

Marketing Management Model of Rubber Wood Processing Entrepreneurs in The Lower South, Thailand

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Abstract

The objectives of this research were: 1. to study the characteristics of rubberwood processing entrepreneurs in the lower south; 2. to study the level of management opinions of the rubberwood processing entrepreneurs in the lower south; 3. to analyze the market factors of rubberwood processing entrepreneurs in the lower south, and 4. to propose guidelines for the development of marketing management model of rubberwood processing entrepreneurs in the lower south. It is mixed-method research with a sample of 139 factories in the lower south and a group of 15 key informants. Descriptive statistics were used to find percentage, mean, and standard deviation, and inferential statistics were used for hypothesis testing and Multiple Regression Analysis. It found that 1) the size of the establishment was small. The number of employees is not more than fifty people and there is a legal form of business ownership. The nature of the business is a manufacturing business and it has a period of 5 to 10 years in business. 2) The rubber wood processing entrepreneurs in the lower south had opinions about the characteristics of the rubber wood processing entrepreneurs at a high level ($\bar{x} = 3.81$, $SD. = 0.30$) and the management of entrepreneurs had a high level of opinion ($\bar{x} = 3.83$, $SD. = 0.15$). 3) The marketing factors of rubberwood processing entrepreneurs in the lower south had a high level of opinion ($\bar{x} = 3.83$, $SD. = 0.34$). 4) Guidelines for the development of marketing management models of rubber wood processing business entrepreneurs found that, in the epidemic, there should be management that requires learning to adapt to the next normal era. Entrepreneurs must learn to rely on information technology and modern marketing strategies including online media channels to exchange activities that are in line with the situation. In addition, production, capital, and exports start from upstream, midstream, and downstream, so entrepreneurs must be clear and consistent with the ever-changing environment. There is also a need to plan operations including FSC entry which is a process that every plant has to control forest measures that must take into account the progress and readiness of the rubber wood processing entrepreneurs at the moment.

Hypothesis testing from the estimated equation of the marketing management model variables of the rubberwood processing entrepreneurs showed that the broad vision (X4) had the most correlated with the marketing management model of the rubber wood processing business entrepreneurs, Beta = 0.193, followed by creativity (X2), Beta = 0.103, risk-taking (X1), Beta = 0.076., and the management ability (X3) Beta = 0.039.

Keywords: management; marketing of entrepreneurs; rubber wood processing.

Introduction

In an era where the economy is rapidly changing due to the role of technological advancement,

which allows the modern industrial business to communicate without borders, thereby connecting the world's economy. Economic

movements or activities that occur in one country affect the economy of another country. It is inevitable and not only affects country-to-country links but also regional links in the regions of the world as well. Global economic trends in 2017, the large countries from the United States, the European Union, China, Japan, and many other countries that are growing economically, and it is anticipated that the global economic powerhouse will move from developed countries to emerging market countries (E7), namely China, India, Brazil, Russia, Indonesia, Mexico, and Turkey. This becomes an important driving force of the growth of the economy from the internal support factors of each country in the driving force, especially in China and India, populations with higher incomes result in the qualitative consumption of the middle class by the economic structures that will move more into consumption and services (Ministry of Industry, 2018).

The rubber wood processing industry in Thailand exports processed rubber wood each year worth several million baht, but from the data verification, Thailand also has to import processed rubber wood as well. In 2012, Thailand imported 364,620 cubic meters of processed rubber wood with a value of 119.8 million baht. The quantity and value of imports have increased significantly compared to 2011, with most of them being imported from Laos because, during that time, the price of rubber in Thailand got fluctuated prices. It causes farmers to slow down the felling of rubber trees, so entrepreneurs who use rubber wood in production, such as rubber wood processing factories, and rubber wood furniture factories. Therefore, more rubber woods have to be imported from neighboring countries to maintain continuous production and export (Department of Foreign Trade, 2013).

Thai Rubberwood Business Association revealed that at present, the rubber wood industry has a market value of more than 60 billion baht (decreased from 4-5 years ago, with a market value of around 100 billion baht). It has been heavily affected by China, which is the main export market of Thai rubber wood. China increases the strictness of imports by citing

many reasons, including the impact on the environment trade war with the US and the outbreak of COVID-19. It includes being affected by The Rubber Authority of Thailand (RAOT) has reduced the rubber felling area from 400,000 Rai per year in 2015 to 200,000 Rai per year. In 2021, there was not enough raw material for rubber wood and the cost of rubber wood increased until the rubber wood processing business faces a loss, but entrepreneurs still have to buy rubber wood to maintain long-term trading partners. In addition, there is a shortage of containers, freight rates have increased five times from the previous year, and rising labor wages due to the COVID-19 outbreak, so migrant workers are unable to return to Thailand (Economic Base, 2021).

This research article will present the results of the development of the marketing management model for entrepreneurs in the lower south which is still affected in many ways. At present, when the epidemic occurs, it affects many aspects. Some factories are closed and some factories stopped their operations for a specified period. It causes the researcher to study to promote the development of the marketing management model for entrepreneurs to plan and expand sales channels in many ways to increase sales more. The researcher will study the characteristics of entrepreneurs that they are ready by analyzing different factors and also study management to create readiness for the marketing management model of entrepreneurs in rubber wood factories in the lower south. This can help to create a way to expand marketing channels by analyzing and synthesizing the present situation and expanding into the future.

Objectives

1. To study the characteristics of rubberwood processing entrepreneurs in the lower south.
2. To study the level of management opinions of the rubberwood processing entrepreneurs in the lower south.
3. To analyze the market factors of rubberwood processing entrepreneurs in the lower south, and

4. To propose guidelines for the development of the marketing management model of rubberwood processing entrepreneurs in the lower south.

Literature Review

Rubber Industry

The rubberwood industry is an industry that involves entrepreneurs in three parts as follows:

1. The primary industry consists of a group of rubber farmers, brokers, or entrepreneurs contracting rubber felling and transporting rubber wood. Rubber wood is considered a by-product of the utilization of latex. As the rubber ages (more than 25 years) the latex capacity of the rubber tree decreases causing the old rubber trees to be cut down to plant new rubber trees to replace. In Indonesia, new rubber trees are planted to replace some old ones, averaging 430,000 Rai per year, or two percent of the country's rubber plantation area. The area with the most replanting was Sumatra Province (average 27.98 per year), followed by Riau (average 10.09 per year), West Kalimantan (average 10.71% per year), the Kalimantan Selatan Province (10.71% per year average), and other provinces (64.29% per year). As a result, the felling of the aged-rubber trees gives the important rubber materials of the rubber wood industry and its next products. The felling of aged-rubber trees in Indonesia is divided into two parts of production: ivy which accounts for 60 percent of all rubber trees felled because Indonesia is an island. As a result, the communication and connection system between the areas is not very good causing the wood transport to be difficult from all the felling and processing at the factory. Therefore, most ivy production that of Indonesia will be processed rubber wood in the felling area. After that, the processed wood will be transported to be baked and chemically treated at the next factory. The rest are firewood, branches, and tree tips, 40 percent of all rubber trees felled, which will be used to produce fuel and fiberboard (Final Report of Industrial cooperation development projects with neighboring countries, cooperation development strategy in the industry under the

framework of the Indonesia-Malaysia-Thailand Growth Triangle Development Project: IMT-GT).

2. Secondary Industry consists of rubber wood processing businesses such as sawmills, wood drying mills, plywood, and fiberboard manufacturing factories. Sawmills are factories that operate from the felling of rubber trees to bringing logs to be processed in the factory by sawing the wood into different sizes as needed, then importing into the process of compressing chemicals or dipping in a chemical solution to get rid of weevils or insects. Chemically processed wood is then dried in the oven to have moisture content in the wood 8-12 percent. The reason why the wood is not completely dry is related to the humidity of the air that is not twisted or curved. Plywood factory or wood parts is the factory that will buy wood that has been dried and then cut to size and molded into primary parts, bring a short piece of wood to make a long piece of wood, and bring the logs to join together to form a piece of wood. In addition, some factories may produce semi-finished parts or produce a simple structure finished product. Production in the secondary industry of rubber wood and the products are the process of taking raw materials from the primary industry initially processed. Most of the rubber wood produced in the secondary industry will be sent as an important raw material for the tertiary industries such as the furniture industries and construction equipment, etc. The supply chain of rubber wood processing is divided into two parts: ivy (14 cm in diameter) will be processed into processed rubber wood of 70 percent. The processed rubber wood will be used all domestic because this is the government's policy that requires the continuation of the processing of rubber wood, such as in the furniture industries and construction equipment have sufficient raw materials for production. The remaining thirty percent will be used to produce plywood and thin wood. As for rubberwood with a diameter of fewer than 14 centimeters, such as firewood, branches, and tree tips, 59.3 percent will be used as fuel, and the remaining 40.7 percent will be processed into fiberboard.

3) Tertiary Industry consists of manufacturers of furniture, industries of household furnishings,

and wood products. Compared to primary and tertiary industries, the tertiary industry, especially the group of wooden furniture manufacturers, is the group that creates the most added value from rubber wood and this group has competition with foreign countries at quite a high level. Thailand's major competitors are China, Malaysia, and Vietnam which has a lower production cost. In addition, the Thai wooden furniture industry still has a problem with unstable rubber wood production depending on the policy of the state, and the budget for providing funding for the Office of the Rubber Replanting Aid Fund. It is also depending on the needs of farmers in each period. That is to say, what year the price of rubber is high, the return is worth the production. Farmers will cut less rubber or extend the rubber felling distance. As a result, the amount of land planted instead does not meet

the target, while the price of rubber is low, the demand for felling rubber trees of farmers will be high, so the production of rubber wood will increase as well. In addition, sometimes wood manufacturers prefer to export to foreign countries with higher returns than domestic sales, making wood furniture entrepreneurs more difficult in raw material management and planning. However, the quality of Thai wooden furniture is recognized by consumers all over the world and is still competitive as Thailand has advantages over domestic rubber wood, which is an important raw material for production but needs to develop its design and create its image, differentiate products from competitors including seeking opportunities from more international trade measures.

Research Conceptual Framework

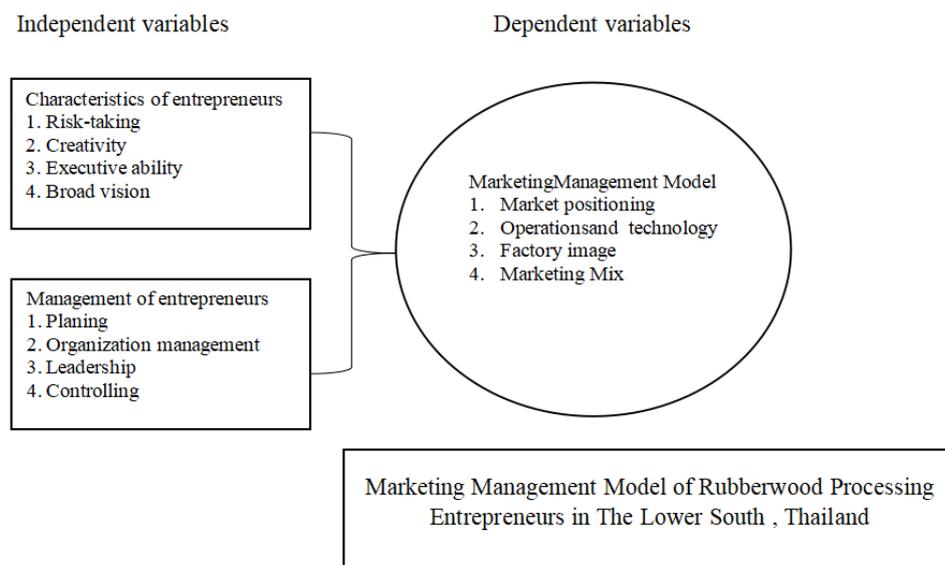


Figure 1; Research Conceptual Framework

Research Methodology

Research areas were in the lower south, seven provinces, namely Trang, Phatthalung, Satun, Songkhla, Pattani, Narathiwat, and Yala

The population in this research were rubber wood processing business entrepreneurs in the lower south. There are a total number of 139

factories (The Thai Rubber Association, 2009). The size of the sample in this study was obtained by purposive sampling. The researcher collected data from the total population who were the rubber wood entrepreneurs in the lower south and 15 key informants with at least seven years of experience through in-depth interviews.

The instruments in the research were surveys and in-depth interviews. The instruments were tested with a validity test of 0.886 and reliability is equal to 0.832.

Data Collection Method: The primary data were from surveys and interviews, and secondary data were used to support the study which made the collection of information by studying from textbooks, information from the office, and related research to serve as a guideline for this research.

The data analysis consisted of 1. Descriptive Statistics were used to find percentage, mean, and standard deviation; 2. Inferential statistics were used for hypothesis testing by using multiple regression analysis to find the relationship between one Dependent Variable and two independent variables or more. It is a statistic used to test the hypothesis when one variable can affect another variable. In addition, in qualitative data analysis, the research applied content analysis from the in-depth interviews.

Research Results

The survey results from a questionnaire of 139 factories of establishments found that the size of the establishment was small. The number of employments of not more than fifty people, the most, sixty-four of the establishments, representing 46.04 percent. A form of legal establishment as a business owner, the most, eighty-two establishments accounted for 63.50 percent. The nature of the business is the most manufacturing business, ninety-seven of the establishments, which accounted for 69.78 percent. Having a period of five to ten years in business, the most, ninety-three of the establishments accounted for 66.90 percent.

1. Characteristics of rubber wood processing business entrepreneurs

Table 1 The results of data analysis of characteristics of rubber wood processing business entrepreneurs

Characteristics of rubber wood processing business entrepreneurs	\bar{x}	S.D.	Level of Opinion	No.
1. Risk-taking	3.79	0.69	High	3
2. Creativity	3.80	0.70	High	2
3. Executive ability	3.82	0.64	High	1
4. Broad vision	3.73	0.74	High	4
Total	3.81	0.30	High	3.81

Table 1 found that rubber wood processing business entrepreneurs in the lower south had opinions about the characteristics of the rubber wood processing business entrepreneurs at a high level ($\bar{x} = 3.81$, $SD = 0.30$). When considering each aspect, it found that all aspects were at a high level, namely, the executive ability was at a high level ($\bar{x} = 3.82$, $SD = 0.64$), followed by the creativity was at a high level ($\bar{x} = 3.80$, $SD = 0.70$), risk-taking at a high level ($\bar{x} = 3.79$, $SD = 0.69$), and broad vision was at a high level ($\bar{x} = 3.73$, $SD = 0.74$) respectively

2. The management of entrepreneurs found that

Table 2 Results of the management analysis of entrepreneurs

Management of Entrepreneurs	\bar{x}	S.D.	Level of Opinion	No.
1. Planning	3.98	0.32	High	1
2. Organization management	3.84	0.35	High	2
3. Leadership	3.76	0.37	High	4
4. Controlling	3.83	0.34	High	3
Total	3.83	0.15	High	

Table 2 found that the management of entrepreneurs had opinions at a high level ($\bar{x} = 3.83$, $SD = 0.15$). When considering each aspect, it found that all aspects were at a high level, namely, planning was at a high level ($\bar{x} = 3.98$, $SD = 0.32$), followed by organization management was at a high level ($\bar{x} = 3.84$, $SD = 0.35$), controlling was at a high level ($\bar{x} = 3.83$, $SD = 0.34$) and leadership was at a high level ($\bar{x} = 3.76$, $SD = 0.37$), respectively.

3. Marketing factors of rubber wood processing entrepreneurs in the lower south

Table 3 Results of marketing factors analysis of rubber wood processing entrepreneurs in the lower south

Marketing factors of rubber wood processing entrepreneurs in the lower south	\bar{x}	S.D.	Level of Opinion	No.
1. Market positioning	3.75	0.75	High	3
2. Operations and technology	4.13	0.56	High	1
3. Factory image	3.70	0.68	High	4
4. Marketing mix	3.75	0.69	High	2
Total	3.83	0.34	High	

Table 3 found that the marketing factors analysis of rubber wood processing entrepreneurs in the lower south had opinions at a high level ($\bar{x} = 3.83$, $SD = 0.34$). When considering each aspect, it found that all aspects were at a high level, namely, operations and technology were at a high level ($\bar{x} = 4.13$, $SD = 0.56$) followed by the marketing mix was at a high level ($\bar{x} = 3.75$, $SD = 0.69$), market positioning was at a high level ($\bar{x} = 3.75$, $SD = 0.75$), and the image of the factory was at a high level ($\bar{x} = 3.70$, $SD = 0.68$), respectively.

4. Guidelines for the development of marketing management model of rubberwood processing entrepreneurs in the lower south

In the epidemic, there should be management that requires learning to adapt to the next normal era. Entrepreneurs must learn to rely on information technology and modern marketing strategies including online media channels to exchange activities that are in line with the situation. In addition, production, capital, and exports start from upstream, midstream, and downstream, so entrepreneurs must be clear and consistent with the ever-changing environment. There is also a need to plan operations including FSC entry which is a process that every plant has to control forest measures that must take into

account the progress and readiness of the rubber wood processing entrepreneurs at the moment.

Hypothesis testing to analyze the factors affecting the marketing management model of rubber wood processing business entrepreneurs by using statistical multiple linear regression analysis, the researcher collected information about the characteristics of rubber wood processing business entrepreneurs of four variables that are expected to influence the marketing management model of rubber wood processing business entrepreneurs and used to analyze linear multiple regression and create estimate standard of one dependent variable that is a marketing management model of a rubber wood processing business entrepreneurs from four independent variables.

X1 = Risk-taking

X2 = Creativity

X3 = Executive ability

X4 = Broad vision

X = Management of rubber wood processing entrepreneurs

Y = Management model of rubber wood processing entrepreneurs

Table 4 Statistical values used to consider the appropriateness of the multiple regression equation of the overall variables of factors affecting the marketing management model of rubber wood processing business entrepreneurs

R	R Square	Adjusted R Square	Std. Error of the Estimate
.622	.561	.532	.289

Table 4 found that the appropriateness of the multiple regression equation of the overall variables of the factors affecting the marketing management model of rubber wood processing business entrepreneurs had a relationship with the marketing management model of rubber wood processing business entrepreneurs at a high level (0.656). The four independent variables included in the multiple regression model were risk-taking, creativity, executive ability, and managing broad vision which can

explain the variation of the independent variable at 62.20 percent with the standard error of the estimate at .289.

Table 5 Testing of independent variables, and factors affecting the marketing management model of rubber processing business entrepreneurs. Each aspect can predict the marketing management model of rubber wood processing business entrepreneurs.

	Sum of Squares	df	Mean Square	F	P-value
Regression	14.200	4	2.871	46.013	.000*
Residual	19.931	135	0.091		
Total	34.131	139			

Table 6 Regression coefficients of factor variables affecting the marketing management model of rubber wood processing business entrepreneurs

forecast variable or independent variables	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std. Error	Beta		
(Constant)	1.973	0.164		7.883	0.000*
Risk-taking	0.139	0.030	0.076	1.308	0.192
Creativity	0.072	0.092	0.103	4.882	0.000*
Executive ability	0.183	0.048	0.039	4.927	0.000*
Broad vision	0.291	0.041	0.193	2.391	0.000*

* Statistically significant at the 0.05 level.

Table 6 showed the predictor coefficients in terms of raw score (B) or the coefficient of estimated standard score format (Beta) affects the criteria variables positively with statistical significance at the .05 (* $p < 0.05$) level, thus, creating a marketing management model equation of variable rubber wood processing business entrepreneurs which takes the form of a linear multiple regression equation and in the form of standard score data as follows.

The equation in raw score form

Management model of rubber wood processing business entrepreneurs = 1.973 + 0.139 (Risk-taking) + 0.072 (Creativity) + 0.183 (Executive Ability) + 0.291 (Broad Vision).

The equation in standard score form

Marketing management model of rubber wood processing business entrepreneurs = 0.076 (Risk-taking) + 0.103 (Creativity) + 0.039 ((Executive Ability) + 0.193 (Broad Vision).

* Statistically significant at the 0.05 level

Table 5 found that there were independent variables in the factors affecting the marketing management model of rubber wood processing business entrepreneurs at least one variable that affects the marketing management model of rubber wood processing business entrepreneurs with statistical significance at the .05 level. The independent variable was chosen as a stepwise method. The Y variable entered the multiple regression model. The marketing management model of rubber wood processing business entrepreneurs consists of risk-taking, creativity, executive ability, and broad vision.

From the estimated equation of the marketing management model variables of the rubber wood processing business entrepreneurs, it found that the most correlated with the marketing management model of the rubber wood processing business entrepreneurs, Beta = 0.193, followed by creativity (X2), Beta = 0.103, risk-taking (X1), Beta = 0.076., and the management ability (X3) Beta = 0.039.

Discussions

1. Characteristics of rubber wood business entrepreneurs found that rubber wood processing business entrepreneurs in the lower south had opinions about the characteristics of the rubber wood processing business entrepreneurs at a high level ($\bar{x} = 3.81$, $SD = 0.30$). When considering each aspect, it found that all aspects were at a high level, namely, the executive ability was at a high level ($\bar{x} = 3.82$,

SD = 0.64), followed by the creativity was at a high level ($\bar{x} = 3.80$, SD = 0.70), risk-taking at a high level ($\bar{x} = 3.79$, SD. = 0.69), and broad vision was at a high level ($\bar{x} = 3.73$, SD. = 0.74) respectively. Overall, the characteristic of entrepreneurs' management is largely in the current situation managed by preparing in every way as much as possible to operate the business under specified conditions. It is consistent with the research of SME Development Research Institute Prince of Songkla University Network (2016) found that the target group had a moderate attitude towards adaptive potential, indicating that the target group had the highest level of adaptation potential in raw material diversity, which was higher than the potential in adjusting other dimensions and other aspects that are at a moderate level. This reflects that, in other areas, it has the potential to adapt to the transformation of ASEAN free trade at the same level. Considering the cross table shows that the target groups have different adaptive potentials. However, it found that the data were grouped, namely, the target group had the most moderate score both the raw score and the average score of all questions which contains information that corresponds to the interview showing that the target group had shown preparation for entering AEC and had driven mechanisms for developing organizational potential in various dimensions for adaptation for some time.

The potential for adjustment in production was revealed to be at a moderate level. The variety of raw materials is at a high level, followed by the potential of raw materials and production standards. This is in line with the interviews mentioned on the development of skilled labor, skills in the production of labor, developing production technology to meet standards, and quality products to create a competitive advantage in production.

The market adjustment performance was found to be at a moderate level which supports the purchasing power of consumers that have the highest average rating, followed by the variety of products and their support for the purchasing power of consumers. This is in line with qualitative research that mentions the base of existing customers and the opportunity to build

a base of new customers by creating a variety and differentiation of products.

The support industry was found to be at a moderate level merging into a network with other agencies at the highest average score, followed by utilities such as electricity and water, which are efficient enough and telecommunication is convenient enough to communicate. This is consistent with the qualitative research that has been mentioned about networking and focuses on communication technology.

The exposure to the trade liberalization policy of the organization was found to be at a moderate level which the organization has goals clearly in resource development and had the highest average score, followed by sufficient resource management to operate, and supporting personnel to have a thorough knowledge and understanding continuously had an average score as equal as to the expected performance results. This is consistent with qualitative research that stated to set clear goals and results in the organization's personnel development can affect the personnel development continuously. This is also consistent with Jannie Faustino's (2012) study on the development of the entrepreneurial model for institutional change. It showed that the development of entrepreneurs is improvements that combine technology and political possibilities. One of the key components is learning through practice that will help reduce the complexity caused by institutional change. This entrepreneurial development model is also a polar opposite of the old idea of placement emphasis and goals in advance which most often cannot be adapted to the reality of the ever-changing political economy. The researcher can conclude that the characteristics of rubber wood processing entrepreneurs in the lower South are consistent with relevant research in the field of management because it is a prerequisite for entrepreneurs to operate under the objectives set forth by the business.

2. The management of entrepreneurs found that the management of entrepreneurs had opinions at a high level ($\bar{x} = 3.83$, SD = 0.15). When considering each aspect, it was found that it was

at a high level in all aspects, namely planning, with a high level of opinion ($\bar{x} = 3.98$, $SD = 0.32$), followed by organization management had opinions at a high level ($\bar{x} = 3.84$, $SD = 0.35$), the controlling had a high level of opinion ($\bar{x} = 3.83$, $SD = 0.34$) and the leadership had opinions at a high level ($\bar{x} = 3.76$, $SD = 0.37$), respectively. The levels of planning that entrepreneurs had opinions that need to be prepared first to operate the business to have the potential to work even more. This is consistent with Chiwan Thonglodsang et.al (2017) studied the knowledge development approach for entrepreneurs of University Business Incubation (UBI), Upper Northeast in Thailand. The results showed that the main problem of entrepreneurs in the UBI in the upper Northeast is the lack of knowledge in business management, (marketing and product development), accounting (finance management and funding sources), and modern technology such as online media, and social media communication respectively. In addition, the main obstacle for UBI operators is the limited accessibility of raw material resources, difficulty to access, and prices change according to the seasons, such as the rainy season, high humidity, and soil prices will be increased. As a result, the cost of producing interlocking bricks is also higher. It also found that the product life was short, the cost of transportation was high, and new competitors were constantly entering the market, so these things are caused by the environment with the total variation. If a new service model is developed along with building a business network, it allows for managing the limited available resources and cost-effective management.

Such problems and obstacles are factors that make UBI entrepreneurs decide to join this project to systematically increase their business competitiveness and develop products for the future business success of project managers and deputy project managers. It found that the success factor of this project is the allocation of time to closely assist entrepreneurs in the area. Most of the project management team have expertise in marketing, account management, and computers, respectively. It can effectively transfer the use of computers in combination with modern technology which is considered a

factor that creates outstanding for entrepreneurs with innovative technology, especially the use of various Internet networks that help in business operations. This is consistent in terms of the administrative process, planning, and controlling so that the entrepreneurs' operations had potential and they can solve problems very well. In addition, it can also create marketing factors for better channel expansion.

3. Marketing factors of rubber wood processing entrepreneurs in the lower south region found that market factors of rubberwood processing entrepreneurs in the lower southern region had opinions at a high level ($\bar{x} = 3.83$, $SD = 0.34$). When considering each aspect, it found that all aspects were at a high level, namely, operations and technology were at a high level ($\bar{x} = 4.13$, $SD = 0.56$) followed by the marketing mix was at a high level ($\bar{x} = 3.75$, $SD = 0.69$), market positioning was at a high level ($\bar{x} = 3.75$, $SD = 0.75$), and the image of the factory was at a high level ($\bar{x} = 3.70$, $SD = 0.68$), respectively. Marketing factors are important to the operation of entrepreneurs and in the field of technology is the main factor in marketing promotion to increase channels for expanding products into the market with a response that is convenient and fast suitable for today's era. This is consistent with the research by Judy Matthews (2007), who studied creativity and entrepreneurship near or far. The study found that entrepreneurship and creativity are closely linked to many issues which are related to the importance of attitude, ideas, inspiration, image, creativity, and entrepreneurship which are all important at both the organizational and individual levels. This also includes the imagination, goals, aspirations, knowledge, skills, and other factors that, despite their different roles, play a role in the success of an organization. However, entrepreneurship and creativity are not fixed but will change according to processes and personalization. Moreover, Balant and Lindsay (2010) conducted a research study on innovative competence, characteristics of entrepreneurship, and hotel business capabilities in Australia. It found that innovation capability had a positive relationship with business competence, risk-taking is the basis of characteristics of entrepreneurship, and

it was a suitable feature for small service businesses out of town and in a controlled environment. It also concluded that the characteristics of entrepreneurship had no effect on Business capabilities and are not related to innovation capability. This is consistent with research by Alegre and Chiva, (2009) that examines the characteristics of entrepreneurship, innovation, and business capabilities in the importance of organizational learning capability. Furthermore, Blaster and Sinkula (2009) studied "Relative Effects on Marketing Attributes and Characteristics of Entrepreneurship to profits in small businesses". It found that the characteristics of entrepreneurship had no effect on organization capacity, but it was the innovation capability that directly affected the organization's capability.

However, the study is consistent in terms of operations under information technology and innovation to promote business operations from a wider perspective and it can also raise entrepreneurs in terms of learning and adding better skills.

4. Guidelines for the development of marketing management model of rubberwood processing entrepreneurs in the lower south found that, in the current situation, there is still a slowdown in various factors, especially investment due to the current condition during the epidemic, there should be management that requires learning for adapting to the next normal era. The entrepreneurs must learn based on information technology and modern marketing strategies including online media channels to exchange activities that are in line with the situation. In addition, production, capital, and exports start from the primary, secondary, and tertiary and entrepreneurs must be clear and compatible with the ever-changing environment. It also requires planning operations which include FSC entry into the process where every factory must control forest measures that must be taken into account of the progress and readiness of the rubber wood processing business entrepreneurs at the moment. This is consistent with Xuan Jiang (2011) who studied global diffusion and creative industry transformation for Chinese Experience City in Shanghai, Beijing, and

Guangzhou. The results showed that the current situation of creative industries in China complements those that occur in the world from many aspects: 1) creative industries make a positive contribution to the economic development and communities. 2) Strategies of development of Creative industries for economic and community development are widely distributed throughout the world. 3) Creative industries vary across locations and scales, with different understandings of the intention and all policy implications leading to changes that allow for flexibility of ideas to meet diverse needs. LeBlance (2013) studied the effects of Education and experience consulting and the risk-taking of entrepreneurial success. He explains knowledge and education factors, having experience before doing business, counseling, and risk level recognized that lead to successful endeavors in the first five years of starting businesses of entrepreneurs in southwest Louisiana. It was qualitative research using In-depth interviews with sixteen interviewees. It revealed that knowledge and education have a positive impact on entrepreneurs. Participants state that knowledge and education should be viewed as continuous progress to increase the entrepreneur's capabilities. Moreover, the interviewees pointed out that counseling is important to have family and close friends. experience in entrepreneurship is important and Experienced entrepreneurs will help them make better decisions.

The interviewee also pointed out that Counseling is important to having family and close friends. Most of the supportive counseling came from family and friends. Most of the supportive counseling came from family and friends. The entrepreneur is the factor that will hinder the operation. However, the availability of information has increased educational knowledge, experience, and consulting can help reduce risks for your business even more. This is consistent with terms of developing entrepreneurs in terms of risks and learning experiences in the current situation that entrepreneurs should prepare for.

Hypothesis test results in analyzing the factors affecting the marketing management model of

rubber wood processing business entrepreneurs found that the marketing management model of rubber wood processing business entrepreneurs showed that the broad vision (X4) had the most correlated with the marketing management model of the rubber wood processing business entrepreneurs, Beta = 0.193, followed by creativity (X2), Beta = 0.103, risk-taking (X1), Beta = 0.076., and the management ability (X3) Beta = 0.039. It is consistent with the research of Kwanpapassorn Chanthong (2014) who studied the influence of background, entrepreneurial orientation, and social network on the business success of Ratchaburi Province. The study found that the entrepreneur's age and firm age have negatively influenced entrepreneurial orientation, the entrepreneur's work experiences and firm size have a positive influence on entrepreneurial orientation, and the entrepreneur's age and education level, as well as entrepreneurial orientation, have a direct effect on social networks, entrepreneur's education level has negatively influenced to business success, firm size and social networks have directed influence to business success significantly.

This is consistent in terms of the influencing factors of the development model implemented by entrepreneurial attributes are part of the drive, and the study also influences the success of the business as well.

Recommendations

Recommendations for this research

1. Characteristics of entrepreneurs in terms of management ability, entrepreneurs should set goals and be able to correct problems to achieve success according to the goals set, including analysis of obstacles, and preparing solutions to problems.
2. The marketing management model is the main factor in the development of the entrepreneurial model in business operations. In addition, the entrepreneurs should consider innovation and technology that should be ready for the opening of marketing channels to affect business operations by the current situation.

Recommendations for the next research

1. There should be a study at the national level because the business of rubber wood processing has expanded widely the transportation which should be studied as part of marketing management in terms of costs and channels distributed to create a variety of business.
2. There should be a study about the modern marketing management of entrepreneurs by the operations in the next normal era.

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