COMPETITIVE LEVEL OF VARIABLES ENTREPRENEURIAL POTENTIAL, INNOVATION, MANAGEMENT AND MARKETING STRATEGIES 8PS AFFECTING THE SUCCESS OF PALM OIL INDUSTRY IN THAILAND

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ABSTRACT

Objective is to study the level of competitiveness variables Entrepreneurial Potential, Innovation Management and Marketing Strategies 8Ps affecting the Success of Palm Oil Industry in Thailand. The population was 620 palm oil industry entrepreneurs in Thailand. The sample size used in this study was 400 people selected by a multi-stage sample from palm oil industry entrepreneurs in Thailand. Table 1 found that entrepreneurial potential (ETPTT) was at a high level with an average of 3.97. Considering each aspect, it was found that Dynamic Vision (DNVS), Technology into Business (TNBS), Market Changes (MLCH) were all high with an average between 3.87-4.05. The 8Ps (MKSG) marketing strategy was high with an average of 3.87. Considering each aspect, it was found that Product Strategy (PDSG), Price Strategy (PCSG), Distribution Strategy (DTSG), Marketing Strategy (MPSG), Packaging Strategy (PGSG), Salesforce Strategy (SLSG), Outreach Strategy (NRSG), Implementation Strategy Power (PWSG), were all high with an average between 3.63 - 4.12. Management Innovation (MMIN) is at a high level with an average of 3.72. When considering each side found that Product aspect (PDSD), Process aspect (PRCS), Service aspect (SRVE) were all at high level with an average between 3.66 - 3.80. High level of competitiveness (CPPT) with an average of 3.91. Considering each aspect, it was found that Quality Product (QLPD), Market Power (MKPW), Good Customer Impressions (IMCM) were all high with an average between 3.73 - 4.11.

Keywords: Entrepreneurial Potential, Innovation, Management and Marketing Mixed, Palm Oil

INTRODUCTION

Currently, global production and consumption are increasing. In 2018, palm oil production amounted to 70.6 million tons and consumption was 66.4 million tons, accounting for 39.7% of total oil production. All kinds of plants and consumed were 38.6% of all vegetable oil consumption. The main production sites in Indonesia and Malaysia accounted for a combined 83.8% of the world's production, and both countries were the world's major exporters. While the major importers were India, the European Union, China, Pakistan and others (Agriculture

Research Development Agency (Public Organization), 2017).

The success of the palm oil industry in both domestic and international market competition arises from the ability of entrepreneurs, who use marketing tools to create competitive power. Moreover, it support quick customer' responds, trade partners and trade networks such as palm oil producers. They have to confidence, satisfaction, and loyalty in bringing products to sell to oil mills and the palm oil industry continuously. As a result, the palm oil industry has higher operating performance and income due to the popularity of both domestic and foreign customers. Many scholars have given ideas about the success of the palm oil industry. Churak et al. (2020) found that hybrid oil palm varieties had high yielding potential. All cultivars had oil content per bunch higher than the standard, 22%, and all cultivars had oil content per fresh shell higher than 45%. This is an oil palm product that can be extracted to obtain high quality and quantity oil. It is to create competitiveness in the market of the oil industry that will lead to higher incomes and build a network of oil palm growers to ensure the purchase price that satisfies the farmers.

At present, the problem of the palm oil industry is still facing the oversupply situation. Palm oil farmers and Entrepreneurs still face market uncertainty and unstable prices from market conditions. In addition, crude palm oil extraction mills that must compete for raw materials will push up the production cost of crude palm oil. These affects overall income. The refined palm oil refinery may be pressured by other substitute products whose prices tend to stay at a low level as well and traders of oil crops used to produce vegetable oil affected by oil palm farmers. Therefore, it is necessary for the government to issue policies to support and promote so that the palm oil industry has the least impact and can continue to operate steadily. Another problem facing the palm oil industry is Thailand's oil palm products. They are an import substitution industry because the production volume is small compared to the consumption demand. And the cost of production is high compared to Indonesia and Malaysia. They make them unable to compete with foreign countries. The market is quite limited. Most importantly, palm oil is an environmental problem that is of general concern to consumers. In addition, there are production structure problems that affect operations such as farmers palm oil mill. The pure oil refinery is separated in operation, resulting in instability in the market causing the system to lack continuity, bringing innovation and technology to use in each part differently. Resulting in the efficiency of upstream production Midstream and downstream have different efficiency of palm oil production so quality cannot be controlled to meet demand. This affects the palm oil market and business success. In addition, operators are unable to build competitiveness in the market and develop palm oil production to expand the market. Both within the country and abroad effectively causing the oil palm industry in Thailand to be unsuccessful and unable to create market power. It's a lost business opportunity. Therefore, the researcher is interested in studying the success factors of the palm oil industry in Thailand. It creates market competitiveness for the palm oil industry in Thailand. It grows sustainably and able to develop the economy of Thailand to be stable forever.

RESEARCH OBJECTIVES

To study the level of competitiveness variables Entrepreneurial Potential, Innovation Management and Marketing Strategies 8Ps affecting the Success of Palm Oil Industry in Thailand

Population scope and sample

In this research, the population was 620 palm oil industry entrepreneurs in Thailand (Department of Business Development, 2021).

Quantitative samples were obtained by determining the sample size by setting the proportions. From the observation variables using model calculations according to the criteria set by Kline (2016) that defined samples using a ratio of 1: 20 units in terms of the ratio of the number of samples to the number of model parameters that must be estimated with statistic. The sample size used in this study was 400 people selected by a multi-stage sample from palm oil industry entrepreneurs in Thailand.

Qualitative samples Data were collected by in-depth interviews with 10 palm oil industry entrepreneurs in Thailand and 10 experts in the palm oil industry in Thailand, totaling 20 people by Purposive Sampling and analyzing the data with content analysis.

Variable scope

The variables used in this research reviewed the literature and was able to summarize the variables. In this study, there are two types:

1. Internal variables are variables on the competitiveness and success of the palm oil industry in Thailand.

2. External variable is a potential entrepreneurial variable, Management Innovation and Marketing Strategies 8Ps.

LITERATURE REVIEW

Majid et al. (2021) studied the framework and impact of the Sustainable Palm Oil Certification Program. It found that Sustainability certification schemes have been applied to the palm oil industry in response to addressing the environmental and social impacts associated with the development of the industry. The first palm oil certification program, the Roundtable of Sustainable Palm Oil (RSPO), was established in 2004. It followed by other initiatives of the government to ensure sustainable palm oil production. Indonesia and Malaysia which are two of the world's largest producers of palm oil. Indonesia Sustainable Palm Oil (ISPO) and Malaysia Sustainable Palm Oil (MSPO) were established in 2011 and 2015 respectively. There has been extensive research on RSPO compared to MSPO and ISPO. Therefore, more research on MSPO and ISPO is needed to understand the dynamics of sustainability certification implementation to achieve the Sustainable Development Goals (SDGs).

Tan (2021) studies resources, capabilities and relationships that have an efficiency impact for palm oil processors. This was a quantitative study involving 330 palm oil processing companies, comprising 283 mills, 31 refineries and 16 Oleochemical companies. The overall response rate was 69%. There are significant differences between milling, refining and Oleochemicals in factors such as access to modern technology, corporate reputation, market orientation, innovation, productivity, commitment and awareness of market variability. The results indicate that the two most important sources of information in market performance predictions are the availability of raw materials and access to cutting-edge technology. In terms of ability, the most important predictor of marketing effectiveness is marketing orientation and creativity. Correlation quality does not play a significant role in predicting market performance. This is probably because most companies follow the Asian business context. In terms of the organization's ability to forecast financial performance shows that the most important factor is the learning orientation of the organization. Affinity quality is the main mechanism for conveying the impact of competence, especially in terms of market orientation, learning orientation and innovation. They are resulted to performance of companies. The findings indicate that the key resources for success are the availability of raw materials and access to modern technology. The key competency for success is market orientation, learning orientation and creativity. The key characteristics of a relationship are trust and commitment. This is because the quality of relationships increases the impact of resources and their ability to achieve better business results.

They are ability variables (market orientation learning approach creativity and productivity) and the combination of correlation quality variables (trust commitment and cooperation) which are relevant and important to palm oil processing companies in Malaysia.

Heriyanto et al. (2021) studied Sustainable Competitive Advantage: A Case Study of Palm Oil Industry in Indonesia. This is a quantitative study of 81 entrepreneurs in oil palm plantations in Indonesia. It was analyzed by structural equation modeling. It was found that there is an opportunity to increase sustainable competitive advantage and create sustainable competition. The advantage is determined by the palm oil industry's ability to use limited resources and capacity in the palm oil industry in Riau is moderate.

Ayub et al. (2021) studied promoting a cleaner, more sustainable production paradigm of environmentally friendly palm oil. It found that a critical analysis must set long-term goals to promote the country's circular economy (CE) and the environment in pursuit of controlling the environmental threat of carbon-containing industrial waste. Different pretreatment techniques are used for converting to other value-added materials. This review is aimed at the intentional use of large amounts of palm oil ash (POFA) generated by waste from palm oil processing facilities in major palm oil producing countries. Health Efforts to establish a sustainable clean production system (SCP) instead of unmanaged disposal of POFA. Major palm oil producing countries should tackle the emerging problem of unsafe environments, power consumption and landfills of POFA. They are using reuse, reduce and recycle principles. An extensive literature survey of 463 papers published over the past 26 years indicates that POFA can be used effectively in concrete production. They replace cement without compromising strength, performance and durability from research to related research on the application of POFA in the cement industry and other areas. A circular economy model has been proposed to support the concept of Zero Waste and SCP. It will encourage technical personnel and decision-makers to develop policies and strategies that can prioritize the effective use of POFA in their implementation. It is variety mainly focusing on concrete production not only to eliminate land and water pollution but also to obtain economic benefits.

Sorocaba (2021) examined the diversity of the palm oil industry's global sustainability standards. The finding of this research were the increasing environmental impact of global agricultural production. Commodities have created new regulations aimed at more sustainable production. Therefore, Sustainability Standards (SS) are seen as tools for regulating transnational trade because they increase the likelihood of commercial products coming from sustainable sources. It should monitor the palm oil market which is an important and fast growing industry worldwide. Thus exploring how the multiplicity of Sustainability Standards (SS) affects trade. A model analysis has been developed that attempts to reconstruct the potential impact of multiple sustainability standards (SS) on commercial costs. It considers the interactions between different models, such as competition, cooperation, and models assessing possible direct and indirect impacts on the environment and cost of trade for producers. The results suggest high inequality and balanced synergies. That combines competition and cooperation in the standard market. Collaborative dynamics will create learning and innovation processes in standard markets without stopping the competition for new members.

Majid et al. (2021) studied the sustainable palm oil certification framework and its impact. Sustainability certification schemes have been found to address the negative environmental and social impacts associated with industry development. The first palm oil certification program, The Roundtable of Sustainable Palm Oil (RSPO), was established in 2004, followed by other initiatives to achieve sustainability palm oil production in Indonesia and Malaysia. Two of the World's Largest Palm Oil Producers Establishment of Indonesia Sustainable Palm Oil (ISPO) and Malaysia Sustainable Palm Oil (MSPO) were in 2011 and 2015 respectively. Implementing Sustainability Certification in the Palm Oil Industry can contribute to achieving the Sustainable Development Goals (SDGs).

Wong et al. (2021) studied the synthesis of cellulose/nano hydroxyapatite composite

hydrogel sorbents for removal of heavy metal ions from palm oil mills. It found that hydrogels remove heavy metals from industrial wastewater. It was tested by Palm Oil Mill Effluent (POME), which is industrial wastewater from palm oil mills. The addition of nano hydroxyapatite to the cellulose hydrogel matrix was successful in enhancing the hydrogel adsorption capacity in the extraction of heavy metal ions. Success of hydrogel composites in the removal of heavy metals is an important achievement in the field of industrial wastewater treatment. This is because nanohydroxyapatite produced from shell residues and cellulose powder. They are used as raw materials to synthesize the composite instead by using chemicals that are harmful to the environment.

Kaniapan et al. (2021) studied the use of palm oil and palm meal and their associated challenges as sustainable alternatives in the biofuel sector. Bioenergy and Transportation Finds: Rethinking the exponential importance of energy over the last century has led to the provision of energy solutions to replace conventional fossil fuels. However, the use of fossil fuels has caused serious environmental problems. Identifying other renewable energy sources Beneficial for the global energy transition. Biomass is a sustainable alternative. For renewable resources that can produce cleaner, cheaper and future-ready energy sources. The palm oil industry is ideal for its abundant biomass resources, where the residues are important for energy production through the simultaneous conversion of biomass waste into value-added products. The use of palm oil and its residues in the energy and transport sectors. Evaluation and feasibility of palm oil and palm oil residues by current valuation methods such as thermochemical and biochemical techniques. As a transportation fuel, it was examined simultaneously, followed by a discussion of the future challenges the palm oil industry faced globally and opportunities from governments and NGOs to develop palm oil as a sustainable substitute for fossil fuels Sustainable by reducing environmental problems.

Arguelles-Arguelles et al. (2021) studied the life cycle assessment of green diesel production by hydrodeoxidation of palm oil. It is fossils with other clean energy and biofuels. Environmental Impact Assessment of Renewable Diesel Production using the life cycle assessment Considered from five steps: palm planting, cultivation, harvest palm oil extraction palm oil refining environmentally friendly diesel production Analysis shows CO2 emissions are reduced by about 110% compared to conventional diesel production. The production of renewable diesel fuel has an environmental impact in the human toxicity category due to the high consumption of agricultural chemicals during palm cultivation Palm plantation efficiency is a factor that greatly affects the impact potential. And replacing agricultural chemicals with bioproducts are some ways to improve planting efficiency and significantly reduce the environmental impact. As for the production technology, it is still under development.

Bello (2021) discusses the use of Aston Martin's 8Ps marketing mix strategy in a major restructuring in the British Ferrari (Autocar). It uses the Marketing Mix 8Ps. It is used to analyze a Ferrari marketing mix that includes high tech products priced at the top of the market by 168 Dealer Network. In 2020, Aston Martin's promotion of restructuring and new strategy has changed more channels of promotion. Participants are involved at various levels through the customer journey, which are defined by modern industry standards will become more diverse and complex. Physical evidence of the online presents Aston Martin. This is overall look of the brand. And the physical location is all convey the same consistent message and sentiment. Moreover, it shows a sense of sophistication and appropriate luxury as specified by the company. This is sustained through tight controls over dealership management. The process can vary greatly depending on individual participation. All services are more personal and improvements in digital technology. They should strengthen those services. It is one of the characteristics that most modern innovations and refinements in the industry. This circulates using the 8Ps marketing strategy

Runtuboi et al. (2021) studied oil palm plantations, forest conservation and indigenous in West Papua province. It found that palm oil plantations are expanding to eastern Indonesia,

particularly in the province of West Papua. Many palm oil permits issued in West Papua occupy forest areas rich in biodiversity intact, which are of great value to the social and cultural life of indigenous Papuans. Oil palm plantation affects the economy and conservation as a whole.

Hanafiah et al. (2021) studied the impact of Malaysian palm oil on the Sustainable Development Goals by studying 234 articles. It was found that the impact on health Society and economy, environment and biodiversity in the context of Malaysia and discuss mitigation strategies based on the Sustainable Development Goals (SDGs).

Ayompe et al. (2021) examined investment in the palm oil trade by smallholder farmers from Africa. It showed that it is the increased investment in oil palm plantations by smallholders causing deforestation motivated by financial profits or other factors. Assessment of the financial viability of small-scale farmers, intermediaries or agro-industrial companies operating mills to produce palm oil. Data collected in four palm oil production basins in Cameroon, and assessing the life cycle of oil palm cultivation and CPO production to understand financial profitability. The payback period (PBP), internal rate of return (IRR), cost benefit ratio (BCR), and net present value (NPV) for a hectare of oil palm plantations over 28 years at a base discount rate of 8% were used to assess the viability. The results showed that smallholder farmers made more money from processing for production rather than sales.

Hamer et al. (2021) studied forest proximity as a medium of exchange between productivity and bird biodiversity in oil palm plantations. It found that there is an impact of agricultural expansion on biodiversity, especially in the tropics Proximity to natural habitats. They can increase the biodiversity of farmlands and ecological benefits of alternative farming strategies.

Heriyantoa et al. (2021) studied the measurement of natural environmental strategies to create innovation and competitive advantage of the palm oil industry by studying palm oil industry operators in Riau Province Indonesia with a sample size of 115 people. Data was analyzed by structural equation modeling (SEM), it was found that companies that are aware of the natural environment will gain sustainability and competitive advantages. Innovation will be created in the palm oil industry if companies are to improve business processes and good corporate governance through investments in information and communication technology. Strategic Planning of the Palm Oil Industry for Innovation and Competitive Advantage from Natural Environment Awareness, it contributes to the success of the palm oil industry.

Dompreh et al. (2021) studied stakeholder perceptions of the drivers, impacts and barriers of certification in Ghana's cocoa and palm oil sectors. This is a qualitative study involving 36 expert interviews. It reveals that the challenges of cocoa and palm oil certification in Ghana through analysis. Recognition is quite diverse, which reflects the position of stakeholders in Certification process for both agricultural crops. Stakeholders recognize that market-related factors drive the adoption of standards. And limitations related to finance challenged widespread acceptance. There are significant trade-offs and power imbalances in the certification process, which shows different due to Variation in the overall implementation and regulation of the value chain

Onn (2021) found that Malaysia's palm oil exports to developed countries were more affected. It has been accused of unsustainable environmental practices. A palm oil certification system has been introduced to address these issues. Indonesia and Malaysia produce about 85 percent of the world's palm oil. The two countries have fought allegations of unsustainable palm oil practices with governments and consumers in developed countries threatening to boycott its use Palm oil in food and biofuels. The expansion of oil palm plantations is often linked to biodiversity loss, open burning and transboundary haze pollution in Southeast Asia. It is therefore proposed to ensure that sustainability concerns are addressed. Sabah State in East Malaysia takes the lead by not simply pushing for the current force. Malaysia's Standard for Sustainable Palm Oil (MSPO), but also towards certification Roundtable for Sustainable Palm Oil (RSPO), coming into force by 2025, has taken important steps towards achieving certification. This makes Sabah

the first state in Malaysia to adopt both standards. While Malaysia's Sustainable Palm Oil Certification (MSPO) standards are rigorous in their own right, moving towards the RSPO would be the way forward as it is internationally recognized.

SUMMARY AND DISCUSSION

Innovation Influences Competitive Advantage shows that most innovations come from reinvent production methods have been improved. It is novel and modern that effort to seek new business opportunities to create new products, new target market and organizational development, including supporting competitive advantages. This is also caused by changes in the external environment whether is technology modern knowledge inevitably affects the development of innovation.

Therefore, businesses should develop new concepts or methods or build upon existing. They are created a new one through the process of using knowledge Creativity to create value of goods or services (Purchase & Volery, 2020; Gupta et al., 2016). It shows that the creation of competitive advantage is related to the performance, which here means financial performance and operating results that not financial. The financial performance is the profitability of the company in all aspects and the non-financial performance. It is about creating satisfaction and retaining customers by offering quality products and services. Hotel operators focus on creating competitive advantage strategies, especially for non-financial performance. They emphasis on customer satisfaction and retention and quality service (Duric, Z., & Potočnik Topler, J., 2021).

Marketing innovations influence performance. It showed how to create appropriate marketing innovations. This is important to the results operation of the hotel business. Innovation management is widely recognized as an important factor in increasing hotel performance leads to innovation research, examination of innovation initiatives and behavior hotel innovation. The impact of innovation and innovation behavior on financial performance and not financial And innovation behavior has a positive effect on customer orientation in business (Duric, & Potočnik Topler, 2021).

RESEARCH METHODOLOGY

In this chapter, the researcher defines the presentation of research methods according to the following issues: Quantitative research approach consists of (1) population and sample (2) sample size (3) random sampling (4) research tools (5) Quality of tools (6) Data collection (7) Data analysis. Qualitative research approaches consist of (1) population and sample (2) sampling (3) research tools (4) data collection (5) data validation and (6) data analysis.

Quantitative research approaches

1. Population and sample

In this research, the population was **620** palm oil industry entrepreneurs in Thailand (Department of Business Development, 2021).

Quantitative samples were obtained by determining sample size with estimation from the observation variables in the ratio of **1** to **20.** In this research, there were **20** observational variables. The researcher therefore set the sample size at **400** people by selecting a multistage sample from palm oil industry operators in Thailand.

2. Sample size

This research was a study using a structural equation model to analyze the relationship

causal between variables. This was the use of advanced research statistics. Therefore, the size of the sample must be considered to be appropriate. It started from considering the number of variables, notice how many there are (Nunnally, Bernstein, & Berge, 1967). The sample size must be at least 20 times the observed variable (Jackson.2003 ; Hair,Ringle ,& Sarstedt, 2011). There were 20 observational variables, the researcher therefore determines the sample size of 400 samples.

3. Sampling

The researchers used multi-stage random sampling. In order to obtain a sample group, the details are as follows.

Step 1: Divide Thailand into 6 regions: the North, the Northeast, the Central, the East, the West and the South.

Step 2 Each region is randomly randomized to get 5 provinces per region, totaling 30 provinces.

Step 3: Each province in the 6 regions was randomly randomized, 13 - 14 people per province, with a total of 400 samples.

4. Research Tools

Preparation of research tools in quantitative research, the researcher used questionnaires as a tool for data collection. They were collected from entrepreneurs in the palm oil industry in Thailand.

The structure of the questionnaire is closed-ended, divided into 6 sections as follows:

Part 1: The characteristics of the respondents consisted of 5 items, namely gender, age, education, net profit from business per year for palm oil industry operators in Thailand in each province.

Part 2: A questionnaire on the perception of palm oil industry entrepreneurs in Thailand was related to their competitiveness, quality products, market power and a good image from customers with 24 items.

Part 3: Perceptions questionnaire of palm oil industry entrepreneurs in Thailand consisted of entrepreneurial potential, dynamic vision, bringing technology into business and keeping pace with market changes at 24 items.

Part 4: Perceptions questionnaire of palm oil industry entrepreneurs in Thailand included management innovation, product aspects, process aspects and service aspects by 24 items.

Part 5: Perceptions questionnaire of palm oil industry entrepreneurs in Thailand consisted Marketing Strategy 8Ps, Product Strategy, Pricing Strategy, Distribution Strategy, Marketing Promotion Strategy, Packaging Strategy, Salesperson Strategy, Information Strategy and Power Strategy at 64 items.

Part 6: Perceptions questionnaire of palm oil industry entrepreneurs in Thailand consisted of the success of the palm oil industry in Thailand, loyalty of farmers in bringing their produce to sell and consistently high performance. They were popular in both domestic and international markets at 24 items.

For part 2 to part 6, the researcher has created a tool. By asking questions from the objective part of the question. from a literature review and related research was designed as a questionnaire. Estimation scale uses the Likert scale (Likert, 1932) is a score-integrated scale. Sampling answers in this type of scale are divided into 5 ranges: the highest equal to 5 points, high equal to 4 points, moderate equal to 3 points, low equal to 2 points and the least equal to 1 point.

RESULTS

Part 1 Results of the study of general information of the sample

Collecting data with a sample of palm oil industry entrepreneurs in Thailand was 400

people, details are as follows:

It was found that most of the samples were male, 232 people, representing a percentage at 58.00. They are over 46 years old, 132 people, representing 33.00 percent bachelor's degree, 156 people, representing 39.00 percent. The net profit from business per year 1-20 million baht from 156 people was representing 39.00 percent.

Part 2 The results of the study of competitive potential variables, entrepreneurial potential, management innovation and 8Ps marketing strategies that affect the success of the palm oil industry in Thailand.

Researcher conducted data collection with a sample of 400 people using a 5-level questionnaire (Rating Scale) and analyzed the data with descriptive statistic, including finding the mean, standard deviation and the interpretation of the score range is defined as follows:

Average 4.51 – 5.00 means very high level
Average 3.51 – 4.50 means high level
Average 2.51 – 3.50 means moderate level
Average 1.50 – 2.50 means low level
Average 1.00 – 1.50 means very low level
Details are as follows:

Table 1: Mean, Standard Deviation and interpretation of potential variable levels in competition Entrepreneurial potential management innovation and marketing strategy 8Ps affecting the success of the palm oil industry in Thailand (n=400).

Variable	M	S.D.	Result
Entrepreneurial potential (ETPTT)			
Dynamic Vision (DNVS)	4.05	.51	High
Technology into Business (TNBS)	3.87	.53	High
Market Changes (MLCH)	4.00	.53	High
Average Total	3.97	.52	**High**
Marketing Mixed Strategy 8Ps (MKSG)			
Product Strategy (PDSD)	4.05	.52	High
Process Strategy (PRCS)	3.94	.55	High
Distribution Strategy (DTSG)	3.63	.60	High
Marketing and Promotion Strategy (MPSG)	3.78	.58	High
Packaging Strategy (PGSG)	3.99	.57	High
Salesforce Strategy (SLSG)	4.12	.51	High
Outreach Strategy (NRSG)	3.68	.57	High
Power Strategy (PWSG)	3.77	.56	High
Average Total	**3.87**	**.56**	**High**
Management Innovation (MMIN)			
Product Strategy (PDSD)	3.66	.64	High
Process Strategy (PRCS)	3.70	.61	High
Service Strategy (SRVE)	3.80	.56	High
Average Total	**3.72**	**.60**	**High**
Competitive (CPPT)			
Quality Product (QLPD)	3.73	.58	High
Marketing Power (MKPW)	4.11	.52	High
Good Customer Impressions (IMCM)	3.90	.55	High
Total	**3.91**	**.55**	**High**

Variable	M	S.D.	Result
The success of the palm oil industry in Thailand (SPOI)			
Farmers' loyalty (LYFM)	3.81	.59	High
Consistently high performance (CHPF)	3.97	.56	High
The popularity of both domestic and foreign markets (POPU)	3.74	.62	High
Total	**3.84**	**.59**	**High**

Table 1 found that entrepreneurial potential (ETPTT) was at a high level with an average of 3.97. Considering each aspect, it was found that Dynamic Vision (DNVS), Technology into Business (TNBS), Market Changes (MLCH) were all high with an average between 3.87 - 4.05.

The 8Ps (MKSG) marketing strategy was high with an average of 3.87. Considering each aspect, it was found that Product Strategy (PDSG), Price Strategy (PCSG), Distribution Strategy (DTSG), Marketing Strategy (MPSG), Packaging Strategy (PGSG), Salesforce Strategy (SLSG), Outreach Strategy (NRSG), Implementation Strategy Power (PWSG), were all high with an average between 3.63 - 4.12.

Management Innovation (MMIN) is at a high level with an average of 3.72. When considering each side found that Product aspect (PDSD), Process aspect (PRCS), Service aspect (SRVE) were all at high level with an average between 3.66 - 3.80. High level of competitiveness (CPPT) with an average of 3.91. Considering each aspect, it was found that Quality Product (QLPD), Market Power (MKPW), Good Customer Impressions (IMCM) were all high with an average between 3.73 - 4.11.

The success of the palm oil industry in Thailand (SPOI) is high with an average of 3.84. When considering each side, it was found that farmers' loyalty to the product for sale (LYFM), consistently high performance (CHPF), were in the popularity of both domestic and foreign markets (POPU). All high level with an average between 3.74 - 3.97

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