รูปแบบกลยุทธ์การเน้นการตลาดเพื่อการส่งออกอาหารแช่แข็ง[*]

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บทคัดย่อ

การศึกษาวิจัยนี้มีวัตถุประสงค์ 1) เพื่อวิเคราะห์หาแนวทางการตลาดของผู้ประกอบการในองค์กรธุรกิจอุตสาหกรรมอาหารแช่แข็ง ในด้านการปรับกลยุทธ์การเน้นการตลาด และผลสำเร็จทางการตลาด 2) เพื่อวิเคราะห์ตัวแปรหรือองค์ประกอบสำคัญที่มีผลกระทบกับตัวแปรแทรกต่อความสัมพันธ์เชิงสาเหตุส่งผลสำเร็จทางการตลาดขององค์กร และ 3) เพื่อนำเสนอรูปแบบความสัมพันธ์เชิงสาเหตุที่มีต่อผลสำเร็จทางการตลาดขององค์กรธุรกิจอุตสาหกรรมอาหารแช่แข็ง การวิจัยครั้งนี้เป็นการวิจัยเชิงปริมาณใช้เครื่องมือในการวิจัยเป็นแบบสอบถาม จำนวน 549 ชุด กับผู้ประกอบการ และการวิจัยเชิงคุณภาพใช้แบบสัมภาษณ์เชิงลึกกับหน่วยงานภาครัฐ วิเคราะห์ข้อมูลโดยการแจกแจงความถี่ ค่าร้อยละ ค่าเฉลี่ยเลขคณิต ค่าส่วนเบี่ยงเบนมาตรฐาน และรูปแบบโมเดลสมการเชิงโครงสร้าง (Structure equation model: SEM)

ผลการวิจัยพบว่า แนวทางการตลาดของผู้ประกอบการในองค์กรธุรกิจอุตสาหกรรมอาหารแช่แข็งในภาพรวมอยู่ในระดับมากจากกลยุทธ์การเน้นการตลาด และองค์กรธุรกิจส่วนใหญ่ไม่ดำเนินเรื่องขอความช่วยเหลือสนับสนุนจากหน่วยงานภาครัฐที่มีหน้าที่โดยตรง จึงทำให้การสนับสนุนจากส่วนอื่นๆ ได้รับผลกระทบและผลเป็นลบตามมา ดังนั้นผู้ประกอบการควรขอรับการสนับสนุนจากหน่วยงานภาครัฐที่มีความเกี่ยวข้องโดยตรง โดยเฉพาะการสนับสนุนปัจจัยต่างๆ ที่เอื้ออำนวยต่อการประกอบธุรกิจส่งออกอาหารแช่แข็งให้ประสบผลสำเร็จและสามารถแข่งขันกับตลาดเพื่อนบ้านได้ โดยผลการนำเสนอรูปแบบความสัมพันธ์เชิงสาเหตุที่มีต่อผลสำเร็จทางการตลาดขององค์กรธุรกิจอุตสาหกรรมอาหารแช่แข็ง สามารถเขียนในรูปแบบโมเดลสมการเชิงโครงสร้างดังต่อไปนี้

ผลสำเร็จทางการตลาด = (-0.453 การเน้นกลุ่มเป้าหมายในปัจจุบัน) + (0.421* การเน้นกลุ่มเป้าหมายในอนาคต) + (-0.766 การสนับสนุนของภาครัฐ) + (-0.481 การเน้นด้านเทคโนโลยี) + (-0.261 การเน้นที่ความเข้าใจถึงอุปสรรคและความเสี่ยง) + (0.410* การเน้นที่การปรับตัวของผู้ประกอบการ) + (0.510* การเน้นการพัฒนาผลิตภัณฑ์ใหม่) + (0.800* ขนาดองค์กร)

คำสำคัญ: รูปแบบกลยุทธ์การเน้นการตลาด, อาหารแช่แข็ง, กลยุทธ์การเน้นการตลาด

The Marketing Orientation Strategy Model for Frozen Food Export[*]

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Abstract

The purposes of this research were to 1) analyse marketing approach of the entrepreneur in the frozen food industry in the adjusting marketing orientation strategy and the marketing performance. 2) To analyse the variables or main factors that affect the intervening variable and the causal relationship of the marketing performance and 3) to present a causal relationship model for affecting the marketing performance of the frozen food industry. The research methodology was a quantitative research using questionnaires completed by 549 entrepreneurs and a quality research using in-depth interview with government executive agencies. Data was analysed by frequency, percentage, arithmetic mean, standard deviation and Structural Equation Model (Structure equation model: SEM).

The findings showed that marketing approach of the entrepreneur in the frozen food industry coming in overall at a high level in the marketing orientation strategy and most businesses did not proceed with the assistance from the government agencies that have full responsibility for exporting. Thus, others who were supporting this program have been affected and have had negative results. Entrepreneurs should seek the support of government agencies that are directly relevant, in particular supporting the many factors that favor businesses to export frozen food successfully to the neighboring markets. The result of the presenting of a causal relationship model for affecting the marketing performance of the frozen food industry can also be written in the Structural Equation Model: SEM from the following.

Marketing Performance = -(0.453 Focus Current Target) + (0.421* Focus Future target) + (-0.766 Government Support) + (-0.481 Technology Orientations) + (-0.261 Focus on Barriers and Risks) + (0.410* Focus on the Adaptation of Entrepreneurs) + (0.510* Focus on New Product development) + (0.800* Firm Size).

Keywords: marketing orientation strategy model, frozen food, marketing orientation strategy

RESEARCH PROBLEM

The world situation is rapidly changing at the present time. The world economy is adjusting to the new situation and this provides opportunities for Thailand to expand into the global market in many ways. According to the tourism report from ASEAN and the World Tourism Organisation, predicted tourist arrivals to ASEAN countries will increase from 70 million today to 120 million within the next three years. This is another factor that drives the world markets increasing demanding for food from Thailand, especially hotels and restaurants in these Asian countries. The food has been recognised as having good taste and of a high quality. Products those are popular with both fresh and cooked ingredients. Although many countries are able to grow fruits and vegetables of the same variety as Thailand, many types of fruits imported from Thailand were regarded as having a superior taste. Many consumers have limited time for cooking or preparing food and for this reason they paying attention to their own health and interested in consuming ready to eat healthy foods. That is why frozen food will be popular and productive for Thailand to export.

Verhees (2005) believed that marketing orientation and new product developments cannot succeed if they do not rely on other factors of organisation, such as firm size and marketing channels. These factors will make the organisation successful in the long term and business will be able to create or develop new products using the research learned. These also the life cycle of organisations have differences in both small companies and large enterprises and there are variations with advantages and disadvantages. Furthermore, refer to the research by Augusto & Coelho (2007) it showed that marketing orientation, firm-specific factors and environmental forces are important drivers of a firm's new-to-the-world product innovation. Moreover, Zhou, Yim & David (2005) stated that making the organisation a success also requires a focus on a firm's strategic orientations (from the resource-based view) and market forces (from the competitive force perspective), through organisational learning, to breakthrough innovations and firm performance. Also to start the learning process of organisations to develop new products they should rely on proper marketing technology and this will make launching new products more successfully. However, Madanmohan, Uma Kumar and Vinod Kumar (2004) argued that to adapt new technologies; organisations should receive government assistance because this is vital in the promotion and learning of new powerful technologies with business organisations in the country. More specially, Day (1999) has argued that in fact, the concept of marketing orientation is that it is based on

three factors: 1) the inability to control or keep track of customers, 2) inability to control current customers and increase potential new customers and 3) the technology that is driving the market is not able to find a balance with the growth of the market. The study of various forms started from the model of Verhees; Augusto and Coelho; Zhou, Yim and David and Madanmohan, Uma Kumar and Vinod Kumar the researcher found more on the organisation and have a good model specifically focused on exporting marketing orientation. This means both internal and external factors of the organisation have influenced the marketing performance. The researcher also found that many reasons are related to the model of Zakaria & Abdul-Talib (2010) on the Islamic market-oriented cultural model. This is because their model showed that export enterprises must understand the strategies which focus on internal and external market influences in order to reach the right market. These export enterprises also can understand customers and competitors as well as focusing on global customers such as Muslims and their competitors. See figure 5 from the following of Zakaria & Abdul-Talib's model.

For all of the reasons stated above, the researcher would like to study the marketing orientation strategy model for exporting frozen food. Especially as no past researches distinctly clarified the relationship between marketing orientation and marketing performance so that can be concluded as an empirical relationship. However the results of this study will be useful for the frozen foods entrepreneurs and companies also for those who are interested in an exporting business for frozen food. This is because they can get information to guide the planning of new products to meet the needs of consumers and to be used as a concept in the development of new products in the market.

OBJECTIVES

1. To analyse the marketing approach of entrepreneurs in the frozen food industry regarding marketing adjustment orientation strategy and market performance.

2. To analyse the variables or factors that affect the intervening variable and the causal relationship of the marketing performance from the hypothesis

3. To present a causal relationship model for affecting the marketing performance of the frozen food industry.

HYPOTHESES

This paper puts forth the following eight hypotheses:

Independent Variables

Figure 1 Eight hypotheses of the research.

Hypothesis 1- Variable X_1 has causal relationship with variable Y_1.

Hypothesis 2- Variable X_2 has causal relationship with variable Y_1.

Hypothesis 3- Variable X_3 has causal relationship with variable Y_1.

Hypothesis 4- Variable X_4 has causal relationship with variable Y_1.

Hypothesis 5- Variable X_5 has causal relationship with variable Y_1.

Hypothesis 6- Variable X_6 has causal relationship with variable Y_1.

Hypothesis 7- Variable X_7 has causal relationship with variable Y_1.

RESEARCH THEORIES

Doyle (2002) stated that the focus of the market (Marketing Orientation) is a condition that can be achieved when a business organisation meets the needs of current and future customers better than its competitors in order to gain long-term profits. However, Hill (2007) believed that the concept of government support will be to help and encourage organisations to export new products to the world markets. In particular, the ability of the business to compete and be widely popular in many countries. Not surprisingly, Li and Calantone (1998) agreed that to increase the number of new products and technology orientation are one of the most complex technical/mechanical aspects that have a dramatic impact on the behavior of consumers and can bring a distinct competitive advantage. At the same time, to reduce the risks involved with new product developments, organisations should be focusing on understanding the barriers and reasons for potential failures with their investments. Technological changes will also have to occur. Zheng, Gao, Yang & Zhou (2005) stated that the British economist John Maynard Keynes said that when the state or the environment of the organisation is changed then entrepreneurs must be decisive and make quick decisions. Therefore, if the organisation spends a lot of money on market research especially on the use of marketing orientation strategy, then the organisation will often recognise avenues of success by a sequence of ascending order of importance and will reach their marketing performance easily.

METHODOLOGY

Population and sample

Population

The population used were entrepreneurs such as managing directors, directors of marketing, sales marketing managers from 223 companies in sectors relating to new product marketing processes. All respondents are active members of the 2012 Thai Food Processors' Association prepackaged food industry year 2012 and 5 government executive agencies (head office only).

Sample

The sample were 549 entrepreneurs from 25 companies in sectors relating to new product marketing processes. All respondents were active members of the 2012 Thai Food Processors' Association prepackaged food industry and 5 government executive agencies (head office only).

Variable

The independent variable were external marketing orientation (focus on current target, focus on future target and government support) and internal marketing orientation (technology orientation, focus on barriers and risk, focus on the adaptation of entrepreneurs and focus on new product development). The intervening variable was Firm Size and the dependent variable was marketing performance.

Research Tool

This study adopted a qualitative approach using in-depth interview and a quantitative research using questionnaires.

Data Collection

The survey research was conducted from July – October 2012 and May 2013.

Assessment of Research Tool

After the research tools have the internal objective congruence (IOC) of 0.92 to trial an assessment was performed for reliability to determine the alpha coefficient of Cronbach (1990) or Protest and Cronbach alpha test >0.70 where the alpha coefficient is equal to 0.701 then this can be used in the data collection for this research.

Data Analysis

Data analysis was performed in two approaches. Firstly, reliability analysis conduct using SPSS version 17.0 to evaluate the stability and consistency for measured items and usage survey and research statistics for analysis of frequency distribution percentage arithmetic mean and standard deviation. Secondly, the evaluation of goodness-of-fit indices for the proposed Structural Equation Model (SEM) and testifying hypothesis was performed by using AMOS version 18.0.

Independent Variables

THE MARKETING ORIENTATION STRATEGY MODEL FOR FROZEN FOOD EXPORT

Marketing Orientation

External Marketing Orientation

Focus on Current Target
- Current customer orientation
- Current competitor orientation

H1   H4

Focus on Future Target
- Future customer orientation
- Future competitor orientation

H2   H5

Government Support
- Government support agencies
- Government policy

H3

Internal Marketing Orientation

Technology Orientations
- Production orientation
- Information technology orientation
- Package orientation

Focus on Barriers and Risks
- Focus on cultural
- Focus on law
- Focus on copy right protection
- Focus on investments
- Focus on market barriers and risks

Focus on the Adaptation of Entrepreneurs
- Focus on open International markets
- Focus on entering new markets by adjusting the language and the process of the agencies.

H6

Intervening Variable

Firm Size
- Growth of the firm from average sale

H8

H7

Focus on New Product Development
- Focus on adjusting direction in the development of new products to suit the needs of the customer.
- Focus on adjusting direction in the development of new products time to time.

Dependent Variable

Marketing Performance

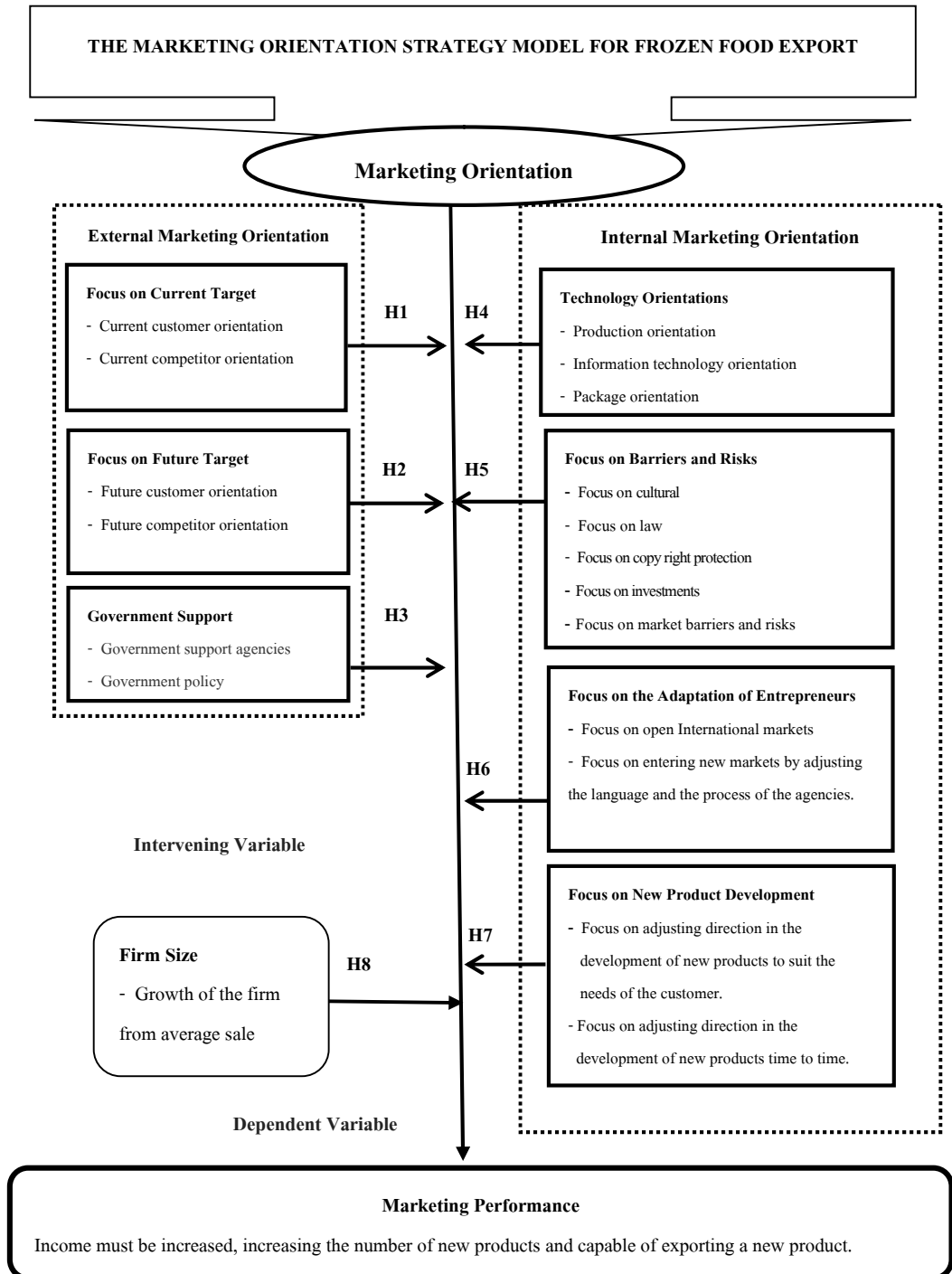Income must be increased, increasing the number of new products and capable of exporting a new product.

Figure 2 The Conceptual Framework (Adapted from Verhees (2005); Augusto & Coelho (2007); Zhou, Yim & David (2005); Madanmohan, Uma Kumar & Vinod Kumar (2005) and Zakaria & Abdul-Talib (2010)

RESULTS

The research was conducted by the research process method and findings of the quantitative survey and the findings from the in-depth interview are summarised from the following.

Table 1 Mean and standard deviation of the marketing orientation strategy

The Marketing Orientation Strategy Adaptation	$\overline{X}$	S.D.	Level
1. Focus on Current Target (C)	4.24	0.59	High
2. Focus on Future Target (F)	4.35	0.61	High
3. Government Support (G)	3.84	0.80	High
4. Technology Orientations (T)	4.17	0.61	High
5. Focus on Barriers and Risks (R)	4.12	0.62	High
6. Focus on the Adaptation of Entrepreneurs (E)	4.16	0.65	High
7. New Product Development (N)	4.17	0.61	High
Total	**4.15**	**0.64**	**High**

From table 1 showed that the marketing approach of the entrepreneur in the frozen food industry using the adjusting marketing orientation strategy was at a high level overall ($\overline{X}$ = 4.15). The most important factor with marketing performance was the focus on future target ($\overline{X}$ = 4.35). Furthermore, the second was the focus on current target ($\overline{X}$ = 4.24) and thirdly were the technology adaptation and the new product development ($\overline{X}$ = 4.17) respectively.

Table 2 Mean and standard deviation of the firm size

Firm Size Information						$\overline{X}$	S.D.	Level
	Lowest	Low	Medium	High	Highest			
	Number (Percentage)							
Firm Size affects the growth rate of sales on average.	0 (0.00)	2 (0.36)	75 (13.66)	379 (69.03)	93 (16.94)	4.03	0.50	High
Total						**4.03**	**0.50**	**High**

From table 2 showed that mean and standard deviation of the Firm Size was at a high level overall ($\overline{X}$ = 4.03).

Furthermore, all of the above mentioned were subjected to the path analysis, structural equation modeling (SEM) analysis. The structural equation modeling (SEM) was performed using the maximum

likelihood method to test the hypotheses. This procedure permitted an assessment of the integrity measures as well as an evaluation of the degree to which the observed relations among variables fitted the hypothesised network of casual relationships.

Table 3 The statistical evaluation on the model goodness-of-fit of the empirical data.

Statistic Type	Measurement (Accept)	Statistic Value
Chi-square	P-value $\geq$ 0.05	0.054
CMIN/DF	< 2.00	1.190
GFI	$\geq$ 0.90	0.971
AGFI	$\geq$ 0.90	0.952
NFI	$\geq$ 0.90	0.956
IFI	$\geq$ 0.90	0.993
CFI	$\geq$ 0.90	0.992
RMR	< 0.05	0.024
RMSEA	< 0.05	0.019

Table 4 The path coefficient of the analyses on the market orientation strategy model for frozen food

Factor	Path Coefficient				
	b	S.E.	Beta	C.R.	P
Performance <-- C-Current	-2.354	1.344	-0.453	-1.751	0.080
Performance <-- F-Future	1.000	0.000	0.421*	0.000	0.000
Performance <-- G-Government	-2.093	0.818	-0.766	-2.558	0.011
Performance<-- T-Technology	-1.472	0.841	-0.481	-1.749	0.080
Performance <-- R-Risk	-0.356	0.095	-0.261	-3.749	***
Performance <-- E-Entrepreneur	0.056	0.145	0.410*	0.384	0.701
Performance<--N-Newproduct	0.068	0.100	0.510*	0.687	0.492
Performance <-- FirmSize	1.000	0.000	0.800*	0.000	0.000

Note: If the value of C.R. (t-statistic) > 1.96 then it is the statistical significant at 0.05

Moreover, from table 3 and 4 showed that all the elements of the marketing orientation strategy model for exporting frozen food were validited with factor loading above 0.30. Furthermore, the focus on current target (C-Current) with (Cust_Curr) and (Comp_Curr) has the factor loading value at 0.521 and 0.650 respectively. The focus on future target (F-Future) with (Cust_Fut) and (Comp_Fut) has the factor loading value at 0.643 and 0.537. The government support (G-Government) with (1: Gov_S1) and

(2: Gov_S2) has the factor loading value at 0.689 and 0.552. The technology orientations (T-Technology) with (TechnoP_T), (Pack_T) and (IT_T) has the factor loading value at 0.580, 0.550 and 0.524 respectively. The focus on barriers and risks (R-Risk) with (Cult_R), (Law_R), (Copy_R), (Invest_R) and (Markt_R) has the factor loading value at 0.675, 0.546, 0.662, 0.634 and 0.525. The focus on the adaptation of entrepreneurs (E-Entrepreneur) with (ASEAN_E) and (NewM_E) has the factor loading value at 0.594 and 0.641. The focus on new product development (N-Newproduct) with (NewproD_N) and (NewproD_S) has the factor loading value at 0.621 and 0.599, marketing performance (Performance) with (Profit), (New product) and (ASEAN) has the factor loading value at 0.792, 0.591 and 0.750.

More specially, the implication of these results was a significant impact for marketing strategy related to an overall orientation on the marketing strategy evaluation where the entrepreneur in the frozen food industry is ready to export and be a perform business. This model could developed to the parsimonious model (R^2= 42%) which had a value of 40 percent or more. This means if the entrepreneurs can adjust the marketing orientation strategy with the correct firm size, then the main marketing performance would be more profit and the number of new products can be increased along with the organisations capabilities of exporting new products to the world's markets.

The results of analysing the variables or factors that affect the intervening variable (Firm Size) and the causal relationship of the marketing performance from the hypothesis have found that the H2-focus on future targets, H6-focuses on the adaptation of entrepreneurs, H7-focuses on new product developments and H8–firm sizes having causal relationship with marketing performance were all acceptable and have direct causal relationship with the statistical significance of 0.05. However, the H1 which focuses on current targets, H3–government supports, H4-technology orientations and H5-focuses on barriers and risks having no causal relationship with marketing performance were all unacceptable. The results of the marketing orientation strategy model for exporting frozen food can be written in the Structural Equation Model: SEM from the following.

Marketing Performance = (-0.453 Focus Current Target) + (0.421* Focus Future target) + (-0.766 Government Support) + (-0.481 Technology Orientations) + (-0.261 Focus on Barriers and Risks) + (0.410* Focus on the Adaptation of Entrepreneurs) + (0.510* Focus on New Product development) + (0.800* Firm Size)

The model for affecting the marketing performance of the frozen food industry is from the following**.**

THE MARKETING ORIENTATION STRATEGY MODEL FOR FROZEN FOOD EXPORT

Marketing Orientation Strategy

External Marketing Orientation

Focus on Current Target
- Current customer orientation
(Factor Loading=0.521)
- Current competitor orientation
(Factor Loading=0.650)

Focus on Future Target
- Future customer orientation
(Factor Loading=0.650)
- Future competitor orientation
(Factor Loading=0.537)

Government Support
- Government support agencies
(Factor Loading=0.537)
- Government policy
(Factor Loading=0.552)

Intervening Variable

Firm Size
- Growth of the firm
from average sale

Dependent Variable

Path coefficient=0.453
Path coefficient=0.481
Path coefficient=0.421
Path coefficient=0.261
Path coefficient=0.766*
Path coefficient=0.800*
Path coefficient=0.410*
Path coefficient=0.510

Internal Marketing Orientation

Technology Orientations
- Production orientation (Factor Loading=0.580)
- Information technology orientation (Factor Loading=0.550)
- Package orientation (Factor Loading=0.524)

Focus on Barriers and Risks
- Focus on cultural (Factor Loading=0.675)
- Focus on law (Factor Loading=0.546)
- Focus on copy right protection (Factor Loading=0.662)
- Focus on investments (Factor Loading=0.634)
- Focus on market barriers and risks (Factor Loading=0.525)

Focus on the Adaptation of Entrepreneurs
- Focus on open International markets
(Factor Loading=0.594)
- Focus on entering new markets by adjusting the language and
the process of the agencies. (Factor Loading=0.641)

Focus on New Product Development
- Focus on adjusting direction in the development of new
products to suit the needs of the customer.
(Factor Loading=0.599)
- Focus on adjusting direction in the development of new
products time to time. (Factor Loading=0.621)

Marketing Performance
Income must be increased, increasing the number of new products and capable of exporting a new product.
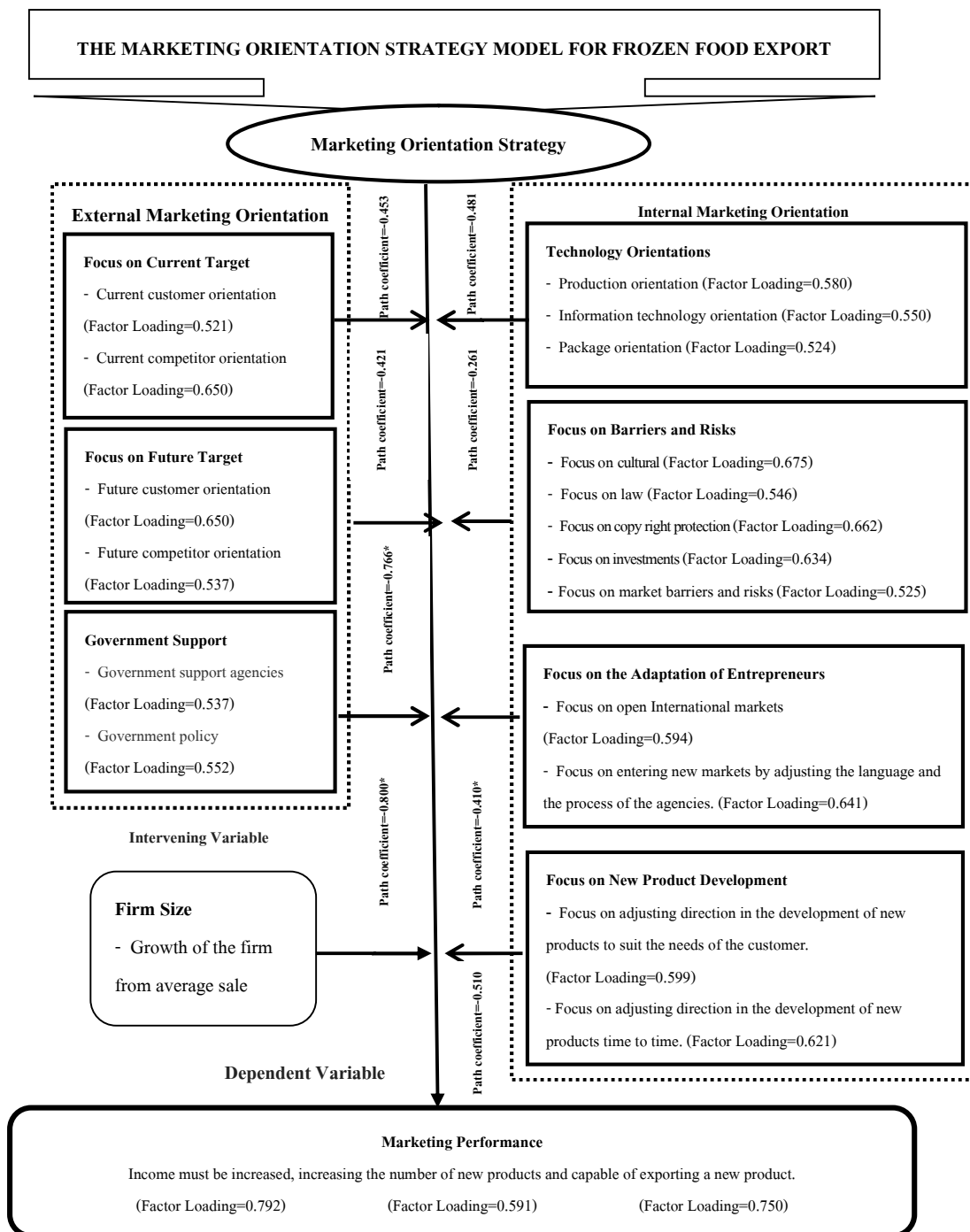(Factor Loading=0.792)　　(Factor Loading=0.591)　　(Factor Loading=0.750)

Figure 3 The model for affecting the marketing performance of the frozen food industry which

developed in Parsimonious Model.

The findings from the in-depth interview showed that most of the government agencies supported the money and marketing approach of the entrepreneur in the frozen food industry coming in overall at a high level in the marketing orientation strategy. Concerning successful business marketing information, most government agencies will always be guided and determined by earnings every year, divided by one quarter to help evaluate the performance and the use of marketing channels then assist with training entrepreneurs who wanted to follow the plan and targeting. The recommendation from the 5 government agencies was that the entrepreneurs should seek the support of government agencies that are directly relevant, particular supporting many factors that favor businesses to export frozen food successfully into the world market.

CONCLUSIONS

The objectives were to analyse the marketing approach of the entrepreneur in the frozen food industry in the adjusting marketing orientation strategy and the marketing performance. Also to analyse the variables or factors that affect the intervening variable and the causal relationship of the marketing performance from the hypothesis and present a causal relationship model for affecting the marketing performance of the frozen food industry. The result showed that the marketing approach of the entrepreneur in the frozen food industry using the adjusting marketing orientation strategy was at a high level overall. The results of analysing the variables or factors that affect the intervening variable (Firm Size) and the causal relationship of the marketing performance from the hypothesis have found that the hypotheses 2, 6, 7 and 8 are all acceptable. These results have direct causal relationship with the statistical significance of 0.05and this model can develop to the parsimonious model (R^2= 42%) which had value of 40 percent or more. From all these results, the opinion of the 5 government agencies was that the reason why the hypotheses 1, 3, 4 and 5 were unacceptable. This is because most of the business owners did not proceed with the assistance from the government agencies that have full responsibility for exporting. However, this is the reason why others supporting the program have been affected and have had negative results. The recommendation from the 5 government agencies was that the entrepreneurs should seek the support of government agencies that are directly relevant, particular supporting many factors that favor businesses to export frozen food successfully into the world market.

DISCUSSION

The results found that the most important factor with marketing performance was the focus on future targets; the second was the focus on current targets and third was the technology adaptation and the

new product development respectively. This result is consistent with the concept of Jaworski and Kohli (1993), who stated that the focus on future targets will be studied to analyse the properties or to prepare for the impact of competitors in the near future, covering the components of the future of the market in terms of business competition in particular and the strategy of marketing plans that change regularly. The results also have found that the 2 nd hypothesis focusing on future targets has a causal relationship with marketing performance with a significance level of 0.05. This result is consistent with the research of Zakaria and Abdul-Talib (2010); Homburg and Pflesser (2000) and showed that using a strategy of focusing on customers, competitors, market environment worldwide and the focus on future targets are important. Hypothesis 6 focused on the adaptation of entrepreneurs having a causal relationship with marketing performance and it was found that the focus on the adaptation of enterprises have a causal relationship to successful marketing with a positive outcome. This is consistent with the findings of Noseleit (2011) who found that the increase in corporate restructuring, business and economic relevance of economic development in the region of enterprise businesses contribute to improved economic growth. Hypotheses 7 focused on new product developments having a causal relationship with marketing performance and it was found that the emphasis on new product developments has a causal relationship to successful marketing with a positive outcome. This is consistent with the findings of Verhees (2005) who found that a focus on new product developments through marketing strategies achieved positive results. Hypotheses 8 regarding firm size had a causal relationship with marketing performance at a significance level and found that the organisations size had a causal relationship with successful marketing with a positive outcome. This is consistent with the findings of Farrell and Oczkowski (2002) who found that the joint venture had a positive and significant relationship with the focus on marketing and implementation of enterprise systems behavior rather than the learning of any organisation. However, the size of the organisation had a significant impact regarding the issue of funding. Reducing or increasing the size of an organisation depends on its profit results during the past three years. Furthermore, the results showed that the squared multiple correlations (R2) equal to 42% (0.42 x 100), which ranged from 40 percent to be held and that this model has the ability to measure and process-based NPD's performance is good and acceptable. This result is consistent with the conceptual model of Verhees (2005); Augusto and Coelho (2007) which define and create the relationship of the various components that relate to the issuance of new product success. This called the strategy focus on marketing

orientation with a focus on the enterprise market and current customers, and linked to the success of the business (Interfunctional coordination) to accomplish the product to be a new product.

RECOMMENDATIONS

Government support is an important variable that can move frozen food exports to neighboring markets more effectively. The results of this study showed that the Ministry of Industry supports and promotes the export of most frozen food. In particular, the funding policy, restructuring production and leveraging technology to increase productivity in the frozen food industry and to be a leader with the change in preparing to compete on the world market. Future research should be encouraged by government support by exploring and applying the entrepreneur assistance variable. By establishing a committee or worker to be a liaison between the government agencies involved in this issue and to conduct a survey with any organisation that has any problems or needs help relating to the production of new products for exporting to neighboring markets. Additionally, the entrepreneur should be understood of foreign market entry export enterprises of firms. This is because firms with a multi-market focus are more likely to use concurrent sourcing strategy and integration. Also responsiveness have different impact on subsidiary's market orientation in that integration mainly impact on market orientation directly while the effects of local responsiveness and the better the capabilities of the contemporary firm, the better the agent and, as a consequence, the more chances of becoming legitimized and prospering survive in a new foreign market. In this research, data was collected from the entrepreneur and those involved in the marketing of new products in all sectors of the member companies of the Association of Manufacturers of all types of the frozen food industry. The researchers suggested this should be appropriate to study the use of tools or to confirm any problems with this research to be used in any future research. Because it is not a waste of time to answer a lot of sample groups and not to be mistaken in applying the findings for future use. Especially not to make entrepreneurs or executives anxious about any misunderstanding that the research findings will lead to a competitors advantage or be published. All the various problems should have been resolved by building confidence with the respondents that sensitive information of businesses will not be distributed to competitors.

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