestyle cluster Federation of Thai Industries

RESEARCH SCOPE

1. *Content scope*

It is qualitative research for offering a member participation model in fashion and lifestyle cluster business management. By studies and synthesizes, the information gathered from documents related to the cluster model from domestic and international sources and in-depth interviews with the chairman and committees of the industry groups in the fashion and lifestyle cluster of 9 industry groups in 8 issues as follows:

- 1) The goal of becoming a member of the industry and fashion and lifestyle cluster
- 2) Elements of participation in the fashion and lifestyle cluster
- 3) Member participation
- 4) The process of getting involved with members
- 5) Fashion and lifestyle cluster engagement model
- 6) Participation or coordination with external agencies
- 7) Forms of engagement with external agencies
- 8) Member Engagement Strategy in Cluster Business Management

2. *Demographic scope and sample*

The population includes members of the fashion and lifestyle cluster who is registered as a member of the Federation of Thai Industries consist of 9 industrial groups with a total number of members as follows: 1) Textile Industry 2) Garment Industry 3) Leather products industry 4) Footwear Industry 5) Gem and Jewelry Industry Group 6) Handicraft industry 7) Cosmetics Industry 8) Food Supplement Industry and 9) Medical and Health Device Manufacturers Industry.

The sample group was specifically selected, including the chairman and committee of industry groups that combine into 9 fashion and lifestyle clusters. A total of 36 samples were collected.

DEFINITION

An industrial cluster means the integration of various industrial clusters from upstream to downstream to drive value creation in the country or in that region, the integration of industry groups in this research study is following the set and execution of the Federation of Thai Industries.

The fashion and lifestyle cluster means the industry group that aims to make Thailand the center of fashion and quality lifestyle products consists of 9 industrial groups, including the textile industry, garment industry, leather products industry, footwear industry, gem and jewelry industry, handicraft industry, cosmetics industry, food supplement industry, and medical and health device industry.

Participation means participating in thinking, making decisions, conducting monitoring, evaluating, and receiving the benefits of a social group. Make the group achieve the objectives set. In this research was the participation of cluster members from different business units.

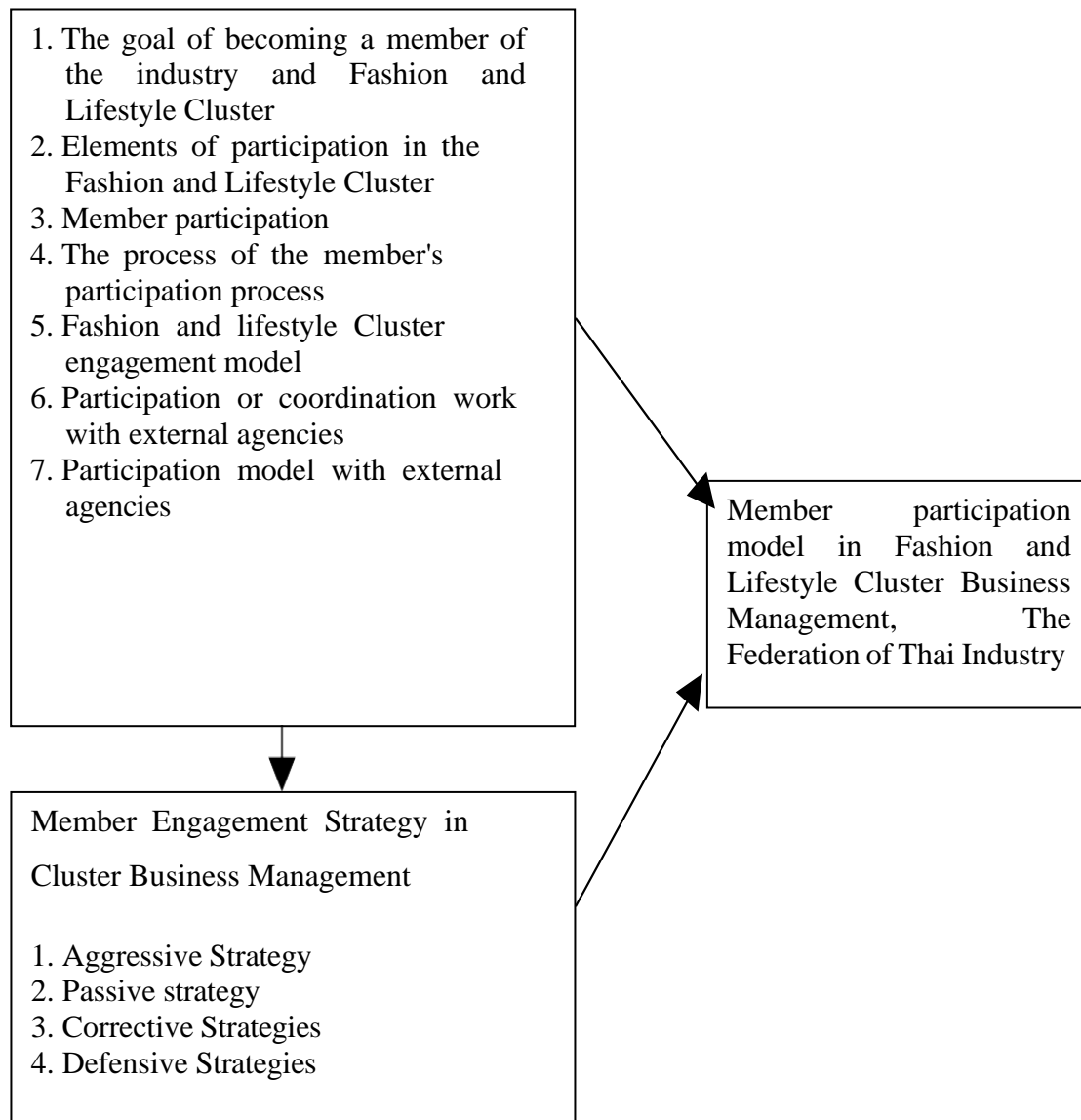
A participatory model means a formal, organized business grouping model. It focuses on a format that allows all members of the group to participate in decision-making, carrying out activities, consolidation, and assessment of the group's potential

The participation process means the process by which private sector businesses that are members of industry groups and clusters engage in activities in which they are involved and are bound by both the roles of membership and current business operations. According to the group committee or the cluster executive committee and/or the activities specified by the rules, and regulations of the Federation of Thai Industries set as important

Member means a private sector business that has applied to be a co-developer of an industrial cluster in the Federation of Thai Industries which in this research study only Fashion and lifestyle cluster members.

CONCEPTUAL FRAMEWORK

Research on Member Participation Models in Cluster Business Management Fashion and Lifestyle. There is a cluster case Study, Federation of Thai Industries' research conceptual framework as shown in Picture.



BENEFITS OF THE RESEARCH

1. The Federation of Thai Industries can be used to manage industry groups and clusters effectively.
2. Relevant people and people who are interested in general can use it in the operation to increase as appropriate.

LITERATURE REVIEW

Cluster Concept of Porter Michael E. (1998) proposes a goal of business integration and institutions that related to being clustered is to increase productivity (Productivity), which is considered the main factor in enhancing the country's competitiveness. Porter believes that businesses that combine as a cluster if can increase their productivity. It would be in a position to have an advantage over competitors and many businesses in the industrial sector that have increased productivity It would result in that industry be more competitive as well. And if many industries in the country have increased productivity, it will lead to an upgrade of the country's competitiveness.

Maxwell Stamp Plc (2013) proposes a successful cluster. There must be a process in a cluster consisting of interpersonal communication, consensus on Cluster Key Points, collaboration at all levels of the cluster, and member involvement in the process of building new connections between clusters, businesses, and governments.

BOP Consulting (2017) researched a fashion cluster in the East London area in the UK found that factors affecting the need for a strong fashion cluster development include uncertainty in the external environment, the emergence of new markets, changing patterns of consumer behavior, driving innovation in physical and online retail through fashion supply chains.

Therefore, cluster members should be involved in research and business development in harnessing technology to enable a wide range of products and processes and strengthen relationships with the design industry. Developing a 6-month incubator program for specialized mentoring to members and is affiliated with the St Martin Center for Insight Innovation to link insights and ideas from creative practice to contemporary challenges to deliver innovative results.

The U.S. Agency for International Development (2003) studied the software/ICT cluster strategy in Vietnam and found that the Vietnam Competitiveness Initiative (VNCI) dispatched staff with experts from consulting firms and industry consultants to assist cluster leaders in developing and implementing strategic plans for each cluster including specific strategic initiatives designed to improve the competitiveness of the industry and each company. A key element of this process is to develop a strong group by identifying suitable areas for inter-company cooperation that can eliminate constraints and improve competition for all companies.

Zhang, To and Cao (2004) studied the textile and garment industry cluster in Wujiang,

Jiangsu Province, China. It was found that the main factor in the textile and garment industry cluster's efficiency and growth through participation was the origin Historical and natural concerning the product, the role of local government, the role of the business owner, industrial development support, and labor recruitment

Inter-American Development Bank (2017) study clusters in the Caribbean, found that clusters are vulnerable, should strengthen local cooperation, increase openness to access valuable knowledge and technology resources. To do the following: 1) Strengthen local joint activities.

Joint activities can be strengthened by activities and initiatives that may be of interest to cluster members, 2) Building innovative capacity, and 3) Enhancing openness, through increasing facilitation to access valuable resources

Mefford, C. (2010) studied the fashion and garment industry cluster in Washington State in the United States, it was found that the cluster companies were involved in all or part of the cluster supply chain. The cluster's supply chain includes the main fashion and apparel industries including design Product management, manufacturing, wholesale, and distribution. and retail buyers and merchants

Asian, Kumpikaite, and Cinar (2012) studied the Kipas Group sustainability strategy using the TOWS Matrix, found that the SO analysis led the company to invest in the Southeastern Anatolia Project and expect to increase its market share in the EU. ST analysis results to improve product quality and reduce the threat of eliminating market quotas in China by reducing production costs and designing locally appropriate products. The WO analysis revealed that increased wealth leads to demand for brand-name products, but Kipas is not the brand that customers want. Therefore, the long-term strategy must build the Kipas brand for the target market, and the WT analysis reveals that the company has a lot of weaknesses and therefore uses the strategy to survive by working with companies in Asia and invest in Asian countries

Kulshrestha & Puri's (2017) study about TOWS Analysis in Business Opportunity and Sustainable growth of small businesses. It was found that the rational use of the TOWS analytics matrix gives companies a sense of business opportunities and formulating a better strategy to reduce the impact of threats and weaknesses on the organization as well as increase the strengths and opportunities as much as possible and specify a clear inspiration and

measurable results.

This is important in deciding whether the organization will grow sustainably or have the opportunity to close down in the future.

Swansburg (1996) proposed the division of engagement into four main components: 1) Trust 2) Commitment 3) Goals and Objectives and 4) Autonomy

Ratima Kochanan (2016) presented an academic paper entitled Cluster: Merging Business Groups for Competitiveness. It has reached a critical point in the development of cluster networks. Those involved need to change their attitudes, ways of thinking, and how to act accordingly based on mutual trust.

Setthapoom Thaocharee (2017) explains that participatory management emphasizes the process of involving subordinates in decision-making processes, emphasizing the active involvement of personnel in the use of creativity and their expertise in solving critical administrative problems based on the concept of division of authority. Considered that the administrators share administrative powers with graduate users and want subordinates to be truly involved in participatory management, correlated with the belief in the human race, organizational thinking decision-making style, leadership style, and strategies for using power

RESEARCH METHODOLOGY

This research is qualitative using structured in-depth interview techniques which selected a specific sample from 9 industry groups that are members of the fashion and lifestyle cluster consisting of the chairman of the industry group and representatives of 36 industrial groups by the tools used to collect data is a structured interview. This is a personal interview with a sample group.

For the analysis of data from in-depth interviews, the informants were the Chairman of the Industry Group and representatives of industry groups, which are fashion and lifestyle, cluster members. About the participation model of the fashion and lifestyle cluster with the Diamond Model by synthesizing the participation of cluster members on a competitive basis in the participation of members within the cluster and participation of members outside the cluster.

The synthesis conditions for the participation of the members clustered fashion and lifestyle using SWOT Analysis and TOWS Matrix Analysis to synthesize member engagement strategies in cluster business management.

DISCUSSION

1. *Member participation model in cluster business management*

This research found that the initiation of joining the industry group came from 2 routes. The first route is to join the group of companies that used to do business together and established and operated in the form of an industry association or club before turning into an industrial group. After becoming a member of the Federation of Thai Industries and the second route is companies that directly apply to be members of the Federation of Thai Industries will be classified into industry groups as specified by the Federation of Thai Industries. In line with the research of Zhang, To, and Cao (2004) studying textile and garment industry clusters in Wujiang, Jiangsu Province, China, it was found that the role of local governments influences cluster activities.

Fashion and lifestyle clustering is the integration of the industry into a member according to the supply chain of the cluster business to strengthen the competition and share benefits with cluster members consistent with research, the fashion and garment industry cluster in Washington State in the United States was studied by Mefford (2010). It was found that the cluster companies were involved in all or part of the cluster supply chain. The cluster's supply chain comprises the main fashion and apparel industries. In addition, BOP Consulting (2017) researched fashion clusters in the East London area in The United Kingdom found that cluster members shared responsibility for research and business development. This enables the cluster to be strengthened in the face of market uncertainty and consumer behavior.

The analysis of data showed that the pattern of participation of members in the business management cluster. As a form of participatory management systems because these agents are members elect representatives to participate in management. By selecting two representatives in the first period by a selected group of industry representatives which members within each industry group including the textile industry, garment industry, leather products industry, Footwear Industry, Gem and Jewelry Industry, Handicraft Industry, Cosmetics Industry, Food supplement industry and medical and health device manufacturers. Representatives will be elected through democratic elections to serve on the board of their industry group. The representative will have a term of office for a period of 2 years. Group members who have completed their term of office may be re-elected to the position unless the position of the group

chairman cannot hold the position of the group president for more than two consecutive terms demonstrate Representative management participation model Opportunity for all members to be offered the opportunity to enter the selection process as a representative to manage the group as a director of the industry group and can recruit representatives to make decisions and manage the industry on their behalf, In addition, the representative system has created equality and help avoid conflicts within the industry. Consistent with the article written by Sethapoom Thaocharee (2015) about participatory management, it states that participatory management emphasizes the process of involving subordinates in the decision-making process, emphasizing active involvement of personnel to use their creativity and expertise to solve critical management problems based on the concept of division of authority.

The second phase of the cluster representative selection is the selection of directors and the cluster chairman. The results of the research found that the cluster members are represented by each industry group. According to the requirements of the Federation of Thai Industries will be responsible for selecting cluster directors one committee will be elected as the cluster chairman, set agendas for cluster management meetings, and schedule activities to allow cluster members to participate in the activities defined. Cluster presidents serve two years at a time, most commonly electing members representing industry groups to be the cluster president to achieve equality in the cluster of members in different industries and giving importance to all industry groups that form a cluster consistent with the concept of Tin Prachayaprut (1999) who proposed the theory of participation divided into leadership theory. Leaders are elected by members to make decisions in managing the group and participatory democracy theory where all members participate in their group or society in both the election and the removal of leaders. Excusing members' participation is a threat to the freedoms of others.

Operations in the form of participation in management as a representative system. The cluster committee will be responsible for the administration as specified by the Federation of Thai Industries and joint decision-making on any of the cluster activities so that it can protect, maintain, facilitate and benefit the cluster members. In line with the research of Zhang, To, C. and Cao (2004) studying the textile and garment industry cluster in Wujiang City, Jiangsu Province, China, it was found that the role of local government will influence the cluster

2. Appropriate member participation model in fashion and lifestyle cluster business management

It was found that the appropriateness of the member engagement model for fashion and lifestyle cluster has some limitations as should be improved, the first point is the implementation of business cluster management by a committee representing the private sector. Whereas rules, regulations, and policies come from the government sector. Because it is under the Federation of Thai Industries which is under the supervision of the Minister of Industry According to the Federation of Thai Industries Act of 1987, the cluster committee lacked autonomy in administration and was unable to carry out the activities of the business cluster following the changing industry environment. Inconsistent with the results of a study by The US Agency for International Development (USAID) (2003), who study software/ICT cluster strategies in Vietnam found that government agencies act only as mentors by dispatching staff with specialists from the private sector company consultant and industry consultants advising cluster leaders to develop and implement strategic plans for each cluster to improve the competitiveness of the industry.

The second point is a lack of government support budget business cluster under the Federation of Thai Industries will have to find a budget to carry out various activities by the government sector to be the only coordinator or facilitate. This is contrary to the government's policy that wants to use business clusters as a driver for Thailand's industry that makes business cluster activities useful to members and governments cannot continue to operate or often. This leads to a lack of business opportunities to offer cluster products to investors or business people from abroad.

The third point is the Election of the Board of Directors of the Industry and business clusters. It was found that there were restrictions on participation in board elections for members residing in other provinces. In addition, the lack of a voting system via the Internet system or electronic voting system causes members in those provinces who often use proxy to vote on their behalf or waive the right to vote in an election. This may affect the election of the committee may be inaccurate from reality and meet the needs of members who live in other provinces. It is also a loophole that can cause corruption in the election of the committee.

3. *Member Engagement Strategy in Cluster Business Management*

To make industry and cluster members enhance their competitiveness and maintain the benefits of the cluster from the synthesis with the TOWS Matrix Analysis model, it was found that 4 main strategies such as 1) Proactive is a strategy aimed at getting members from all industries in the cluster to participate in supply chain activities bringing the cluster's products to the global market and activities to promote cluster products with the government sector under the concept and goals of the creative economy. To make the cluster member's products compete in the global market. It generates income for the country and is known globally. 2) Responsive strategy. Focus on participating in new market discovery activities to reduce the impact of the US GSP disqualification and negotiations with financial institutions, both public and private for members to reduce the impact of exchange rate fluctuations and maintain financial stability. 3) Corrective strategies. Focus on participation with the government in negotiating trade privileges with trading partners and negotiating raw material prices with suppliers. To help cluster members maintain a commercial marketplace and production costs; and 4) Preventive strategies. Focus on participating in activities to find new sources of raw materials with low prices. To make continuous production with low production costs for cluster members and project proposal activities to obtain government funding. To bring money to develop the potential of clusters and industrial clusters, in line with Kulshrestha & Puri (2017), studying the use of TOWS Analysis in creating business opportunities. It was found that the rational use of the TOWS analytics matrix gives companies a sense of business opportunities and formulating a better strategy to reduce the impact of threats and weaknesses on the organization as well as increase the strengths and opportunities as much as possible.

Asian, Kumpikaite, and Cinar (2012) studied the Kipas Group's sustainability strategy using the TOWS Matrix found that the company's sustainable success was based on the results of the TOWS Matrix analysis that led the company to invest in the Southeastern Anatolia Project and expected that will increase market share in the EU improve product quality and reduce the threat of eliminating market quotas in China by reducing production costs and designing locally appropriate products. Establish a long-term strategy to build the Kipas brand for the target market and use strategies to survive by working with companies in Asia and invest in Asian countries.

RECOMMENDATIONS

1. *Academic*

The results of this research are concepts and theories about clusters and business clusters, cluster business management concept and concept, theory, participatory model and participatory process analyze and synthesize together with the data that the researcher has collected both primary and secondary data, resulting in a body of knowledge of activities and business management in a cluster model. That is a modern business practice with intense competition. This knowledge can be transferred to both undergraduate and graduate students and the general public who are interested through courses related to business administration and organization and/or academic presentations to apply the knowledge in business operations such as SME businesses and community enterprises, etc., and present the research results to the fashion and lifestyle cluster and other clusters to be used to build strengths in cluster management to meet the goals of establishing the cluster and government policies.

2 *Operations*

Research Summary is a Member participation model in fashion and lifestyle cluster business management. It is an administrative participant based on the theory of representation whereby members elected to the Cluster Executive Committee will be the real participants in the management. It is responsible for making decisions, taking action, receiving benefits. and evaluate cluster activities. The other members are only those who have to comply with the rules of the group and the rights of the members as specified by the group. In the condition the current business environment that has changed dramatically is called Disruptive Technology and Innovation, a government by the Federation of Thai Industries should play a role in enhancing the cooperation of the cluster members to be truly engaged. It should encourage members of all industry groups and members in each cluster to be involved in every step of managing that cluster business.

In addition to defining cluster strategy with the participation of members of the Management clustered just the same. To encourage members of the cluster to take part. This research would suggest a strategy to promote the participation of members of the cluster are 4 strategies such as . . .

2.1 Communication Strategies

Under the Member Roles and Duties Regulations, the cluster management engagement model is inconsistent with the era of communication technology advancements. Therefore, the Cluster Board of Directors can set the format of the meeting to be broadcast live with online communication or other social communication techniques such as Facebook, YouTube, Line to allow members to participate and comment on various meetings and keep track of the cluster's operations at all times.

2.2 Common Target Activity Strategies

Due to the integration of fashion and lifestyle clusters, It is a combination of both supply chains and trade-linked groups. Such a 2D aggregation is complex. Some industry clusters may focus primarily on commercial interests, thus discouraging the overall goals of the cluster. Therefore, determining the operational goals of the fashion and lifestyle cluster should be aimed at focusing primarily on the customer or consumer and emphasizing a common goal that will increase the capability of Thai products as a whole Each industry group and its members can propose their sub-projects to link them together to achieve common goals effectively.

2.3 Leadership Development Strategies of Cluster Committees and Industry Group Boards

The cluster board and the industry group committee are volunteer to act as a representative for cluster and industrial operations. The efficiency of Fashion and Lifestyle Cluster Operations and the industry that comes together depends on the leadership of the members representing them in addition to their dedication and time. In cluster management and industry groups cluster board and industrial groups should consider themselves by increasing knowledge Skills and experience in modern business operations under the changing environment for the business to continue to grow sustainably.

2.4 Member Participation Development Strategies

Federation of Thai Industries should encourage industry groups that are members of the cluster to create

1) Raising awareness among members of the need for participation and contribute to more cluster operations.

2) Encouraging members to participate in cluster decision-making and operations by fostering openness in two-way communication to provide members with the awareness that

leads to their participation in opinions that is beneficial to build the power of participation.

3) Capacity building and opportunity let members participate in supporting cluster management by promoting a meeting platform to create understanding, coordination, and exchange ideas to create management potential and opportunities for joint business activities among industry groups.

NEXT RESEARCH RECOMMENDATIONS

This research has limitations caused by collecting data through group interviews with panelists of nine industry groups that make up the fashion and lifestyle cluster. This makes it impossible to provide information on the opinions of the members who are genuine entrepreneurs who are more than the number of committees. Therefore, the results may be partially reflected in the cluster participation model. Therefore, further research should be designed to cover data collection to include that the general members of the cluster participated in the data. to make the research results more accurate, Therefore, it can be used to further enhance the efficiency of cluster business management.

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