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# The success factors of innovative marketing management for SME / Start up entrepreneurs of Thailand herbs

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***Abstract*---**This research aims to study the levels of organizational innovation (OrgInno), Marketing Innovation (MarInno), Innovative Marketing Management (MarMan), and Thailand herbal SME/Startup Entrepreneurial Success (EntSuc), the effects of OrgInno, MarInno, and MarMan on OprSuc, including create a success model of Thailand herbal SME/Startup entrepreneurs. The sample was 360 executives of herbal SMEs/Startups in Thailand. Multi-stage random sampling used in the study consisted of stratified random sampling, based on herbal registration, and simple random sampling. The results found that OrgInno had a direct effect on MarInno, MarMan, and EntSuc. MarInno, besides, had a direct effect on MarMan and EntSuc. MarMan, moreover, has a direct effect on EntSuc. Finally, OrgInno, MarInno, and MarMan can jointly predict EntSuc. Therefore, the findings suggest that the related government agencies could use these results to organize training program on technological development and innovation for SMEs to enhance their competitiveness and increase their opportunities to access more funding sources. Both public and private sectors, besides, should jointly support the development of SMEs to have quality in their business operations by transferring knowledge in the form of training, seminars, distance learning, and giving advice on marketing, business improvement, including investing with entrepreneurs seeking capital assistance to promote the stability of the country's economy.

***Keywords*---**marketing management, Start-up entrepreneurs, Thailand herbs.

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**Introduction**

The global herbal market is valued at more than US383 billion. It is expected that by 2020, the global herbal supplement products and herbal remedy are worth as much as US3 115 billion. As consumers tend to take care of health and beauty continuously, as a result, there is a strong demand for natural products and herbs. This includes its popularity as hormone replacement and neurological care alternatives that have a lower cost of treatment and safety compared to treatment by modern medicine. The herb industry in the world market has a value of US3 9.18 billion. The countries with a high market value of the herb are Germany, Japan, and France. In addition, the herb market in developing countries has a growing rate of consumption due to the constantly more awareness of the importance of use of herbs and traditional medicine. The herb and traditional medicine market in the Asia

Pacific region will be the herb market with the largest growth rate. Its average growth rate is approximately 9.1% per year and the growth rate of consumption of herbal products in each country is at 3-12%. Moreover, the global trend of herbal demand is growing every year. The World Health Organization estimates that the world market will have a need for herbs as a component of medicines, food, and other products, increased by 20 percent per year approximately. Furthermore, the Ministry of Public Health indicated that the market value of herbal products in the world market in 2012 is at US3 60 billion, especially herbs in the group of beauty products, food supplement, herbal beverages, and herbal medicines. The major herbal product markets are in Europe and North America, whereas China and India are the main manufacturers of the herbal products.

Today, Thailand has more than 1,800 kinds of medicinal plants known and used in the communities, including 300 kinds of herbs that are circulating in the market. With regard to Marketing, Thailand currently exports herb products at least 100,000 million baht per year, divided into fresh herbs worth about 500 million baht, herbal extracts worth more than 270 million baht, and cosmetic products such as soaps, shampoos and skin treatment products that use herbs as ingredient. Demand for herbs is rapidly increasing. The consumers need them for health care, as well as for processing to create added value of various herbs. To meet the needs of consumers and create a variety of uses for herbs, herbs are used in many industries. Some herbs are needed by manufacturers and can generate huge income for the country. Market trends and opportunities in the Thai herbal industry have recently been forecasted as high potential market. Office of Trade Policy and Strategy, the Ministry of Commerce, therefore, has an activity "Thai Herb InnoBiz Network 2017" at the 14th "National Herbs Expo" at IMPACT, Muang Thong Thani to promote the potential of Thai herbal products in the world.

According to Herbs innovation development approach, the trend of consumption of natural herbal products is steadily increasing. As a result, many consumers are turning to herbal medicines instead of synthetic drugs that can cause side effects on the body. Therefore, when considering the potential of Thailand’s plentiful and various natural resources, it is a good opportunity for Thailand to use these advantages as a basis for driving the country's herbal innovation

business. One of the methods for effective herbal innovation development is the practice of "creative herbal innovation", which is the application of knowledge from Thai traditional medicine, the country's wisdom, developed together with the use of science and technology on the extraction of important bioactive substances Standard control to be able to produce according to international standards

In 2017, Department of Business Development revealed that Thailand had 3,004,679 small and medium businesses (SMEs), compared with 2,765,966 SMEs in the previous year, resulting in an increase by 238,713 SMEs or 8.63%, which is an increase in all business segments. The service sector rose by 135,153 SMEs, followed by 80,984 SMEs in the trade sector, 16,517 SMEs in the manufacturing sector, and 6,023 SMEs in the agriculture sector, respectively. So, success factors of the innovative marketing management for Thailand SME/Startup entrepreneurs are focused in this study. The research, therefore, aims to study the levels of organizational innovation (OrgInno), Marketing Innovation (MarInno), Innovative Marketing Management (MarMan), and Thailand herbal SME/Startup Entrepreneurial Success (EntSuc), the effects of OrgInno, MarInno, and MarMan on OprSuc, including create a success model of Thailand herbal SME/Startup entrepreneurs.

**Literature Review**
**Theoretical outlook**

Success in running a business is a very important goal for Entrepreneurs in different businesses. Many scholars have defined the meaning of success as follows: it identifies that doing business is the ability of entrepreneurs to set goals, plan, and execute plans efficiently until being able to achieve the goals. In addition, Frese (2 0 0 0) describes that entrepreneurial success means being able to run a business to achieve a goal or achieve satisfactory results. In summary, entrepreneurial success refers to the ability to run a business successfully and achieve as planned with effective performance.

An entrepreneurial success (EntSuc) can be measured by profits, number of employees, or innovation of business. However, several scholars have given ideas on how to measure entrepreneurial success as follows: Kaplan and Norton (1992) reveal that traditional business success measurement systems are primarily focused on financial measurement, but the financial measurement is only telling the story of past events which is suitable for the age of industrial business investing in production capacity for the long term and the relationship with the customers is not the key to success at all. At present, businesses have entered the technological era and need to create future value through investments in customers, partners, employees, business processes, technology, and innovation. Concerning measuring the success of the organization, hence, in addition to financial achievement, the success of the customer side, business internal processes, growth and innovation should be measured as well.

Frese (2000) suggests four EntSuc measurement methods: financial return, economic performance, customer and employee satisfaction, and observation form interview. Moreover, Frese (2000) recommends four instruments for measuring EntSuc: an instrument for assessing financial success, an instrument for

assessing economic success, an instrument for assessing the success of business units with diagrams, and an instrument for assessing entrepreneurial success. Furthermore it has given the following ideas for measuring the success of the business: first, considering productivity, which means the ratio between the organization's outputs in the form of products and services to the number of inputs, and, second, considering the profit, which means the use of profit as a basis for short term measurement, so long-team Profit Maximization is mentioned. In addition, it has proposed "Strategic Goals" for business success indicators, indicating as “Variables” and “Major Result Areas” as shown in Table 1.

Table 1
Nine Variables and Major Result Areas Indicating Strategic Entrepreneurial Success

| Variables | Major Result Areas |
|---|---|
| Market Position | Measuring the achievement of goals in "Market Standing" and "Market Share" in both current and new markets, including new products and services aiming to create customer loyalty |
| Quality | Maintaining and improving the quality of the company's products / services |
| Innovation | The ability to create or develop new products and services, including new processes, which means the skills and activities required to enhance the company's sustainable competitiveness in the long term. |
| Social Responsibility | Showing social responsibility in areas such as contributing to environmental protection and overall quality of life, etc. |
| Human Resources | Selecting, developing and maintaining resources at all levels for high quality in all areas, such as knowledge, competence, skills and attitudes to the relationship between employees and other agencies |
| Financial Resource | Proper procurement, storage and management of financial resources |
| Physical Resource | Procurement, construction and maintenance of physical resources such as machines, buildings, factories, equipment and tools necessary to operate a business, including correct and appropriate implementation |
| Cost Efficiency | Efficient use of all kinds of resources, resulting in the company capability in producing products / services with low cost |
| Profitability | Reasonable profit level (Not too low and not too high), as well as other indicators that show a good financial status. |

Several factors such as Organizational innovation (OrgInno), Marketing Innovation (MarInno), Innovative Marketing Management (MarMan) have a

positive relationship with EntSuc, as suggested by past studies. Innovation refers to making new things and using knowledge, creativity, skills and experience in technology or management to develop and produce new products, new production process, or new services, which meet the market demand. The meaning of innovation in economics is adopting a new idea or a new to generate economic benefits. The goal of innovation is improving product quality, expanding business scope, increasing product quality scope, reducing costs and raw materials in production and improving production quality (Pece, 2015). The components of innovation comprise newness, economic benefits, and Knowledge and Creativity Idea (Schilling, 2010). Types of innovation include product innovation, process innovation organizational innovation, management innovation, production innovation marketing/commercial innovation, and service innovation (Trott, 2005).

OrgInno is defined as an organization that has improved and changed the cognitive processes in order to bring about new things different and more useful (McKeown, 2008). In other words, it is doing things that are different from what is currently or has previously practiced (Laundy, 2006). MarInno refers to a marketing process established to improve marketing mix. It helps businesses compete and survive in today's economic challenges and helps to develop and create a sustainable competitive advantage on the basis of differentiation, cost leadership strategy (Naidoo, 2010). MarMan is described as the use of innovation to plan marketing process, marketing implementation, and marketing evaluation to achieve the goals (Doyle, 2012).

**Hypothesis Development**

Review of relevant literature in both theory and research summarize the relationship between factors that relate to the research model, as shown in Figure 1, as follows. For the relationship between OrgInno and MarMan, Moongvicha (2016), reveals that the factors influencing the model of SME's herbal cosmetics marketing strategy are opportunities, health awareness trends and government support. This is in line with the research of Haribin et al. (2016), which suggests that to develop innovative abilities, SME entrepreneurs must focus on the organizational resources, importance of internal linking with external factors, such as governmental support. In addition, Prange and Pinho (2017) propose that individuals and organizations influence SME innovation and affect international performance. Ahmad and Othman (2015), besides, report that most of the SME owners in the herbal industry in northern Malaysia are young and well educated, so there is great potential for the industry growth.

*Hypothesis 1:* OrgInno has a positive relationship with MarMan.
For the relationship between MarInno affecting MarMan, Lertpraiwan (2011) reports that the herbal packaging requires knowledge of production standards, costing calculation for marketing benefit, and the pattern with the identity of the herb's origin. Jiamsriphong (2017) reveals that the factor affecting the herbal product export business in Phitsanulok is its competitiveness at a high level, including product, price, place capabilities, and better distribution and delivery of products than competitors, in line with Saensuk (2016), identifying that exporting Thai Thip herbal toothpaste into the Nigerian market has problems and obstacles

in social, legal, economic, political, and technological aspects. Pholsaram (1998) also reports that the success of Thailand's export business in relation to the use of marketing innovations depends on the marketing efforts, that is to say, the introduction of new products should be carried out with brand creation, operational process development using marketing information systems and the adoption of new technologies, as well as focusing on niche markets as the new markets.

*Hypothesis 2:* OrgInno has a positive relationship with MarMan.
For the relationship between OrgInno affecting MarInno, Muangsai et al. (2014), developing a marketing plan for "U Medical", identify a significant problem on raw material shortages in production. The major problem of products is unreliability in the efficacy and the higher price of the drug as compared with modern drugs. The most commonly used herbal medicines are single drugs and drugs on the National Major Medicines List. The marketing plan should focus on production standards, marketing promotion in hospitals and pharmacies. Chantima et al. (2016), besides, suggest that marketing innovation and marketing environment affect marketing performance of the boutique hotel business in Thailand. Kongsrikaew and Sukkabot (2014), furthermore, present four key elements of MarInno used in the business operations: 1) Types and methods of services, 2) target market and pricing strategy, 3) distribution and marketing promotion, and 4) organizational positioning. Pakasat and Piriyaplin (2015), moreover, present a possible and accurate causal relationship model on product innovation for practical implementation. WebpageFX (2018), in addition, reveals that effective internet marketing for herbal products is to create useful recommendations using newsletters, Pay Per Click ads, and social media, suitable for Smartphone. Mashahadi et al. (2016), moreover, report that market orientation influences the creation of herbal small and medium-sized Enterprises (HbSMEs) in Malaysia.

*Hypothesis 3:* OrgInno has a positive relationship with MarInno.
For the relationship between OrgInno and EntSuc, Khamhaeng (2018) proposes the Model of Success Factors in Modern Marketing Management of New Entrepreneurs to Thailand 4.0, portraying the causal relationship between general business information and marketing management factors. The results of such research show that the general business information about technologies and target industries, business registration types, natures of business ownership, number of employees in the organization, and business location have a causal relationship to modern marketing management and success in modern marketing management of new entrepreneurs to Thailand 4.0 as well as modern marketing management has a causal relationship to success in modern marketing management of new entrepreneurs to Thailand 4.0. Duarte (2011), in addition, concludes that entrepreneurship plays a role in delivering both internal and external perspectives. Analysis of corporate success strategies gives importance to considering prominence from an internal perspective. Entrepreneurship has a measure of success, such as proactivity, innovation, and risk propensity, which shows how the personal characteristics are directed with the competitiveness. This depicts that the main variables that influence the success of the OTOP Products consist of 5 components: 1 ) accounting and finance, 2 ) production and marketing, 3) creativity, 4) innovation, and 5) innovation.

Hypothesis 4: OrgInno has a positive relationship with EntSuc.
Hypothesis 5: MarInno has a positive relationship with EntSuc.
Hypothesis 6: MarMan has a positive relationship with EntSuc.

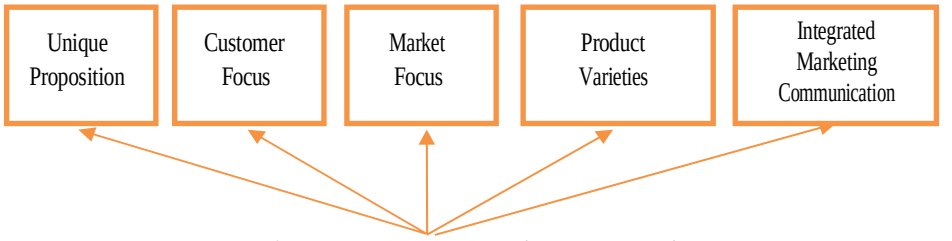


Figure 1. Conceptual Framework

**Methodology**

The sample was 360 executives working for 301 herbal SMEs/Startups in Thailand, which meet the minimum sample size of 340, arisen from 20 times all 17 observed variables in the research model, as suggested by Hair et al. (2010). Multi-stage random sampling used in the study consisted of stratified random sampling, based on herbal registration, and simple random sampling. The questionnaire was used as research instrument. It comprised 5 parts: checklist on demographic information, rating-scale on 5 factors of OrgInno, 5 factors of MarInno, 4 factors of MarMan, and 3 factors of EntSuc, respectively. After the questionnaire passed Index of Item-Objective Congruence or IOC (0.6-1.0), as suggested by Leekitwatthana, it was tried out with 30 non-sample managers to check reliability by considering internal consistency based on Cronbach's alpha coefficient of higher than 0.8. Since all variables in research conceptual framework were continues variables, the study used Percentage, Mean, S.D., including Skewness and Kurtosis of -3 to +3 to study the normal distribution characteristics of variables. The appropriateness of the meta-correlation was investigated by considering the Kaiser-Meyer-Olkin (KMO) value, > 0.5, and the Bartlett Test of Sphericity. They must have significant statistical significance (Sig.) 0.000, indicating that this set of variables is suitable for confirmatory factor analysis (CFA). Multicollinearity by correlation coefficient (r) was used to find the liner relationship between the variables. The correlation value can be from negligible (±00.00-0.30) to Very high (±0.90-1.00) (Hinkle et. al., 2003). The correlation coefficients between variables in SEM not to exceed +0.80 were considered (Stevens, 2009). CFA was used to test the relationship between observed variables of 17 observed variables and 4 latent variables. The model fit measurement was based on the eight indices (chi-square: P>0.05, relative chi-square<2, GFI, AGFI, TLI, &CFI >0.90, RMR&RMSEA<0.08) to test the consistency of the model based on hypothesis and empirical data. The researcher used these indices to validate the conformance of the model. If the calculated values do not meet the criteria or are unacceptable, as suggest by Wanichbancha (2013), the model must be adjusted. The preliminary analysis was shown in Table 2.

Table 2
Testing results of the measurement model

| | $\bar{x}$ | SD | Interpret | Skewness | Kurtosis | α | Remarks |
|---|---|---|---|---|---|---|---|
| Entrepreneurial Success | 3.63 | 0.79 | High | - | - | 0.92 | Acceptable |
| Customer Satisfaction | 3.57 | 0.78 | High | -0.40 | 0.48 | 0.87 | Acceptable |
| Cost Reduction | 3.76 | 0.77 | High | -0.45 | 0.43 | 0.80 | Acceptable |
| Customer Increase | 3.55 | 0.82 | High | -0.58 | 0.62 | 0.89 | Acceptable |
| Organizational Innovation | 3.69 | 0.75 | High | - | - | 0.95 | Acceptable |
| Leadership | 3.67 | 0.69 | High | -0.67 | 0.66 | 0.91 | Acceptable |
| Planning | 3.76 | 0.74 | High | -0.53 | 0.47 | 0.86 | Acceptable |
| Information | 3.60 | 0.83 | High | -0.68 | 0.66 | 0.88 | Acceptable |
| People | 3.82 | 0.74 | High | -0.48 | 0.25 | 0.82 | Acceptable |
| Processes | 3.61 | 0.75 | High | -0.46 | 0.74 | 0.90 | Acceptable |
| Marketing Innovation | 3.57 | 0.79 | High | - | - | 0.94 | Acceptable |
| Unique Proposition | 3.67 | 0.78 | High | -0.44 | 0.48 | 0.84 | Acceptable |
| Customer Focus | 3.56 | 0.75 | High | -0.55 | 0.97 | 0.89 | Acceptable |
| Market Focus | 3.53 | 0.81 | High | -0.58 | 0.53 | 0.92 | Acceptable |
| Product Varieties | 3.51 | 0.80 | High | -0.44 | 0.22 | 0.77 | Acceptable |
| Integrated Marketing Communication | 3.60 | 0.80 | High | -0.38 | 0.09 | 0.83 | Acceptable |
| Innovative Marketing management | 3.56 | 0.78 | High | - | - | 0.98 | Acceptable |
| Customer Management | 3.55 | 0.80 | High | -0.59 | 0.59 | 0.94 | Acceptable |
| Internal Process Management | 3.60 | 0.82 | High | -0.71 | 0.69 | 0.96 | Acceptable |
| Learning & Development Management | 3.56 | 0.74 | High | -0.52 | 0.62 | 0.95 | Acceptable |
| Financial Management | 3.54 | 0.76 | High | -0.53 | 0.89 | 0.92 | Acceptable |

**Results**

After the data were collected from the 360 executives of herbal SMEs/Startups, the demographic information was shown in Table 3, whereas CFA results were shown in Table 4.

Table 3
Demographic Information

| Information | Number (persons) | Percentage |
|---|---|---|
| 1. Gender | | |
| - Male | 148 | 41.11 |
| - Female | 212 | 58.89 |
| 2. Age | | |
| - 21 – 30 years | 72 | 20.00 |
| - 31 – 40 years | 108 | 30.00 |

| | | |
|---|---|---|
| - Over 50 years | 108 | 30.00 |
| 3. Educational Level | | |
| - Lower than Bachelor | 36 | 10.00 |
| - Bachelor | 216 | 60.00 |
| - Higher than Bachelor | 108 | 30.00 |
| 4. Entrepreneurs' Hometown | | |
| - Bangkok | 116 | 44.44 |
| - Provinces | 200 | 55.56 |
| 5. Business Experience | | |
| - 1 – 5 years | 240 | 66.70 |
| - 6 – 10 years | 40 | 11.10 |
| - 11 – 15 years | - | - |
| - Over 15 years | 80 | 22.20 |
| 6. Number of Full-Time Employment | | |
| - Less than 31 employees | | |
| - 31 - 50 employees | 288 | 80.00 |
| - 51 - 100 employees | - | - |
| - 101 - 200 employees | - | - |
| - More than 200 employees | 72 | 20.00 |
| 7. Business Size | | |
| - Startup (Turnover/Year: less than ฿10 million) | 200 | 55.56 |
| - Small-Sized (Turnover/Year: ฿10-฿30 million) | 40 | 11.11 |
| - Small-Sized (Turnover/Year: ฿30-฿50 million) | 40 | 11.11 |
| - Medium-Sized (Turnover/Year: ฿50-฿200 million) | 80 | 22.22 |
| - Large-Sized (Turnover/Year: more than ฿200 million) | - | - |
| 8. Business Types | | |
| - Own Manufacturing or Services | 198 | 55.00 |
| - Made-to-Order | 162 | 45.00 |
| Total | 360 | 100 |
| - 41 – 50 years | 72 | 20.00 |

Table 4
CFA Results

| | β | S.E. | C.R. | $R^2$ |
|---|---|---|---|---|
| Entrepreneurial Success | | | | |
| Customer Satisfaction | 0.891 | <- -> | <- -> | 0.793 |
| Cost Reduction | 0.824 | 0.042 | 21.746*** | 0.679 |
| Customer Increase | 0.903 | 0.041 | 26.283*** | 0.816 |
| Organizational Innovation | | | | |
| Leadership | 0.845 | 0.035 | 22.571*** | 0.713 |
| Planning | 0.862 | 0.037 | 23.674*** | 0.743 |
| Information | 0.887 | <- -> | <- -> | 0.786 |
| People | 0.800 | 0.039 | 20.667*** | 0.641 |
| Processes | 0.914 | 0.034 | 27.041*** | 0.836 |
| Marketing Innovation | | | | |
| Unique Proposition | 0.853 | 0.046 | 20.999*** | 0.728 |
| Customer Focus | 0.912 | 0.033 | 29.888*** | 0.831 |
| Market Focus | 0.851 | <- -> | <- -> | 0.725 |
| Product Varieties | 0.843 | 0.045 | 21.631*** | 0.711 |
| Integrated Marketing Communication | 0.885 | 0.045 | 22.447*** | 0.784 |
| Innovative Marketing management | 0.922 | <- -> | <- -> | 0.849 |
| Customer Management | 0.920 | 0.021 | 48.464*** | 0.847 |
| Internal Process Management | 0.924 | 0.028 | 33.077*** | 0.855 |
| Learning & Development | 0.907 | 0.032 | 29.368*** | 0.822 |
| Management | | | | |
| Financial Management | | | | |
| Chi-Square (CMIN) = 49.672, df = 40, p-value = 0.141, RMSEA = 0.026, GFI =0.985, AGFI = 0.943 | | | | |

Note: β=Standardized Factor Loading, C.R.=t-Value, ***=p<0.001

The results revealed that structural equation modelling passed fit indices since the model depicted $\times^2$= 62.793, df = 50, p-value = 0.106, $\times^2$/df = 1.256 RMSEA = 0.027, RMR = 0.013, GFI = 0.981, AGFI = 0.941, CFI = 0.998. While, path analysis results, as shown in Figure 2, portrayed that OrgInno had a direct effect on MarInno, MarMan, and EntSuc, with the effect size of 0.999, 0.342, and 0.150, respectively. MarInno had a direct effect on MarMan and OprSuc, with the effect size of 0.656 and 0.095, in turn. MarMan had a direct effect on EntSuc, with the effect size of 0.751. All causal relationships had a statistically significance at the level of 0.05. In addition, OrgInno and MarMan predicted EntSuc by 99.20 percent, as shown in table 5.

Table 5
Effect size analysis results

| Dependent Variables | $R^2$ | Effects | Independent Variables | | |
|---|---|---|---|---|---|
| | | | OrgInno | MarInno | MarMan |
| MarInno | .999 | DE | .999** | - | - |
| | | IE | - | - | - |
| | | TE | .999** | - | - |
| MarMan | .995 | DE | .342** | .656** | - |
| | | IE | .655** | - | - |
| | | TE | .997** | .656** | - |
| EntSuc | .992 | DE | .150** | .095** | .751** |
| | | IE | .844** | .493** | - |
| | | TE | .994** | .588 | .751** |

Note: **=p < .05, DE=Direct effect, IE=Indirect effect, TE=Total effect

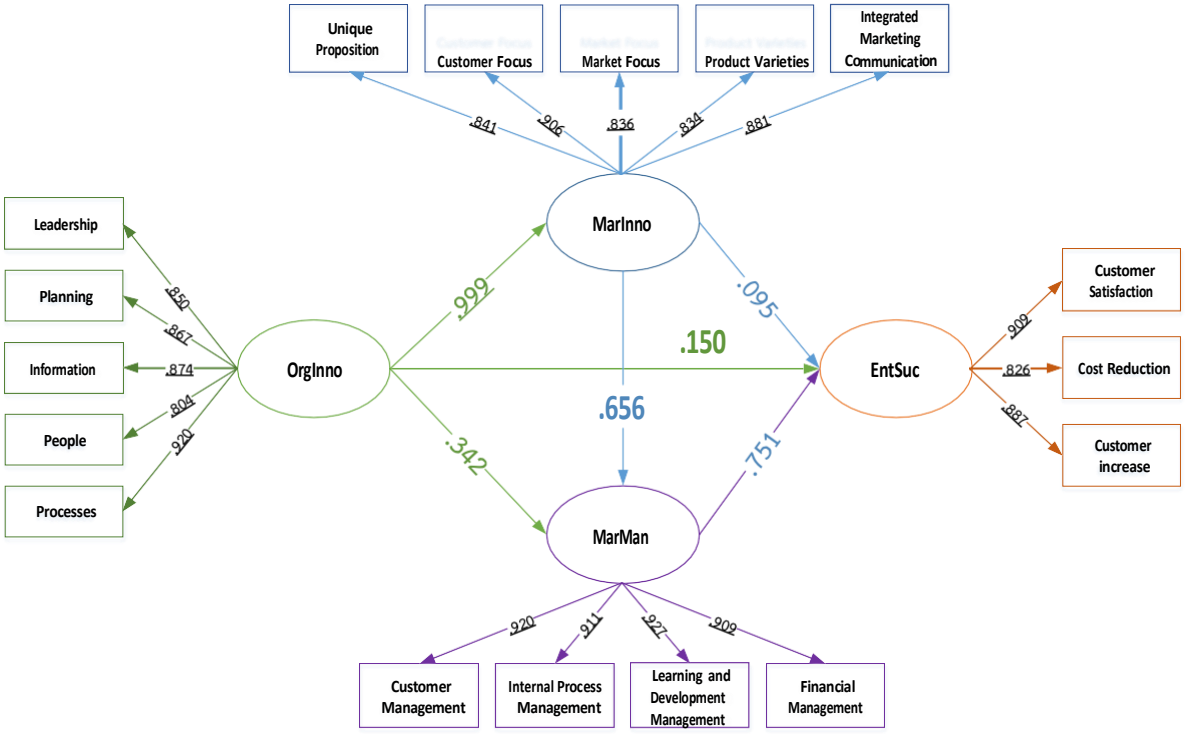


Figure 2. Structural Equation Modelling

**Discussion and Conclusion**

The results have depicted that the success factors of marketing management of herbal SME/Startup entrepreneurs in Thailand consist of 3 important factors: organizational innovation, marketing innovation, and innovation marketing management. These factors are internal and external factors of the business that are important to the success of SMEs.

As organizational innovation is the most important factor, it has shown that the establishments with high innovation base on leadership, planning, information, people, and processes (Thienput, 2007; Enterprise Innovation Center Spring Singapore, 2006), which are internal organizational factors. As a result, when the establishments have an understanding of their own internal potential, it will lead to the various developments for the survival and stability of operations (Kaplan, 1996).

In addition, the results have revealed that organizational innovation has a direct effect on marketing innovation, innovative marketing management, and entrepreneurial success, in line with Haribin et al. (2016), Thienput, (2007), Enterprise Innovation Center Spring Singapore (2006), , Prange and Pinho (2017), and Mashahadi et al. (2016). Marketing innovation, besides, has a direct effect on innovation marketing management and entrepreneurial success, consistent with Sukrungruangsanti (2011) and Pholsaram (1998). Innovative marketing management, moreover, has a direct effect on entrepreneurial success. Finally, organizational innovation, marketing innovation and innovative marketing management can jointly predict entrepreneurial success.

Therefore, the Office of Small and Medium Enterprises Promotion (OSMEP) and the National Science and Technology Development Agency (NSTDA) could use these results to organize training program on technological development and innovation for SMEs to enhance their competitiveness and increase their opportunities to access more funding sources. Both public and private sectors, besides, should jointly support the development of SMEs to have quality in their business operations by transferring knowledge in the form of training, seminars, distance learning, and giving advice on marketing, business improvement, including investing with entrepreneurs seeking capital assistance to promote the stability of the country's economy.

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