



The 15th National and International Conference
"Global Goals, Local Actions: Looking Back and Moving Forward 2022"
21 March, 2022

automobile industry. There is an increasing in the proportion of GDP of these industries every year in the Thai economy. Nowadays, there are over 200,000 entrepreneurs all over Thailand. More importantly, there is a real need to enhance the quality of their production and their products to enhance their level of competitive ability to be able to compete in national market, ASEAN market, and globalization market. The vital quality potentials that really need to be improved included the improvement of production process, quality of skill and knowledge of human resources, the improvement of raw materials management, the improvement of the marketing and plan, the improvement of the information technology management, and the improvement of the cooperation between public sector, private sector as well as local community and non-profit organizations.

The entrepreneurship and management of its business enterprises affected the whole industry. This is because the process to achieve the objectives by synergistic of the quality of human resources together with the ability to use management skills as well as productions and marketing skills have to be implemented with skills and experiences to provide the high standard of quality products. The enhancement of quality to improve competitive potentials of these small and medium business enterprises in danger due to high world competitive and, therefore, needed to improve as soon as possible due to the facts that Thailand is an open market and there are many serious rivals from ASEAN nations and world market. In fact, we are living in a constant changing world and to become both innovative and competitive in terms of quality is essential to the success of the business enterprises. The premise idea of quality improvement need to be implement in four areas: organization growth, organization working process, customer orientation, and human resources improvement. The idea of quality improvement can be applied into the Thai small business enterprises. First, the organization growth means the expanding of new management technique and management process and allow the organization to grow. Second, organization working process means to enhance the ability to manage the quality of the organization with the high standard of quality with effectiveness and efficiency. Third, customer orientation means the focus on using ways and guideline to improve a sustainable customers' level of satisfaction as high as possible. Fourth, human resources improvement means to focus on the smart investment in



The 15th National and International Conference

"Global Goals, Local Actions: Looking Back and Moving Forward 2022"

21 March, 2022

human resources to be more productive, innovative, and creativity. Therefore, it is vital that for the researcher who is interested to investigate the current situation of the entrepreneurs of small and medium enterprises and to offer model to enhance the quality improvement of competitive potentials for Thai entrepreneurs. Why is it important to enhance the quality improvement of competitive potentials for Thai entrepreneurs? First, these entrepreneurs are the backbone of the Thai economy. In other words, their successes are the nation's success. Second, they are the source of employment or job creation and income distribution. Their success means there are more jobs available to Thai labor force. Third, these entrepreneurs are hard-working individuals, but their weakness lei in their new knowledge and skills to compete in the modern globalization.

The quality plan, level of participation, and direct rewards

Influencing Quality Enhancement of Competitive Potentials

In order to search for the findings and offer guidelines for the ways to create a sustainable ways to enhance the competitive edge of Thai SMEs, the researcher summarized from the business concepts and theories and analyzed from the in-depth interview. These fourteen guidelines of an effective ways to enhance competitive management as follows. First is to create a single most important target and one direction of vision to be understood by both management level and all levels of employees in the organization. Second is to have a clear responsibility and proper number of management for each unit and each agency to order to take care of the job assigned. Third is to have a clear and two ways communication and chain of command. Fourth is to significantly assign both authority and responsibility to the right unit and the right person and hold them accountable. Fifth is to assign responsibilities and work tasks to match with the right jobs and the right characteristics of the person who will perform the job duty. Sixth is to provide fair and square discipline in work places and create high standard of working conditions in the organization. Seventh is to have authority with suits for give assignment and command. Eighth is to create the norms and ethics standard that all employees need to understand

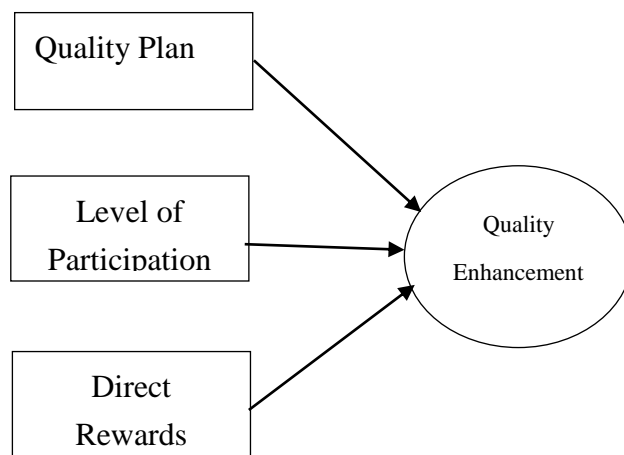


The 15th National and International Conference
 "Global Goals, Local Actions: Looking Back and Moving Forward 2022"
 21 March, 2022

and practice every day. Ninth is to promote creative working environment and promote positive working environment. Tenth is to set up a culture that there are always rewards for the best performance and the person who achieved the excellent at work place. Eleventh is to establish a system of high stability for employees in terms of health and benefits in the long term. Twelfth is to keep organization clean and with high standard of working environment. Thirteenth is to have fair wages and compensation as well as the chance for promotion at all levels of employees. Fourteenth is to create a system of harmony of workplace and organization in order for employees to work and growth with the company.

The study came up that the quality plan, level of participation, and direct rewards were the top three most important factors for quality enhancement. Then, characteristics of boss, budget, training program, knowledge and skills of co-workers, quality program, and the involvement of high level of management were also important respectively.

Quality Enhancement



In general, the competency is composed of knowledge, skill, attitude, and motive. In order to have superior performance, the competency must have these five factors. First, employees need to have both general knowledge and specific knowledge of their job. Second, employees need to have special skill that come from work experience and training regularly. Third, employees need to have self-concept such as self-image, self-confident, and



The 15th National and International Conference

"Global Goals, Local Actions: Looking Back and Moving Forward 2022"

21 March, 2022

positive thinking. Fourth, employees need to have specific trait such as leadership, good personality, and good teamwork. Fifth, employees need to have proper motives and attitude to drive them to work hard and work smart to achieve the goals. The importance of competency is to help to management and company to improve the performance as follows. The proper competency helps to select the best employees in terms of knowledge, skills, behavior, and attitude to perform in the organization to achieve the goals. It helps to define the level of performance for each employees and what kind of training is needed by each employee. It also helps to define vision and vision must be shared by both management and employees at all level in the organization.

The Success on Capacity Enhancement and Competitive Potentials

The increase on capacity enhancement and competitive potentials for SMEs business nowadays is very crucial. Most entrepreneurs have employed various kinds of innovations and technology to their businesses in order to boost the efficiency. The strategy, being widely used to reach the customers' perception, is marketing mix with 7Ps, focusing on product development, price, distribution channel (place), promotion, people, process and physical evidences. Those can strengthen the interaction between customers and businesses in terms of the understanding of customers' needs, and the response to the needs with the quality of products and the various and comfortable service channels as well. Additionally, businesses are able to apply innovations to examine the needs of customers in each segment. As a result, they are able to improve their products efficiently. The products popularity leads to the high demand in the market and can consequently increase the competitiveness. The SMEs, in particular, can achieve market competitiveness only when its human resources (people) are knowledgeable, capable to, skillful and possess experience professionally. The entrepreneurs, on the other hand, must have modern exceptional concepts and methods to build up more powerful strength and can expand their businesses in larger scale. The success of SMEs, as being expected, depends upon creative thinking and modern methods concerning management, the production of product and service with brave decision and strong determination for changes, problem solving and development. The processes to gain higher



The 15th National and International Conference

"Global Goals, Local Actions: Looking Back and Moving Forward 2022"

21 March, 2022

efficiency for professional power are regarded as capability or capacity of SMEs in which strategies with the focus on the efficient production based on human resources' abilities. Those abilities include the technology application to stimulate and to make the business grow efficiently. Oyedele Ola Olusegun, et al. (2020) found that online marketing can affect the competitiveness efficiency of small organization and can also make positive effect towards SMEs operation; can make a growth on business by applying technology for creating new product or process on the innovation basis in order to respond to the market's demand, the customers' expectation / satisfaction, as well as the consumers' needs. Technology capabilities and marketing strategies can increase market competitiveness and SMEs' efficiency. It is a great challenge and opportunity for entrepreneurs to step up to the international level (Nebojsa S. Davcik, S. Cardinali, Piyush Sharma, E. Cedrola, 2020.) The social network platform is also important for SMEs' potential, and can rocket competitiveness and stability in long term for industry in 4.0 era. The business, applying online platform as their main tool, can also enthusiastically encourage the use of modern technology; and develop innovation potential in a speedy way. As a result, the reliability on communication is very vital for business operation since social network platform introduces and offers opportunity; connects and integrates strategic planning altogether; manages and controls the efficiency level. Facebook is the most popularly used among SMEs. For social network platform and management highlighting on business venues sponsoring, the increase on innovation potential is very vital for long-termed survival where high competition is surrounded.

Conclusion

Concepts and theories affecting the success on capacity enhancement and competitiveness of SMEs are composed of marketing strategies, and the competitiveness potential of entrepreneurs. In order to possess market advantages and power, most entrepreneurs have examined a variety of methods to make their business successful. Among those are the enhancement of potential and competitiveness, and the increase on market share from the customer purchase intent. In particular, strategic positioning of SMEs affects competitiveness overall. Consequently, a wide range of marketing strategy is



The 15th National and International Conference

"Global Goals, Local Actions: Looking Back and Moving Forward 2022"

21 March, 2022

explored and applied to persuade / motivate the customers' interest which is directly made an effect on the success aforementioned.

The survival of SMEs business relies on the competitive potential regarding the application of marketing strategies to respond to the needs of customers; to promote the economy of the country; and to establish acceptance for success as well. Marketing strategies enable business to survive and elevate the competitive power. The competition of SMEs nowadays is very high. Marketing mix is required to efficiently and effectively respond to customers' needs in terms of product, price, promotion, distribution channel (place) and process for services.

Variables that affect the success on capacity enhancement and competitiveness of SMEs are variables driving high efficient performances based on marketing mix in all aspects, including the quality of product, the accepted / reasonable price, comfortable distribution channel (convenient place), the quality and efficiency of service providers with easy steps and process. Those impress and satisfy customers and enhance them to make a purchase with loyalty, and also elevate the market share. At the meantime, the capabilities of entrepreneurs to apply innovation for production and quality improvement; and how to promote that product to be highly demanded in the market, are very essential because these finally bring success on capacity enhancement and competitiveness of SMEs business.

Acknowledgment

The author of this research study would like to thank the Graduate School of Suan Sunandha Rajabhat University for commenting, assisting, and supporting this research study as well as the Dean of the Graduate school for her kind support for this research. In addition, the author would like to thank Associate Professor Thanasuwit Taphirunruk for his advice and Associate Professor Dr.Somdech Rungsisawat for proof-reading this manuscripts.

References

- [1] Culture and Recreation & British Council. (2008). Gauteng's Creative Industries: An Analysis. Department of Sports, Arts.



The 15th National and International Conference

"Global Goals, Local Actions: Looking Back and Moving Forward 2022"

21 March, 2022

[14] Winer, R. (2001). A Framework for Customer Relationship Management. California Management Review. Vol 43. Now4. Summer.

[15] Wollard, K.K., & Rocco, T.S. (2006). Creating Memories: The interaction process of service delivery. Retrieved August 30, 2012 form http://coeweb.fiu.edu/Research_Conference/SUIE_2006/W. Wollard, K.K., & Rocco COERC2006.pdf.