Inclusive Business Management for Supporting a Community Economy in Bangkok Area

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Abstract - This research was aimed at investigating the inclusive business management to support community economy in Bangkok area and at analyzing the problems, obstacles, and expectations of entrepreneurs within the area. Data were collected through interviews with small entrepreneurs and hawkers, including government agency, i.e. Phranakhon District Office. According to the research results, as the inclusive businesses under the government policy, the government agency must set policies and strategies for entrepreneurs as well as establish facilities, business strategies, and economic development plan in the area, including financial support, to support an inclusive community economy.

Keywords – Inclusive business (IB), bottom of the pyramid (BoP), public project, entrepreneur, small and medium enterprises (SMEs), small and micro community enterprise (SMCE), micro enterprises (MEs), community network

1. INTRODUCTION

Free trade business often leads to capitalism. For businesses with large capitals, all types of businesses are normally merged with only a few large entrepreneurs as seen in Thailand. As a result, small businesses or entrepreneurs gradually collapse and become part of these large businesses. This result implies danger in the future where these major entrepreneurs can determine the price of products or services and become a monopoly rather than free competition due to the limitations of small retailers who encounter a problem of competition because they have less funding due to limited access to financial resources and lack of collateral. In addition, less capacity and sales lead to higher costs than those of large entrepreneurs. Moreover, without service and marketing principles, these small retailers cannot compete with major businesses. This problem does not only affect the economy, but it also affects the community businesses, which are part of community culture in each area, to disappear. In fact, the trade patterns generated by these small entrepreneurs have created a designation identity that leads to the creation of the world's most popular tourism attractions, such as Food Street, to generate much income to the country.

Bangkok is an attractive city to visit because there are many identities, such as arts, traditions, temples, and food sources, and many interesting places, such as Yaowarat and JJ Weekend Market, where small retailers gather and create a local economic for the community. As a result, the community can perform their work independently, create products / services
according to customer needs, earn fair income, do business with their family, inherit business from their ancestors, and maintain their local culture. Therefore, the governmental support for the sustainable management of these small businesses was the origin of the inclusive business concept and of this study aimed at bringing knowledge to promote the inclusive business project to achieve its goals and enabling small businesses to operate with unity in their groups. There are many aspects of inclusive business management problems, such as support of infrastructure and marketing, lack of knowledge, laws and policies, and financial access, which are the main problems of small businesses coming from families.

These inclusive businesses can help eliminate poverty through a combination of low income people in the value chain. They are small businesses mostly derived from families lacking almost all aspects of resources in the business process, whether they are manufacturers or suppliers, to respond to the middle-to-bottom consumers. However, these inclusive businesses can generate benefits to the community as well as create a sustainable way of life. The operation of inclusive businesses requires a development and cooperation of all related sectors, such as private companies, government agencies, non-profit organizations, and entrepreneurs themselves. Inclusive businesses can enhance the quality of life of the poor by emphasizing the importance of micro SMEs to increase the opportunities for people to have value of their life. The promotion of this project can give people access to goods and services at a fair price as well as maintain a traditional trade culture and promote social values.

2. LITERATURE REVIEW

In this study, the inclusive business [2] was called the inclusive project with the same definitions and features by (1) producing affordable products and services that meet basic needs, (2) engaging with local labors and entrepreneurs in the supply chain and distribution channels, (3) having access to basic resources, (4) using raw materials from small producers, (5) increasing size of community income, (6) building business capacity for low-income entrepreneurs, (7) increasing access to finance for low-income businesses and consumers, (8) creating or customizing products to meet the needs and requirements of low-income markets, and (9) developing innovative distribution methods to reach difficult-to-reach communities.

Although currently the number of businesses for social purposes has been increasing, most of which take social activities just in a short time with no sustainability. This is because these entrepreneurs focus only on their profit and perform activities to promote their sales of goods or services, or to obtain governmental benefits and tax privileges. Therefore, these activities do not actually respond to the society. The inclusive businesses have thus come to fill such gap in order to support small businesses located in the community to share their business / network synergies as well as to achieve the following objectives:

1. Returns to entrepreneurs are created by bringing low-income communities as part of the business and production sectors to create jobs and income leading to a better quality of life for the people at a broader level (which corresponds to the goal of the ASEAN Community in 2025, i.e. to make ASEAN a people-centered community);

2. Non-blocking business means that only one entrepreneur does not own such supply chain from staring to finish because it will not distribute income and the problem of public poverty is not resolved; and

3. It is a business that supports each other under the principle of inclusive business where entrepreneurs need to have good governance.

The equality concept in the 1990s was a business model evolving from seeking to alleviate human suffering. Today, the
inclusive business model has become a key concept aimed at ensuring that the poor can meet their own basic economic, social, and environmental needs sustainably. Bottom of the pyramid (BoP) means people earning less than $2 a day, which are more than 4 billion people worldwide accounted for over 60 percent of the world population. It is the fastest growing market in the world and focuses on developing strategies and frameworks to help business leaders reach their sustainability [3]. The private sector plays an important role in expanding economic opportunities through their cooperation. Companies are enhanced to improve BoP's way of life through new services and markets. There are two company frameworks used to promote shared value and model of the inclusive businesses focusing directly on the poor in the value chain and on additional strategies while the overall environment of such model is expected to grow, such as through public policy or skilled labors [2].

In the economic development, Schumpeter (1950; 1961) defined entrepreneur as a creativity initiator who is responsible for production and business operation under the changes. Hart (2003) emphasized that entrepreneurs have an important role to play in “driving business processes in the beginning phase and expanding new businesses,” especially in small companies that mainly rely on entrepreneurs [3].

Economic development is a process of changing the economic structure to meet the modern economy and new services and productions in the new age, which influences manufacturing and human resources in terms of both qualitative and quantitative aspects.

According to Murphy et al. (2006), the role of entrepreneurs in sustainable economic development requires innovation (knowledge capital) and resources for growth of products. The determinants of economic change from capital accumulation to knowledge are (1) talent allocation, 2) human capital accumulation, and 3) technological advancement [3].

Entrepreneurs are expected to search for creativity or cooperation through networks in order to face the economic challenges. One of the ways to improve cooperation is to link entrepreneurs, government sector, and local people living in the area [4].

Government and related agencies must work together to promote the development and support of increased employment in the community, including policies that affect the inclusive project [5].

The effective implementation of public investment projects and the cooperation of local communities and entrepreneurs are important policy goals where entrepreneurs will participate in providing their cooperation for the inclusive project and for increasing the number of community network. The policy at this phase includes promotion, development, and integration [6].

From literary review on many researchers investigating the entrepreneurs and SMEs in local establishment and development, it can be summarized as follows [7], [8], [9]:

<table>
<thead>
<tr>
<th>Researchers</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schumpter, 1934</td>
<td>Entrepreneurship consists of innovation and status of entrepreneurs who introduce new things, production methods, markets, and raw materials. The main factors of the entrepreneurs are power and independence.</td>
</tr>
<tr>
<td>Dees et al, 1998</td>
<td>Entrepreneurs often find changes and meet and take advantage of the opportunities.</td>
</tr>
<tr>
<td>OECDa, 2003</td>
<td>The increasing of new enterprises in local agencies along with efforts to attract local entrepreneurs for investment encourage local people to become entrepreneurs, which is one of the local developments.</td>
</tr>
</tbody>
</table>
Helmsing, 2003
SME entrepreneurs play an important role in social development, which consists of community economic, enterprise, and local developments.

Caloghirion et al., 2004
Competitive advantage for SMEs is the marketing ability rather than the use of technologies.

Dollinger, 2003
Entrepreneurs are creative and innovative people who can manage resources.

Ulhua, 2004
Entrepreneurs must take into account social networks and realize the role and importance of social capital.

Eckhardt & Shane, 2003
The relationship between the entrepreneurs and the sustainable development through people in the area is based on the three dimensions of opportunities: place of change that creates opportunities, source of opportunities, and initiator of change.

Wiklund & Shepherd, 2004
The performance of small businesses depends on three factors: adaptability of the entrepreneurs, financial accessibility, and environment.

Jack & Anderson, 2002
Entrepreneurship is not only an economic process, but it also brings benefits to the civil society, which relies on the entrepreneur ability.

From the literature review, it can be seen that in supporting micro SME, SME or ME entrepreneurs to integrate themselves into the inclusive project, the most important thing is to pay attention to the local social networks in various areas, such as knowledge, ability, culture, and community participation. In addition, the government section also needs to support all aspects.

2.1. Inclusive or public project in Bangkok

Because in Bangkok there are many citizens appearing in the database and latent population (approximately 3,700,000 million people: National Statistical Office of Thailand) distributing in various communities, and most of which have low income. There are 5,716,48 people in the Bangkok area (2017), which are divided into people in 50 districts in Bangkok as follows:

The inclusive project in the Bangkok area has been implemented under the Inclusive Market of Bangkok and has created opportunities, jobs, and income for low income people to secure their increased income and quality of life. In addition, the project has supported people with low and moderate incomes, which are a major part of society. In this project, there are markets established where freshly cooked food, groceries, and clothes are sold. Spaces in the markets are allocated to merchants and entrepreneurs who can sell all types of products from OTOPs, SMEs, and SMCEs. In addition, in these markets, there may be new or expanded markets with good management by 50 50 district offices in Bangkok. Currently, there are twelve markets located in various areas as follows:

1. Market in front of Kung Luang Restaurant located in Bangkok Noi district,
2. Market in the alley of Chao Phraya Hospital located in Bangkok Noi district,
3. Charoenkrung 67 Market,
4. Sanan Napa Project Market located in Soi Phaholyothin 7,
5. Market in front of Phaholyothin Place Building,
6. Ming Kwan Baan Na Market located in Phayathai district,
7. Ozone One Market located in Donmuang district,
8. Yanhee Hospital Market located in Bangplad district,
9. Market next to Pata Pinklao Department Store located in Bangplad district,
10. Phraya Surain Floating Market located in Khlong Sam Wa district,
11. Sutthisan Market located in Dindaeng district,
12. Thod Sa Kan Intersection Market located in Bangkae district. Additional markets will be established in the future.

For the area in Phra Nakhon district, there are 12 sub-districts with 21 communities and the majority of its population is entrepreneurs of dormitories, hotels, Thai
traditional massage parlors, beauty parlors, and restaurants, and many of these businesses are located in the economic areas of Phranakhon districts, such as Wang Burapha, Pahurat, Pak Khlong Talad, Khaosan Road, Ram Butri Road, and Baan Mor. In addition, Phra Nakhon district also considered a tourist attraction because many tourists often come to visit the temples and palaces located in the area. As a result, the economy in Phra Nakhon district has been continuously adjusted and developed, which is evident from the establishment of additional hotels in the area to accommodate tourists, including cultural streets, such as Wat Sang Wech Witsayaram or Banglumphu community has opened a center for learning about local culture and provided home-stay services where visitors can experience the local lifestyle and culture.

There are many stakeholders involved in the management of this inclusive or public project. The government agencies are required to carry out various tasks, such as establishment of business strategies, management of small traders who join the project, justice management, and establishment of coexistence culture in doing business. These tasks depend on several key factors in many dimensions. In the dimension of project administrators, they act as a project representative. In the dimension of small entrepreneurs, they need financial results and trust from the project administrators. In the dimension of consumers, they need convenience, safety, and fairness to buy goods or services. However, since this project has just started, the management to achieve the expected results may be impossible, which was the origin of this study aimed at finding common needs in such project as well as at bringing knowledge to the successful project management.

3. Terminology
3.1. Entrepreneur
Entrepreneurs start their own business, plan actions, and operate their business on all aspects. They accept risks that may occur at any time and expect profit from the operation of their business. They are creative in starting a new business and creating new innovations as well as are capable of defining business direction and resource allocation to create a growth of their business.

3.1.1. Small and medium enterprise (SME)
Small and medium enterprises (SMEs) are involved with industrial, agricultural, and service businesses where production, management, marketing, and services are initiated and operated by individuals or groups of individuals. In general, they focus on using resources or raw materials in the country without relying on big factories or enterprises, which is a process of managing local and national resources and capitals through the local wisdom and creativity to create new innovations.

In Phranakhon area, the inclusive economy is continuously and sustainably driven through SMEs that mostly operate the service and silverware production businesses. The framework of cooperation between the government and the private sector focuses on two approaches: improving the skills of people in the area and increasing the management ability in the community itself to achieve continuous development leading to a tripartite partnership (local people, local entrepreneurs, and government).

3.1.2. Small and micro community enterprise (SMCE)
Small and micro community enterprises (SMCEs) deal with the production of goods and services carried out by a group of persons who have a common commitment and way of life, whether they are a legal entity in any form or not, to create income and self-reliance of their families and community and between communities (Section 3, Community Enterprise Promotion Act 2005).

3.1.3. Micro enterprise (ME)
Micro enterprises (MEs) have no more than five employees and no commercial registration.
4. RESEARCH METHODOLOGY

This study was a qualitative research through in-depth interviews.

A. Data collection

This research used data from the literature review together with a qualitative method by performing an in-depth interview with three Bangkok Metropolitan Admonition executives and thirty small entrepreneurs in order to analyze the interviewed data regarding inclusive business administration issues in Bangkok and needs of these small entrepreneurs in the management of the public project.

B. Scope of the research

The scope of the interviews covered:

1) Economic aspect by promoting the professions for local people and enhancing the integration of entrepreneurs to create strength for the community;
2) Social aspect by creating a participation network for community development;
3) Performance government agency, i.e. Phranakhon District Office; and

Problems, obstacles, and expectations of entrepreneurs

C. Data analysis

Data were qualitatively analyzed based on interview data in conjunction with data of government practices.

5. RESULTS

Entrepreneurs in Phranakhon district are divided into five groups: silverware businesses, hotels, restaurants, Thai traditional massage parlors, and hawkers. The most important group is the hawkers who are available in all areas of Phranakhon district. In this district, there are 1,657 hawkers who have low income and most of them sell foods, clothes, and souvenirs located in the seven areas allowed for hawking. As they are low-income hawkers, the concept of inclusive economy was initiated.

According to the interviews with entrepreneurs and government agency, the creation of the inclusive community economy can be summarized as follows:

5.1. Economic aspect

In the area of Phranakhon district, the household economy depends on the occupation and income level. However, due to the sluggish domestic economy combined with rising labor costs, the prices of all types of goods are higher and the small entrepreneurs and hawkers have encountered a problem of poor sales because buyers will only buy products that are necessary for their everyday use. As a result, these small entrepreneurs and hawkers sell their products in a less number. Although tourists always come to the area of Phra Nakhon district, most of them choose to visit only major tourist attractions. In addition, entrepreneurs wish the government to support and promote the products in their community by providing the places where their products can be sold to consumers at all areas in order to increase their revenue. Moreover, they desire the government to promote and support tourism in the area to stimulate the economy, which will cause consumption of goods, resulting in money circulation in the area.

5.2. Social aspect

Most areas in Phra Nakhon district are used for important places, such as government offices, palaces, royal temples, Brahmin churches, mosques, and schools. Therefore, the society in the area has a sufficiency way of life while population in the area lives together as communities. Each community has developed their own wellbeing and careers under the support and coordination of the Phra Nakhon District Office units, such as vocational training, state welfare program, and elderly allowance project. In addition, local entrepreneurs also want vocational activities and training courses, including the teaching of technologies to use in their sales.

5.3. Problems, obstacles, and expectations of entrepreneurs
Problems and obstacles that entrepreneurs, especially hawkers, have faced are the places to operate their business, which are sidewalks or footpaths. Although they are allowed to sell their products, the limited time of sales has caused these hawkers can sell their products in a less number with less income, which is not enough for their expenses.

Twenty percent of all hawkers have no permanent sales spaces and normally use sidewalks or footpaths instead.

Thirty percent of all hawkers have no plan to manage their sales because it is a day-to-day sale.

Forty percent of all hawkers are unaware of the government's economic and social development plans established by government agencies so they cannot plan or operate their business according to the government policies.

Ten percent of all small entrepreneurs and hawkers cannot access financial support.

5.4. Expectations of entrepreneurs
Thirty percent of all hawkers wish the government sector to support and provide sale areas, especially in areas where transportation is convenient, for consumers to shop more conveniently.

Seventy percent of all small entrepreneurs and hawkers want the government sector to organize trade fairs periodically during different festivals, such as before New Year’s Festival, Songkran Festival, and religious holidays, including walking streets in the area, so that small entrepreneurs and hawkers in the area earn more income.

5.5. Summary of interviews of government agency in Phra Nakhon district
5.5.1. Management aspect
The use of business model consists of both partner and commercial networks. In the partner network, small businesses gather and support each other in terms of raw materials. In the commercial network, the channels to sell products or services are created. The units under the Phra Nakhon District Office are assigned to coordinate with local and community entrepreneurs in areas where activities are organized as well as with community groups in other areas and good product groups of 50 districts in order to establish a network to sell their goods and products. Strategically, these businesses use lower costs of management, such as defining a fair space fee for small entrepreneurs, conducting public relations to consumers, and facilitating the use of infrastructure.

5.5.2. Project performance overview
For the implementation of this inclusive or public project in the area of Phra Nakhon district as assigned by the Governor of Bangkok, the Phra Nakhon District Office has implemented this project under the Phranakhon Walking Street Project, in which local entrepreneurs have been informed and urged to join the activity. This project provides local small entrepreneurs and hawkers with the opportunity to sell their products to increase their income and they have been allowed to register in the Public Market Project to gather the number of entrepreneurs who want to participate in the project and to screen the products to be sold that must not be repetitive to each other. In addition, the project has collaborated with Silpakorn University for the logo design of the Walking Street Project as well as contacted True Corporation Limited to support umbrellas for traders in the project. Moreover, the proportion of entrepreneurs who participate in the project has been also considered by the entrepreneur selection committee.

In addition, local communities and entrepreneurs in the activity areas are also coordinated, especially in the areas of Tanao Road and Sib Sam Hang Road. The shop areas in the walking street activity are allocated according to the established plan for orderliness. Small entrepreneurs, hawkers, and local communities have been trained and advised to have knowledge and understanding on the use of technologies in their business.

For operation-level practices, the traders registered in the project are coordinated,
including making a letter to Cha Na Song Kram Police Station, people in the activity area, and the Bangkok Mass Transit Authority (BMTA) to ask for permission to close the road and to relocate the bus parking points on Sib Sam Hang Road. In addition, the traders are asked to not place their products outside the allowed areas and the unregistered traders are also prohibited to sell their products without permission.

6. CONCLUSIONS AND DISCUSSION

The results of this study reveal the problems, obstacles, and expectations of entrepreneurs in the inclusive business management that have affected the small entrepreneurs and hawkers in the area. In doing the inclusive business in accordance with government policy, the government agency must set policies and strategies for entrepreneurs as well as provide funding to support financial access.

The researchers would like to propose the following solutions for the above-mentioned problems as follows:

Place

A clear place should be provided, i.e. area of the former Public Relations Department on Ratchadamnoen Road, which can be developed as a place to sell the products of these hawkers.

Management of sale plan and economic development plan

The government agency, i.e. Phra Nakhon District Office, must allow entrepreneurs to establish both partner and commercial networks by support the channels to sell products or services and supporting each other in terms of raw materials. In addition, the business strategies must be established by allowing entrepreneur to use low costs of management. The government agency is also required to perform public relations to consumers through sales during major festivals as well as to facilitate the use of infrastructure.

7. FUTURE RESEARCH

Future research should investigate an appropriate business model of the inclusive or public project by using data from small entrepreneurs in different factors, such as justice management, organizational support (Bangkok Metropolitan Administration), and complaint management.

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Table 1: Number of population in Bangkok by district

<table>
<thead>
<tr>
<th>District</th>
<th>Population (people)</th>
<th>District</th>
<th>Population (people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phra Nakhon</td>
<td>51,231</td>
<td>Dindaeng</td>
<td>122,563</td>
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<tr>
<td>Dusit</td>
<td>95,852</td>
<td>Bueng Kum</td>
<td>143,835</td>
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<td>Nongchok</td>
<td>170,643</td>
<td>Sathon</td>
<td>79,624</td>
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<td>Bangrak</td>
<td>47,817</td>
<td>Bang Sue</td>
<td>125,440</td>
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<td>190,681</td>
<td>Chatuchak</td>
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<td>Bangkapi</td>
<td>147,800</td>
<td>Bang Ko Laem</td>
<td>89,358</td>
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<td>Pathumwan</td>
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<td>Phra Khanong</td>
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<td>Minburi</td>
<td>141,750</td>
<td>Jomthong</td>
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<td>Ratchathewi</td>
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<td>Samphanthawong</td>
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<td>Ladprao</td>
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<td>82,545</td>
<td>Thungkru</td>
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<tr>
<td>Bangplad</td>
<td>92,325</td>
<td>Bangbon</td>
<td>107,118</td>
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</tbody>
</table>


Table 2: Number of interviewed entrepreneurs by type of business

<table>
<thead>
<tr>
<th>Small entrepreneurs and hawkers</th>
<th>Number of entrepreneurs</th>
<th>Type of business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pak Khlong Talad</td>
<td>3</td>
<td>Fresh flowers</td>
</tr>
<tr>
<td>Tanow Road</td>
<td>3</td>
<td>Silverware</td>
</tr>
<tr>
<td>Baan Mor Road</td>
<td>3</td>
<td>Jewelry and audio instruments</td>
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<tr>
<td>Chak Kapong Road</td>
<td>3</td>
<td>Restaurants</td>
</tr>
<tr>
<td>Chak Petch Road</td>
<td>3</td>
<td>Fresh flowers and vegetables</td>
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<td>Pahurat Road</td>
<td>3</td>
<td>Clothes and souvenirs</td>
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<td>Tanee Road</td>
<td>3</td>
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<tr>
<td>Krai Si Road</td>
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<td>Restaurants</td>
</tr>
<tr>
<td>Sib Sam Hang Road</td>
<td>3</td>
<td>Restaurants and student uniforms</td>
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<tr>
<td>Phra Su Main Road</td>
<td>3</td>
<td>Restaurants and monk supplies</td>
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<tr>
<td>Total number of entrepreneurs</td>
<td>30</td>
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