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CASUAL FACTORS AFFECTING TO MARKET READINESS ASSESSMENT AND BUSINESS PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES (SMES) IN THAILAND

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Khunkorn Guergoson

DBA Student, Graduate College of Management,
Sripatum University, Bangkok, Thailand
Tel: +66 (9) 9224 6423, E-mail: Tk.kosol@hotmail.com

and

Vichit U-on

Graduate College of Management,
Sripatum University, Bangkok, Thailand
E-mail: vichit.uo@spu.ac.th

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CASUAL FACTORS AFFECTING TO MARKET READINESS ASSESSMENT AND BUSINESS PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES (SMES) IN THAILAND

by

Khunkorn Guergoson
DBA Student, Graduate College of Management,
Sripatum University, Bangkok, Thailand
Tel: +66 (9) 9224 6423, E-mail: Tk.kosol@hotmail.com

and

Vichit U-on
Graduate College of Management,
Sripatum University, Bangkok, Thailand
E-mail: vichit.uo@spu.ac.th

ABSTRACT

The objectives of this research were to (1) study factors of Market Readiness Assessment on Business Performance of Thailand's Small and Middle-Sized Enterprises (SMEs) (2) to examine factors on Market Readiness Assessment of Thailand's SMEs entrepreneurs (3) to build up models of SMEs entrepreneurs' Market Readiness Assessment. The research was a mix methods research in form of an explanatory research. Concepts and theories were reviewed to define conceptual framework and create questionnaires as a research instrument for data collection. Date was collected from Five hundred and four persons of sampling group including SMEs in the manufacturing sector in Bangkok. Five variables, including Market Readiness Assessment, Innovation, Organizational Supportiveness, Information Technology and Business Performance were studied. Research instruments were questionnaire and data analysis by LISREL program as statistical technique of Structural Modeling: SEM. Findings from quantitative research were summarized as statistical model and in-depth interview to affirm the findings. According to the findings, Innovation gave direct impact on Market Readiness Assessment and Business Performance. Organizational Supportiveness had a direct influence in Market Readiness Assessment and Business Performance. Information Technology gave direct impact on Market Readiness Assessment and Business Performance. Market Readiness Assessment gave direct impact on Business Performance which was an influence with positive meaning.

KEYWORDS
Market Readiness Assessment, Innovation, Organizational Supportiveness, Information Technology, Business Performance

INTRODUCTION

Since the past to present, it has been ordinary that the production base of business has been moved across the globe in order to seek for lower cost of capitals, and also new target markets to sell more products and services for increasing profits (OECD, WTO and World Bank Group, 2014). The Internet has created online marketplace and various types of online community through social media such as Facebook, Line, Instagram (Deloitte, 2015). The online commerce offers advantages for the consumers; they can search for needed information in a fast fashion. Business is required to adapt itself with current ongoing development of technological innovation (Ministry of Information Technology, and Communication, 2016). It was revealed that sixty percent of the national income had counted majorly upon the business sector of production for exportation (Department of International Trade Promotion, 2017). Principal problems could have been attributed to lacking of innovation, including the limited access to technology and the application of technology to support the marketing strategy and the assessment of the market readiness. This tends to boost the products and services which will subsequently lead to the optimal business performance as expected (Cheungsuvadee, K. 2006).

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OBJECTIVES OF THE RESEARCH

1) To study about the causal factors on the market readiness assessment which affected on the business performance of small and medium enterprises in Thailand.

2) To study about the influence of the causal factors on the market readiness assessment and the business performance of small and medium enterprises in Thailand.

3) To build the model of the market readiness assessment and the business performance of small and medium enterprises in Thailand.

HYPOTHESIS

Hypothesis 1 – Innovation affects on the Market Readiness Assessment.

Hypothesis 2 – Organizational Supportiveness affects on the Market Readiness Assessment.

Hypothesis 3 - Information Technology affects on the Market Readiness Assessment.

Hypothesis 4 – Innovation affects on the Business Performance.

Hypothesis 5 – Organizational Supportiveness affects on the Business Performance.

Hypothesis 6 – Information Technology affects on the Business Performance.

Hypothesis 7 – The Market Readiness Assessment affects on the Business Performance.

Concepts and related theories

Concepts and related theories pertaining to the market readiness assessment and the business performance of small and medium enterprises in Thailand were reviewed as described in the following details.

Innovation is an important component for making difference onto products and services to surpass other competitors in the market. This will create more chances and benefits for the Organizational. From literature review, it was revealed that innovation is new concept or methodology which can be developed out of the original, existing format, method or concept to derive a new one, or it can be constructed without being based on the original concept. The innovation plays its role on supporting the performance of the Organizational to bring about the competitive advantage (Cohen, Walsh& Arora's,2008). Innovation is divided into two components i.e. 1) Product Innovation and 2) Human Capital Innovation.

Organizational supportiveness is another important and vital factor which needs to be generated in order to create the optimum marketing strategy for getting prepared to enter into the business circle or market. This study could determine the definition of the Organizational supportiveness to be the perception of the settings, performance , operation and strategy construction by working team or personnel and particularly the leader. This will lead to the strategy for making the market readiness assessment. In this study, three principal components were discovered i.e.1) leader support 2) resources support) and 3) perceived Organizational support (Amabile ,1997).

Information Technology plays a pivotal role on supporting the strategy for the market readiness assessment and making of the market relationship (Coltman, Tallon, Sharma, &Queiroz , 2015). It had been found in this study that social media became a significant factor to bring about the progressive development of business format and the strategy for the market readiness assessment (Han & Kim, 2016). It can be concluded from this study that information technology is defined as the business infrastructure that has to do with hardware and software congruently blended with synergistic operation and rendered the Organizational supportiveness. For example, there was the information exchange both in and out of the Organizational, including the encouragement of the improvement and development of the Organizational strategy for the market readiness assessment in an efficient and effective way. Three major components were found in this study i.e. 1) the information technology infrastructure 2) information technology knowledge management and 3) online society network.

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Market readiness assessment is an essential factor for the business operation. Its principle, methodology and making of the assessment approach for the market readiness must be well realized so as to bring forward the products and services to the target markets or the potential ones for the sake of boosting the sales volumes , income and turnover for the business (Jommi, Otto, Armeni, & De Luca, 2012) . There are two platforms of the market readiness assessment i.e. the offline market entry and the online market entry. Currently, as we all know well, it is clearly seen that the online market entry plays more important role on reinforcing the business. Various financial institutes have to add more potential to the online approach to be more secured so that the business will have opportunity to bring products and services to the market and the use by targeted customers (Beckmann, Eppendorfer & Neimke, 2002). Nevertheless, it can be said that the market readiness assessment defined as the readiness to bring the products and services of the Organizational into the targeted market. This can be made in form of online and offline platform with the aim to boost the products and services performance which leads to the increased sales volumes and profits. From this study, five significant components were found, namely 1) customers acceptance, 2) products and services accessibility, 3) customers facilitation, 4) purchase affordability, and 5) functional preparedness.

Business performance is another essential component on pushing forward the Organizational to its success. It properly indicates results and performance of the Organizational operation. From the literature review, it had been found that business performance is the measurement and evaluation of the business in the past which can evaluate both financial performance and non-financial performance. Financial performance is defined as the entire performance made by the business which includes finance, income, profits , turnover , capital and so on whereas non-financial performance includes the assessment of customers' satisfaction, acceptance, loyalty, repeat purchase , the business or brand image perception and so on (Kim & Han, 2015). In this study, two related components were found, namely 1) financial performance and 2) non-financial performance.

Correlation and hypothesis

1. Correlation between Innovation and the Market Readiness Assessment - Innovation in the SMEs are highly essential in terms of improving rge performance and operation of a business. It can lead to the creativity in making the products and the business procedure abiding with the property rights and invisible assets (Bek et al., 2013). This leads to the determination of hypothesis 1 that innovation affects on the Market Readiness Assessment.

2. Correlation between the Organizational Supportiveness and the Market Readiness Assessment – The Organizational Supportiveness is defined as the working team, personnel and the leaders perceived the setting, operations and created the strategy which leads to the strategy for the Market Readiness Assessment. The Organizational ntherefore needed to clearly develop and supports this procedudre. This leads to the determination of hypothesis 2 that the Organizational Supportiveness affects on the Market Readiness Assessment.

3. Correlation between Information Technology and the Market Readiness Assessment - In the past, products and services were introduced into the market through the offline selling channel. However, nowadays the world has changed and the commercial operation has entered into the digital generation, so the marketing was brought into online channel of selling. This changed the readiness for the marketing entry in which the information technology system came to take principal role in prompting, supporting and making readiness for the marketing entry. Information technology plays an important role in supporting the operation strategy or implementation to success (Asio&Khorasani, 2015). This leads to the determination of hypothesis 3 that Information Technology affects on the Market Readiness Assessment.

4. Correlation between Innovation and the Business Performance – Rosli (2013) found the relationship between the innovation and the SMEs performance. The increased innovation resources and boosted creativity to inventing new innovations all have an impact on the Organizational potetial and improved performance. This leads to hypothesis 4 that Innovation affects in the Market Readiness Assessment.

5. Correlation between the Organizational Supportiveness and the Business Performance - Sanja and Theresa (2013) revealed that the Organizational supportiveness can bring about more efficiency and effectiveness. In any business procedure, it had been found that creativity and innovation in the Organizational were essential keys to success in the business performance (Neil, Kristina & Jing, 2014). This leads to the hypothesis 5 that the Organizational Suportiveness affects on the Businesss Performance.

6. Correlation between and Information Technology and the Business Performance – Entrepreneurs exert their capability on information technology to gain advantages over the competition. The business competitiveness connects information technology with the Organizational image which can have an impact upon the customers' purchasing behaviour (Han et al., 2013). This leads to hypothesis 6 that Information Technology affects on the Business Performance.

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7. Correlation between the Market Readiness Assessment and the Business Performance - The strategy for the market readiness assessment is an essential and indispensable element of which the business sector heeds in and tries to improve, develop the operation strategy to upgrade the competitiveness. It was supposed to introduced products and goods into the market with the aim to build new customers base, retaining the existing customers base so as to increase the profits from the business operation (Quintile, 2016) This leads to hypothesis 7 that the Market Readiness Assessment affects on the Business Performance.

CONCEPTUAL FRAMEWORK

Figure 1 shows the model for the causal factor affecting on the market readiness assessment and the SMEs performance.

FIGURE 1
CAUSAL FACTORS AFFECTING TO MARKET READINESS
ASSESSMENT OF SMAL AND MEDIUM ENTERPRISES (SEMS) IN THAILAND
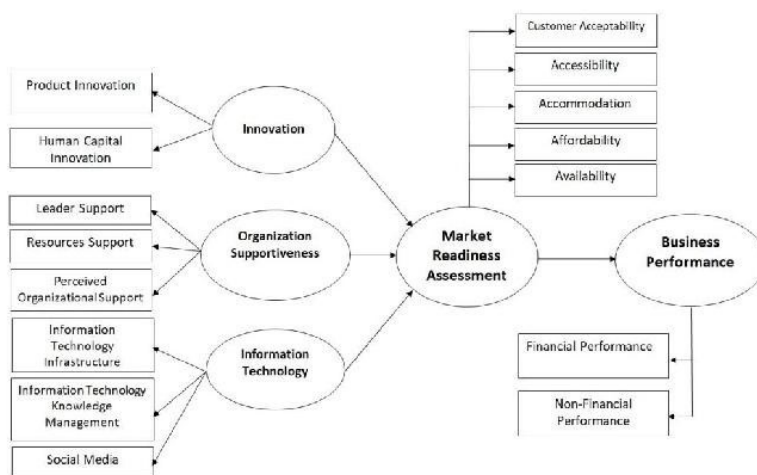
RESEARCH METHODOLOGY

The research method was mixed between qualitative and quantitative research.

Population and sample group

1 Population This research was aimed at studying over the group of small and medium enterprises in production sector in Bangkok.

2 Sample group This research focused on the small and medium enterprises in production sector in Bangkok. 275,036 entrepreneurs were recruited in the study. Out of this number, 400 entrepreneurs were used as sample group. The sampling size was assigned to attain the best representative sample group. In addition, the sampling size was calculated by Taro Yamane (1973)'s formula.

3 Data collection duration The framework for study duration had been determined between 2017 and 2018.

4 Sample group Selection Technique In this research, multi-stage sampling method was applied with two stages. The first stage, the sample was divided into two groups according to type of SMEs for the production sector. For the second stage, the proportional allocation was carried out in each field. Owing to the different number of the SMEs in each group, the stratified random sampling method was applied in the procedure to obtain 504 samples (Boonriang Khajornsilpa, 2006). The obtained data from this sample group was taken to study for the causal factor affecting the market readiness assessment and the business performance of SMEs in Thailand as shown in Table 1.

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TABLE 1
SIZE OF SMALL AND MEDIUM ENTERPRISES (SMES) FOR THE PRODUCTION SECTOR IN BANGKOK

Type	Population	Proportion (%)	Sample group
Small Enterprises	269,535	98	494
Medium Enterprises	5,501	2	10
Total	275,036	100	504

Source: A report of situation on Small and Medium Enterprises (2017)

Research procedure

The following are ten principal stages for carrying out the research operation:

Stage 1: Studying about concepts and theories and literature review from secondary sources.

Stage 2: Making a draft for the questionnaires. Concepts and theories were studied, and literature obtained from secondary sources was reviewed before making a draft for the research.

Stage 3: Preparing the qualitative research by doing the in-depth interview with the SMEs in the production sector in Bangkok to verify how the studied variables and factors are appropriate and corresponding with the contexts in Thailand.

Stage 4: Taking the results obtained from the field interview to be analyzed to identify the conceptual framework. This was done by modeling the analysis results to be variable structure for making the interviewing tools in the quantitative study.

Stage 5: Verifying accuracy of the tools used in the research. This was performed by determining the validity by having experts and thesis advisors examined the questionnaires contents. The content validity was performed by nine experts; three scholars, three professionals, and three statisticians. The IOC value shall not be less than .50.

Stage 6: Determining reliability by using Cronbach's Alpha Coefficient. The questionnaires were edited and adjusted according to the experts' recommendation. The edited questionnaires were then tried with thirty sample groups similar to the research sample group. The question item with α - value of > 0.70 was considered having reliability (KiartisudaSrisuk, 2009).

Stage 7: Performing the quantitative analysis. This stage was performed in the Survey Research format with collecting the questionnaires from 504 SMEs entrepreneurs in the production sector in Bangkok.

Stage 8: Carrying out the data by statistical technique. Descriptive and inferential statistics were performed by evaluating the measurement model to validate he variable accuracy along with verifying the Structural Equation Modeling (SEM).

Stage 9: Summarizing the results obtained from the quantitative analysis to be statistical model. The In-depth Interview was also analyzed to verify the model and brought to discussion.

Stage 10: Making conclusion and discussion the results as well as suggestions.

Data collection method

Data collection was performed by using the questionnaires with the SMEs entrepreneurs in the production sector. This was because the SMEs entrepreneurs in the production sector had important role in inventing new innovation and being the best provider of information. They were also the individuals who know the most details about related information pertaining to the market readiness assessment. Regarding the components needed to be studied, it was therefore specified that one production business required that only one respondent was applied in answering the questionnaire. Five hundred and four sample group were recruited in the study.

Data analysis

Statistical determination was properly carried out in accordance with statistical information in order to meet with the targeted goals of the research. The contents of the analyzed statistics were divided into four components as follows:

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1. Descriptive statistical analysis

Regarding the results of the descriptive statistical analysis of the observed variables, it was found that means of most observed variables were in high level with average scores of between 3.67 and 3.85, while the standard deviation (SD) of between 0.66 and 0.79.

2. Correlation coefficient statistical analysis

The results of Pearson's correlation coefficient analysis of the observed fifteen variables found that the coefficient of all 105 pairs of variable was between 0.527 and 0.825. Meanwhile, the Bartlett's test of sphericity was at 8791.109, with df being 105, and P-value being 0.000. This showed that coefficient matrix was not the identity matrix and not statistically significant at .05 level. It indicated that the data being used in the component analysis were optimal.

3. Construct reliability statistical analysis and the average variance extracted values

The Construct Reliability (ρ_C) and the Average Variance Extracted (ρ_V) were determined in the procedure. The results revealed that ρ_C was between 0.659 and 0.900, which being more than 0.60. Meanwhile, it revealed that ρ_V was between 0.644 and 0.812, which being more than 0.05. This showed that from the measured model assessment, we obtained the substantial evidence indicating that the determination of all construct reliability was accurate and reliable.

4. Structural Equation Modeling statistical analysis (SEM)

Correlation modeling was analyzed by using the Maximum Likelihood method. TheLISREL program was brought to use to compare the consistency between the constructed model and the empirical data. To do this, the statistical values i.e. χ^2/ df = 1.266, CFI = 1.00, GFI = 0.98, AGFI = 0.96, RMSEA = 0.023 and SRMR = 0.011 were considered. Therefore, it can be concluded that the structural equation modeling had consistency with the empirical data as illustrated in Figure 2.

Results of data analysis to meet with the study's objectives

Results of the Construct Validity model analysis

Confirmatory Factor Analysis (CFA) was brought into analysis in order to examine its validity and accuracy of the structural equation modeling. Factor analysis and the R^2 were considered to examine the co-variation of the indicators. The analysis results can be described into the following five components:

(1) Innovation (INV)

There were two components to the innovation factor i.e. Product Innovation (PI) and Human Capital Innovation (HC). We have examined the correlation coefficient between the two constituents of innovation. It was found that one pair of the observed factor correlation was statistically significant different at 0.01. In addition, one pair was found to have had high correlation of 0.710. The correlation matrix was analyzed by using the Bartlett's test of sphericity and derived the Chi-Square of 449.742, while df being 1 and p being 0.000. This was statistically significant different at 0.01. It indicated that the correlation matrix of the observed factor was not the Identity Matrix. The factor had sufficient correlation for the factor analysis, and with Kaiser-Mayer-Olkin (KMO) of 0.500 showing that the factor was good enough for the factor analysis.

(2) Organizational Supportiveness (OSP)

There were three components for the Organizational supportiveness factor i.e. Leader Support (LS), Resources Support (RS), and Perceived Organizational Support (PO). Correlation coefficient of all three Organizational supportiveness factor was examined and it revealed that correlation coefficient of the observed factor was statistically significantly different at .01. All three pairs were correlated in intermediate to high level of between .677 and .701. The matrix correlation was analyzed using the Bartlett's test of sphericity and Chi-Square was obtained at 948.441, df at 3, and p at .000. This was statistically significantly different at .01 which showed that the correlation matrix of the observed factor was not the Identity Matrix. Factors correlation was sufficient to be analyzed and Kaiser-Mayer-Olkin (KMO) was at .740. It indicated that the factors were appropriate for the analysis.

(3) Information Technology (ITN)

There were three components for the information technology, namely Information Technology Infrastructure: (TI) , Information Technology Knowledge Management (KM) and Social Media (SM). Correlation efficient of the three factor components of the information technology and found that the correlation coefficient of the observed factors was statistically significantly different at .01. All the three pair were correlated in intermediate and high level of between .681 and .815. The correlation matrix was analyzed by using Bartlett's test of sphericity and derived the Chi-Square of 1227.205, df of 3, and p of .000 which was statistically significantly at .01. This showed that correlation coefficient of

the observed factor was not the Identity Matrix. The factors were sufficiently correlated to be analyzed and the Kaiser-Mayer-Olkinindex (KMO) was at .727 which showed that the factors were appropriate for the analysis.

(4) Market Readiness Assessment (MRA)

Factors of the market readiness assessment contained five components i.e. Customer Acceptability (CA), Accessibility (AB), Accommodation (AD), Affordability (AF) and Availability (AV. Correlation coefficient of ten pairs of five components to the market readiness assessment were examined. It was discovered that all the ten pairs of correlation coefficient of the observed factors was statistically significantly different at .01. They were also correlated in the intermediate and high level of between 0.601 and 0.754. The results of correlation matrix analysis by using Bartlett's test of sphericity obtained the Chi-Square of 2164.596, df of 10, and p of .000. This was statistically and significantly different at .01. This indicated that the correlation coefficient matrix of the observed factors was not the Identity Matrix. The factors were sufficiently correlated to be analyzed and the Kaiser-Mayer-Olkin index (KMO) were .871. This showed that the factors were appropriate for analyzing.

(5) Business Performance (BPF)

There were two components to the factors of the business performance i.e. Financial Performance (FP) and Non-Financial Performance (NF). The correlation coefficient to the components of the business performance was examined. It was found that correlation coefficient of the observed factor was statistically and significantly different at .01. One pair of correlation coefficient was highly correlated at .807. The correlation matrix was analyzed by using the Bartlett's test of sphericity and derived the Chi-Square at 677.216, df being at 1, and p being at .000. This was statistically and significantly different at .01 which showed that the correlation coefficient matrix of the observed factor was not Identity Matrix. The factors wee sufficiently correlated to be analyzed. The Kaiser-Mayer-Olkin index (KMO) was at .500 which showed that the factors were appropriate for the analysis.

CONCLUSION

1 Results of the respondents' general information analysis

Most of the respondents were male. There were three hundred and forty two male respondents, accounted for 67.86 percent, and one hundred and sixty two female respondents, accounted for 32.14 percent. There were one hundred and eighty one respondents with 36 to 45 years of age, accounted for 35.91 percent. Regarding their education level, two hundred and thirty of them had bachelor degree which accounted for 45.63 percent. There were one hundred and eighty eight respondents with the average income of 50,001 to 100,000 baht, accounted for 37.30 percent. Two hundred and twenty four respondents had 11 to 15 years of working experiences, accounted for 44.44 percent.

2. Information on production sector of Small and Medium Enterprises

Two hundred and forty eight respondents had registered the limited company which accounted for 49.21 percent. There were two hundred and fifty two respondents whose company establishment was 6 to 10 years, accounted for 50 percent. There were four hundred and twenty one respondents whose company was not registered in the stock market which accounted for 83.53 percent. Two hundred and twenty two respondents had fixed assets in the company of less than 25 million baht, accounted for 44.05 percent. One hundred and thirty seven respondents had the company with 50 to one hundred, which accounted for 27.18 percent. Two hundred and fifty one respondents were the enterprise owner, accounted for 49.80 percent. One hundred and ninety two respondents' company had six to nine years of manufacturing, which accounted for 38.10 percent. In addition, eighty five respondents' company had its main products of food and beverages, accounted for 16.87 percent. Three hundred and sixteen respondents' company had overseas exportation which accounted for 67.20 percent. Two hundred and three respondents' company had both retail and wholesale distribution which accounted for 40.28 percent. Lastly, one hundred and sixty seven respondents had their company with the industrial standard ISO 14001, which accounted for 33.13 percent.

3 Results of average score analysis for Innovation factor, the Organizational Supportiveness, Information Technology, the Market Readiness Assessment and the Business Performance

1. Regarding the results of average score analysis for innovation factor, when considering in an overall view, it revealed that the respondents gave priority in a high level ($\overline{X}$ = 3.75S.D. = 0.64). When considering in respective aspect, it was found that the product innovation had the highest average score ($\overline{X}$ = 3.70S.D. = 0.66), followed by the human capital innovation ($\overline{X}$ = 3.67S.D. = 0.74).

2. Regarding the results of average score analysis for the Organizational supportiveness factor, when considering in an overall view, it revealed that the respondents gave priority in a high level ($\overline{X}$ = 3.75S.D. = 0.64).

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When considering in respective aspect, it was found that the leader support had the highest average score ($\overline{X}$ = 3.81S.D. = 0.67), followed by the perceived Organizational support ($\overline{X}$ = 3.77S.D. = 0.76) and the resources support ($\overline{X}$ = 3.67S.D. = 0.84).

3. Regarding the results of average score analysis for information and technology factor, when considering in an overall view, it revealed that the respondents gave priority in a high level($\overline{X}$ = 3.77S.D. = 0.79). When considering in respective aspect, it was found that the online social media had the highest average score ($\overline{X}$ = 3.78S.D. = 0.76), followed by information technology infrastructure ($\overline{X}$ = 3.77S.D. = 0.79), and the information technology knowledge management ($\overline{X}$ = 3.75S.D. = 0.76).

4. Regarding the results of average score analysis for the market readiness assessment factor, when considering in an overall view, it revealed that the respondents gave priority in a high level ($\overline{X}$ = 3.76S.D. = 0.44). When considering in respective aspect, it was found that the affordability had the highest average score ($\overline{X}$ = 3.85S.D. = 0.70), followed by the availability ($\overline{X}$ = 3.81S.D. = 0.76), the accommodation ($\overline{X}$ = 3.77S.D. = 0.76), the accessibility ($\overline{X}$ = 3.69S.D. = 0.78) and the customer acceptability ($\overline{X}$ = 3.67S.D. = 0.72)

5. Regarding the results of average score analysis for the business performance, when considering in an overall view, it revealed that the respondents gave priority in a high level ($\overline{X}$ = 3.79S.D. = 0.65). When considering in respective aspect, it was found that the non-financial performance had the highest average score ($\overline{X}$ = 3.79S.D. = 0.70), followed by the financial performance ($\overline{X}$ = 3.78S.D. = 0.81).

4. The results of the consistency index analysis for causal factor modelling affecting on the market readiness assessment and the business performance of small and medium enterprises in Thailand

Regarding the first modeling analysis result, it revealed that the consistency index was not corresponding with the empirical information or not met with the determined criteria, as considered by the estimated statistical values i.e. χ^2 =347.38, df = 80, p-value = 0.000, χ^2/df = 4.342, CFI = 0.99, GFI = 0.92, AGFI = 0.87, RMSEA = 0.082 and RMR= 0.026. Certain principal statistical values had not yet been met with the set criteria, we therefore carried out the modeling modification by adjusting the parameters while moderating the given prior protocol by allowing the errors to be correlated. As a result, the overall result of consistency index analysis of the model after modification revealed that the model was corresponding with the empirical information with all the seven indexes being met with the given criteria i.e.χ^2 =60.76, df = 48, p-value = 0.102, χ^2/df = 1.266, CFI = 1.00, GFI = 0.98, AGFI = 0.96, RMSEA = 0.023and RMR= 0.011. Consequently, it can be concluded that the structural equation model was consistent with the empirical information.

DISCUSSION

The study entitled 'The Causal Factors Affecting on the Market Readiness Assessment and the Business Performance of Small and Medium Enterprises in Thailand' had been analyzed according to the seven research hypothesis as follows:

Hypothesis 1: Innovation affects on the Marketing Readiness Assessment. This hypothesis had statistical significance at 0.01 level which showed that most innovation was generated by invention with improvement of production method, representing modernization and novelty. In addition, certain uncontrolled external environments e.g. technology, modern knowledge also influenced on the innovation. From this study, the definition of innovation can be summarized to be concept or new methodology which can be developed out of the original, existing platform, method or concept to derive a new one. It could be derived from applying knowledge or creativity to make different value in performing it. The most important innovation is human which is source of the best and appropriate innovation.

Hypothesis 2: Organizational Supportiveness affects on the Marketing Readiness Assessment. This hypothesis had statistical significance at 0.01 level. It can be elaborated that the Organizational supported and assigned the employees to be able to propose their concept in creating new product to the Organizational, as well as adding more skills to make new products to the market. However, although the new products might not succeed after being marketed, the employees shall not be blamed thereupon. It can be concluded from this study that the Organizational supportiveness

is defined as working team or personnel and the leader perceived of the environment, working conditions, operation and strategy making which all led to creating new strategy for the market readiness assessment.

Hypothesis 3: Information Technology affects on the Marketing Readiness Assessment. This hypothesis had statistical significance at 0.01 level. It can be explained that information technology is considered important infrastructure which is essential for providing benefits for the Organizational. It also brought about the development of the Organizational's capability. It can be concluded from this study that information technology is defined as the business infrastructure that has to do with hardware and software congruently blended with synergistic operation and rendered the Organizational supportiveness. It also encourages the improvement and development of the Organizational strategy for the market readiness assessment in an efficient and effective way.

Hypothesis 4: Innovation affects on the Business Performance. This hypothesis had statistical significance at 0.01 level which showed that innovation is process of conceptualization, developing new inventions and introducing of production process and new products into the market. It is also related with the SMEs business performance.

Hypothesis 5: Organizational Supportiveness affects on the Business Performance. This hypothesis had statistical significance at 0.05 level. It can be explained that the Organizational needed to support the strategy making which corresponds with the competitive environment in order to push forward the Organizational or its operation in an appropriate way to expect the desired business performance e.g. sales volume or profits. In addition, the Organizational supportiveness is also vital for developing the Organizational such as the customers' attitude or their loyalty for its products or services.

Hypothesis 6: Information Technology affects on the Business Performance. This hypothesis was found to have statistical significance at 0.01 level. This can be explained that information technology brought about the development on the Organizational and its personnel's capability towards upgrading the business performance. It can be consequently considered that information technology is an important tool that supports the Organizational to succeed in the business operation.

Hypothesis 7: The Market Readiness Assessment affects on the Business Performance. This hypothesis had statistical significance at 0.01 level. It indicated that the market readiness assessment is very essential for any business which is required to understand the concept, methodology and finding approach to making assessment for the market readiness. This is done in order to bring products and services to the targeted, potential markets for the sake of boosting the sales volumes, profits and better turnover for the business.

LIMITATIONS

There were two limitations to the research including:
1. In this research, we collected the data in form of the questionnaires from the SMEs entrepreneurs in the production sector in the area of Bangkok only. Therefore, those interested people who are going to apply the research results with their job shall take into account of such limitations.

2. In this research, we had studied through concepts, theories and various literature reviews from the secondary sources which were mostly foreign documents. This was aimed to gain fundamental knowledge on research doing, and to be able to apply the knowledge in developing and determining the research conceptual framework. Therefore, those interested people who are going to apply the research results with their job shall take into account of such limitations.

RECOMMENDATION

Regarding this research, we'd like to divide the suggestions into four parts i.e. 1) academic benefits, 2) business benefits, 3) research use benefits and 4) suggestions for further development as elaborated in the following details:

1) Academic benefits

It was intended that there will be more development of concepts or notions pertaining to the market readiness assessment. It can be further studied and developed of its body of knowledge on the marketing strategy about the market readiness assessment. We also hope that there will be more support on education and academic works creation regarding the SMEs, particularly focusing on the concept of the market readiness assessment.

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2) Business benefits

Our research can be an approach for the business development in the market readiness assessment in order to reinforce the marketing strategy potential and also to boost the marketing competitiveness and becoming an approach for improving the competitive potential of the domestic industry. It was expected that our research will be beneficial for the marketing strategy related with the market readiness assessment which tends to bring about more potential in marketing expansion for domestic industry for added value of Thailand's industrialized sector.

3) Research use benefits

Based upon the literature review, it was discovered that there has been little studied about the market readiness assessment. Furthermore, a few literature pertaining to methodology on the market readiness assessment for the improved business performance and competitive advantages have been found so far.

The research results revealed that the causal factors such as innovation, the Organizational support and information technology all had positive influences on the market readiness assessment. It was also found that the market readiness assessment had positive influence on the business performance and it is hoped that results obtained in this research can be further applied in management in the future.

4) Recommendations for Further Research

1. Further additional studies should be done by doing the qualitative research method. Focus Group may be carried out with the SMEs in product and services sector. New, modern format of operation may be done in order to obtain more precise results of study.

2. Factor about the marketing innovation should be further studied in form of intervening factor between the innovation and the business performance. From the study results, there were various researches cited that such factor can be made into a moderator and that should not be taken as free variable. This could make the research more interesting, challenging and being beneficial for the additional research in the future.

3. Further studies about the correlation between the marketing innovation and the market readiness assessment of the SMEs entrepreneurs should be done to be beneficial for the future research.

4. In the future research, other factors apart from those used in this research e.g. learning Organizational, integrated marketing or functioning under the Artificial Intelligence or robot ,etc. should be taken to be studied, considering that they represented modernization and that they can be actually applied in the future research.

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Sripatum University, Thailand

Sripatum University is one of the oldest and most prestigious private universities in Bangkok, Thailand. Dr. Sook Pookayaporn established the university in 1970 under the name of "Thai Suriya College" in order to create opportunities for Thai youths to develop their potential. In 1987, the college was promoted to university status by the Ministry of University Affairs, and has since been known as Sripatum University. "Sripatum" means the "Source of Knowledge Blooming Like a Lotus" and was graciously conferred on the college by Her Royal Highness, the late Princess Mother Srinagarindra (Somdet Phra Srinagarindra Baromarajajanan). She presided over the official opening ceremony of SPU and awarded vocational certificates to the first three graduating classes. Sripatum University is therefore one of the first five private universities of Thailand. The university's main goal is to create well-rounded students who can develop themselves to their chosen fields of study and to instill students with correct attitudes towards education so that they are enthusiastic in their pursuit of knowledge and self-development. This will provide students with a firm foundation for the future after graduation. The university's philosophy is "Education develops human resources who enrich the nation" which focuses on characteristics of Wisdom, Skills, Cheerfulness and Morality.

University of Greenwich, United Kingdom

The University of Greenwich is a British university with campuses in south-east London and north Kent. These include the Greenwich Campus, located in the grounds of the Old Royal Naval College in the Royal Borough of Greenwich, London, England. It is the largest university in London by student numbers and the greenest in the UK as assessed by The People & Planet Green League. The university's wide range of subjects includes architecture, business, computing, education, engineering, humanities, natural sciences, pharmacy and social sciences. It has a strong research focus and well-established links to the scientific community.

Lincoln University, New Zealand

Lincoln is New Zealand's third oldest university. Founded in 1878 as a School of Agriculture, the organisation was linked to Canterbury College, welcoming its first intake of students in 1880. In 1896, with agriculture now well established as the mainstay of New Zealand's exports, the School of Agriculture separated from Canterbury College and became Canterbury Agricultural College, with its own governing body and the ability to award degrees through the University of New Zealand. In 1961, the university was officially renamed Lincoln College, becoming a constituent college of the University of Canterbury. In 1990 Lincoln University formally separated from the University of Canterbury and became the self-governing national university that it is today.

Moscow State University, Russia

Moscow State University (MSU) is a coeducational and public research university located in Moscow, Russia. It was founded on 23 January [O.S. 12 January] 1755 by Mikhail Lomonosov. MSU was renamed after Lomonosov in 1940 and was then known as Lomonosov University. It also houses the tallest educational building in the world. Its current rector is Viktor Sadovnichiy. According to the 2018 QS World University Rankings, it is the highest-ranking Russian educational institution and is widely considered the most prestigious university in the former Soviet Union.

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