

ABSTRACT

The objective of this research focuses on investigating the factors affecting the perceived business performance of Thai SMEs frozen seafood firms based in Bangkok.

In this study, the researcher carries out a survey with the marketing managers from Thai SMEs frozen seafood firms based in Bangkok. A sample of two hundred respondents is randomly selected. In addition, regression analysis is used to analyze the data and test the hypotheses.

The research aims to study whether the four independent variables: customer orientation, innovation orientation, market dynamism and competitive intensity are related and whether either is significantly related to perceived business performance. The analyses of the data revealed that there are three independent variables: customer orientation, innovation orientation and competitive intensity are significantly related to perceived business performance. It means customer orientation; innovation orientation and competitive intensity are factors affecting perceived business the three performances (new product success, sale growth and profitability of ROI). However, the innovation orientation negatively affect upon return on investment (ROI), because the investment of innovation required for successful R&D and implementation a new technology may be substantial and in the short term produce negative on long term profitability (ROI). The level of competitive intensity does negatively affecting upon all three performances dimension. Because the market is new, the number of powerful competitors is relatively small. Decreasing intensity is reflected through increasing new product introduction strategies. In contrary, for other independent variable: market dynamism, the researcher found out that market dynamism, as the factor is not

significantly on the perceived business performance. The small-medium business can offer the unique products and the competitors are relatively small. The market turbulence is not reflected through improving performance measurement.

The recommendations are based on the results of this research. Thai SME firms, who normally are able to inject customer-oriented measures more easily, have a distinct possibility of adopting a customer orientation culture. Furthermore, they should combine a product quality because such a combination is likely to result in higher levels of new product success rates. Well conceived and properly targeted new products should generally lead to sale growth in selected niches which, in turn, should provide Thai SME firms with extra funds to strengthen their position in the marketplace. In addition, the government can launch the new policies for supporting Thai SMEs industry. They can emphasize the perceived business performance as the strategies or the policies to improve the customer oriented focus in Thai SMEs. Government can encourage the niche market instead of mass market. The opportunities of Thai SMEs are more easily open to face the market change.