

THE SUCCESS OF ENTREPRENEUR IN THE FRUIT EXPORT BUSINESS

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ABSTRACT

Abstract—The purpose of this study was to present the conceptual framework of the success of entrepreneur in the fruit export business from the literature review and integrative synthesis. The research was formulated a mixed methods research using both quantitative and qualitative research methodology in order to achieve the strengths of each method to support the quality of research better. The researcher chose an embedded design research model that the study will be conducted primarily from quantitative research by reviewing the document literature and research related to variables. A systematic review of the literature with scope was carried out according to the scoping review process. Data collection were determined to search both Thai and English articles from various Internet academic databases and scholars around the world. Then, those data were analyzed by using Content Analysis. The searching results was classified into the concepts and theories about the variables that affect the success of entrepreneurs in the fruit export business, concepts and theories about entrepreneurial success in the fruit export business, and the relationship between variables in the model. From the theoretical possibilities of the literature review, therefore, the researcher has determined the relationship model of the variables studied in this study as illustrated in the research conceptual framework to lead to statistical analysis by using Structural Equation Modeling (SEM) techniques and use in further research processes. The literature review provides researchers with a body of knowledge that can be used to analyze the data collected accurately and reliably.

Keywords— Fruit export business, Literature review, Success of entrepreneur

INTRODUCTION

In the past period, there has been a development of new entrepreneurs who keep up with technology and innovation to drive business. This is because entrepreneurs' business operations play an important role in stimulating economic growth and the strength of entrepreneurs will help the country to compete at the level of the world trade arena. The new generation of entrepreneurs must have the skills of the future that are ready in terms of attitude, skill and knowledge for dealing with the growing competition from the rapidly changing global trade environment of technology. (Office of the National Economic and Social Development Council, 2021). Making entrepreneurs at all levels become entrepreneurs in the new era that has more roles in the economy. The evaluation of the implementation of the Master Plan consider into account the increase in the ratio of the gross domestic product of small and medium-sized enterprises (SMEs) to the gross domestic product. When considering the gross product statistics of SMEs during the year 2016 to the first half of 2020, there is a tendency to expand continuously before contracting severely in the first half of 2020 as a consequence of limiting economic activities to control Covid-19 epidemic. Consequently, initial enterprise establishments declined to an average of 7.06 percent between 2018 and the first eight months of 2020 and is likely to continue to shrink. Due to the spread of COVID-19 around the world, affecting the country's economic activities and entrepreneurs slowing down the establishment or expansion of businesses. From the ranking of Thailand's competitiveness in tooling and technology by IMD out of 63 countries in 2020, Thailand was ranked 39th, an improvement from the previous year by 1 rank, which had the status of the goal was achieved at a level below the risk target value (Office of the National Economic and Social Development Council, 2021).

Global fruit exports and imports have grown by an average of 40% over the past ten years, growing from 45 million tons to 63 million tons, according to Fresh Plaza. Asia has the highest growth rate in the global fresh fruit trade. Southeast Asian countries' fruit exports and imports have nearly doubled over the past ten years. West Asia is another region with above-average increases in fresh fruit exports. Domestic exports and imports in the region have doubled in the past decade. Demand for fresh frozen fruit is increasing, according to a RaboResearch report, about 80% of the fruit grown worldwide is sold as whole. The fresh fruit market continues to grow. Most are

outside the United States and the European Union. In a mature market, consumer preferences seem to shift towards fruit with a more natural and fresh appearance including frozen fruit and stable products such as juices and canned fruits. In the last decade Global demand for frozen fruit grows 5% annually. Organic fruit is another category that profits from changing consumer preferences. Organic food is gaining market share worldwide. In general, organic fruit market share is higher in richer countries compared to emerging economies. The rationale behind this change often has to do with supermarkets' decision-making on category. Available price and the quality of vegetables in general as well as cultural factors (Office of Trade Policy and Strategy, 2564a).

The promotion of fruit exports to entrepreneurs in Thailand during the year 2020, government has implemented measures to promote and support small and medium-sized enterprises to be able to export internationally. Including the government sector has supported and facilitated entrepreneurs with potential to expand the export value more importantly, such as the project to create opportunities for entrepreneurs to export and invest abroad with confidence. Bank of Thailand has supported and created opportunities for Thai entrepreneurs to enter the international market according to their business potential by managing export risks and foreign investments. In the first 9 months of 2020, the accumulated value of trade and investment value totaled 125,192 million baht (Office of the National Economic and Social Development Council, 2021).

In addition, the project to develop and promote the service business with international potential, which the Department of International Trade Promotion, Ministry of Commerce has encouraged trade matching and networking trade alliances with foreign partners causing a large purchase value. Although the proportion of SME's exports to the country's total exports was at a good level and reached the target value. But the increase in such proportion was caused by the export value of the entrepreneurs. The big ones are clearly decreasing trend which is the effect of the shrinking world demand (Office of Trade Policy and Strategy, 2564b). Including the global production chain was interrupted as a result of the COVID-19 pandemic. Entrepreneurs prepare to adjust production to keep up with the rapidly changing context and trade situation including accelerating negotiations and encouraging entrepreneurs to take advantage of existing free trade agreements to increase their competitiveness. Especially for fruit exports where new entrepreneurs still lack skills in exporting and cannot make fruit exports have global competitiveness.

The success of entrepreneurs in the fruit export business requires entrepreneurs to have the ability to manage export strategic, use skills to reach the needs of international customers, have knowledge of the protocol and using a marketing mix strategy that can effectively respond to customers in each country. Entrepreneurs must have visionary leadership in the export of fresh, chilled, frozen and dried fruit required by the international market and can create an advantage from competing countries to make trade partners have the most confidence in Thai products. Therefore, strategic management must be planned, establish a clear export policy, implement innovation and technology in the management process for maximum benefit (Sisay, 2018). Today, entrepreneurs use both offline and online channels to build their marketing power. Fruits that can get to market faster than their competitors can build their market power over their competitors, create a commercial advantage including supply chain management, and the long-term market promotion is still ongoing. Marketing power is a solid and practical approach to strengthening the fresh product supply chain and operations. At the same time creating an omnichannel service that combines in-store and home delivery options with digitalization and a consumer-centric focus (Emily, 2021).

From the background of the problems and the reasons mentioned above, the researcher is interested in studying the pattern of the success factors of entrepreneurs in the business of exporting fruit. The purpose is to create business competitive advantages for fruit exporters to expand international markets for sustainable growth and able to develop the economy of Thailand from stable exports forever. The presentation of the paper will present what has been done since defining the problem and research objectives, a review of the relevant literature and setting guidelines for conducting the research.

LITERATURE & THEORY

Concepts and theories about the variables that affect the success of entrepreneurs in the fruit export business

From the literature review and integrative synthesis, the researchers synthesized the composition of variables that affect entrepreneurial success in fruits export business which consist of strategic management, entrepreneurial leadership, marketing strategy, and marketing power. The details are as follows.

Strategic Management

Strategic management is the process of managing a fruit export business that provides methods, procedures and strategies for running the business in accordance with the desired goals (Knowles, 2021; Karimi et al., 2021). Strategic management is process managing which consists of business policies and plans, innovation, and technology. Business policies and plans refer to guidelines for conducting business in which the target methodology is defined and clear steps by planning in the implementation process. Innovation refers to innovative concepts, methods, and strategies applied in strategic management to develop efficient processes in the fruit export business, and can make fruit export business higher profit. Technology refers a tool from modern evolution to be used to develop the export potential of fruit business. It causes convenience, fast and efficient for business and can make fruit export business higher profit, continuous high volume of foreign orders and accepted by customers from all countries where fruit is exported.

Entrepreneurial leadership

Entrepreneurial leadership refers to the important characteristics of entrepreneurs that demonstrate knowledge and ability to export fruit that builds confidence, create acceptance and make an impression on the export fruit that customers desire which consists of export skills, export vision and knowledge of customers in each country (O'callaghan, 2021; Knowles, 2021). Export skills refer to the ability of entrepreneurs to use their knowledge and expertise to efficiently export fruit to foreign countries by providing high quality fruit and has a history of planting and harvesting that meets the standards of export products. Export vision means a broad perspective and concept in fruit exporting that demonstrates the potential and ability of fruit exporters to make their business more profitable. Customer knowledge in each country refers to the potential of an entrepreneur with knowledge of consumer preferences and the context of customers in purchasing including the culture of fruit consumption.

Marketing strategy

Marketing strategy refers to the marketing mix that can make a business efficient, can meet the needs of consumers and give businesses to compete in the market with higher profits and continually increasing the number of orders and customers in every country to accept the product (Ulkhay et al., 2018; Sisay, 2018). Marketing strategies consists of product strategy, price strategy, and distribution strategy. Product strategy refers fruit export products that must be selected from the planting system, harvesting, and preservation of export quality must be fresh, clean, excellent, and safe for both chemicals and diseases that can spread to consumers in the most perfect condition and meet international export standards. Pricing strategy refers to the pricing of each fruit including packaging which in each country may differ somewhat depending on the time of delivery and the cost of exporting. Appropriate pricing can create market power over competitors. Distribution strategy refers to a method of promotion that can be organized in a variety of ways as appropriate for trade shows and organizing promotions for general customers is an incentive to buy products that customers feel benefiting from the business.

Marketing power

In the marketing competition of export products especially fruits that have a limited storage period. Entrepreneurs must use innovation and modern technology to increase the efficiency of the business's exports to create freshness before reaching the consumer and keep the product in the condition that customers expect. Marketing power refers strength in the market competitiveness of fruit export business that makes customers in each country have confidence in the exported fruit, impressed with the taste of the fruit and expect the intention of buying the product (Knowles, 2021). Marketing power consists of competitive potential, high quality products, and products are popular with customers. Competitiveness refers to the ability of a business to export fruit to foreign countries and to satisfy customers. Confidence and demand for products is constantly increasing and gaining advantages from competitors in the market from the impression of customers' products and makes the fruit export business more competitive in the market. High quality products refer to exported fruits that are in

perfect condition, excellent taste, and is correct according to international standards, fresh and clean. Products are popular with customers, meaning exported fruits are desired by customers at all levels because it can impress customers in every country both in terms of taste and quality of fruit, prices and convenient shopping channels easy and fast.

Concepts and theories about entrepreneurial success in the fruit export business

The success of entrepreneurs in exporting fruit to foreign countries arising from the knowledge, ability and leadership of the entrepreneurs in the export of fruits, who consider the selection of the types and types of exported fruits in accordance with the requirements of the destination countries that allow them to be imported by going through the protocol. O'callaghan (2021) describes the success of exports that fruit can make a business earn higher profits by accepting customers who are impressed with the taste of the fruit during the COVID-19 pandemic, fruit exporting and marketing has changed business methods by opening up more online sales. This has resulted in fruit exporting businesses being able to continue their business. The competitiveness of exporters also plays a key role in the success of fruit exports both the vision and the strategy of the leader, human resources, organization management, capabilities responsive marketing capabilities, relationship management, retaliation against competitors, and financial ability, using innovative products and services, including brand management that will lead to the success of the export business to increase profits for the business from higher orders (Minh et al., 2018; Bui & Chen, 2020).

RELATED WORKS OR DISCUSSION

The success of entrepreneurs in the fruit export business is the result of the fruit export business with strategic management, entrepreneurial leadership, marketing strategy and marketing power to use in fruit export business leading to success make a higher profit, continuous increase in orders and customers of all countries exporting high recognition (Chung & Ho, 2021). Therefore, strategic management requires planning and clearly formulating export policies, including applying innovation and technology to management processes for maximum benefit (Sisay, 2018). This success is due to the leadership of entrepreneurs. with fruit export skills with export vision and knowledge of customers in each country. Karimi, et al. (2021) found that entrepreneurial leadership and marketing orientation play an important role in the development of business potential. In line with the idea of Fontana & Musa (2017) that entrepreneurial leadership who uses innovation in business can create competitive power which affects the success of the business. The same is true for Mehmood, et al. (2019), who saw the influence of innovative entrepreneurial leadership has a positive effect on the overall success of the organization. Zang (2021) commented that the export skills of entrepreneurs can see wider market channels and can satisfy consumers in every country through online products or using online platforms to reach more customers in each country. Like Emily (2021) saw the launch of a new direction in digital platform that is a digital omni-channel retail platform based on fresh ingredients and customer-focused. From an organizational perspective, it can effectively create success for the business. Entrepreneurs with export skills leadership will be able to see the opportunities of diversified international markets seamlessly in fruit exports. It consistent with the concept of Safari, et al. (2021) that fruit exporters with export skills will be able to manage supply chains, enabling exports to have bright market channels in all countries and can have a competitive advantage from expanding the export market to grow more (Nguyen & Khoa, 2020). In addition, Karimi, et al. (2021) conceptualized entrepreneurial leadership as the attribute of entrepreneurs in exporting goods that require skills, knowledge, and expertise in exporting. There is an export vision that sees opportunities to expand the market based on customer behavior in each country. As Mehmood et al. (2019) sees that skilled entrepreneurial leadership by leading innovation to increase organizational efficiency will give the organization more competitive power in the market.

Moreover, Ulkhaq, et al. (2018), defines the marketing mix strategy as it is a highly efficient marketing approach that can meet the market demands especially the export market with marketing mix in business planning products, prices, promotions, which can make a business successful. Academics such as Safari, et al. (2021) have outlined the variables that affect the success of entrepreneurs in implementing the fruit export business is an important part in making the fruit export accepted by customers which comes from a marketing strategy in exports that can make foreign customers impressed with the product and passed inspections according to national regulations and international standards. In the line with O'callaghan (2021) found that the promotion of fruit exports entrepreneurs using marketing strategies that are planned in selecting quality products that meet the needs

of the international market by setting reasonable prices, suitable channels and places to distribute products, promotions to attract customers, and build friendships and trade networks in each country for selling products. Henry (2020) conceptualizes the power of marketing is the strength of a business with high quality products and is in demand in the market all the time. This is to comply with fruit export standards that ensure consumers in accordance with the conditions and laws of exporting goods. In addition, Emily (2021) considers that the marketing power of quality fruit export business having a history of the origin of the product according to the requirements and allowing to import products in each country by signing the protocol which is the potential for market competition in fruit exports. Likewise, Zang (2021) was of the opinion that the high quality of the products is a strong power in the market competition for the fruit export business especially the unique taste of each fruit that foreign customers want. This is in line with the concept of Nguyen & Khoa (2020) who sees that market power makes export businesses more potential because the products are of high quality and are popular with customers in all countries. Guerrero (2021) sees that the potential and leadership of entrepreneurs can promote the strategic management of the business organization and grow the business through expanding the market and having the power in competition. Silva (2019) has the idea that the marketing strategy will lead to customer satisfaction with the product and make the business successful.

From the literature review, the researchers synthesized the composition of variables that affect entrepreneurial success in the export business according to Table 1.

Table 1 Composition of variables affecting entrepreneurial success in fruit export business

	Strategic management	Entrepreneurial leadership	Marketing strategy	Marketing power
Fontana & Musa (2017)		√		√
Sisay (2018)			√	√
Thabit & Raewf (2018)		√		√
Ulkhag, et al. (2018)	√			√
Mehmood, et al. (2019)		√	√	
Guerrero & Urbano (2019)	√	√		√
Silva (2019)			√	√
Henry (2020)		√	√	
Nguyen & Khoa, (2020)		√	√	
Safari, et al. (2021)		√		√
O'callaghan (2021)	√	√		√
Karimi, et al. (2021)		√	√	
Zang, (2021)	√		√	√
Emily (2021)		√	√	√

From the findings of past researches, it can be concluded that the composition of variables that affect entrepreneurial success in fruits export business which consist of strategic management, entrepreneurial leadership, marketing strategy, and marketing power. The theoretical and related work mentioned above were used to model the relationship model of the variables in this study as illustrated in the research conceptual framework.

METHODS

This article is a review of the research literature on the research topic of “The Success of Entrepreneur in the Fruit Export Business”. The research was used a mixed methods research using quantitative and qualitative research methodology, in order to achieve the strengths of each method to support the quality of research better (Johnson & Turner, 2003) and use an embedded design research model (Cresswell, 2003). The study will be conducted primarily from quantitative research by systematic reviewing the document literature and research related to variables. Data collection was carried out after the research proposal approved by the Doctor of Philosophy Program Committee, Management Innovation, College of Innovation and Management, Suan

Sunandha Rajabhat University. According to the scoping review process, keywords were determined to search both Thai and English from electronic databases such as SCOPUS, WOS, Emerald, ProQuest, ScienceDirect, Springer and various Internet academic databases from scholars around the world. Then, those data were analyzed by using Content Analysis. The study was classified into the concepts and theories about the variables that affect the success of entrepreneurs in the fruit export business, concepts and theories about entrepreneurial success in the fruit export business, and the relationship between variables. From the theoretical possibilities of the literature review, therefore, the researcher has determined the relationship model of the variables studied in this study as illustrated in the research conceptual framework.

RESULTS

Research Conceptual Framework

From the review of all the above literature Therefore, the researcher can create a conceptual framework with 5 latent variables and 18 observable variables for use in further research as shown in Figure 1.

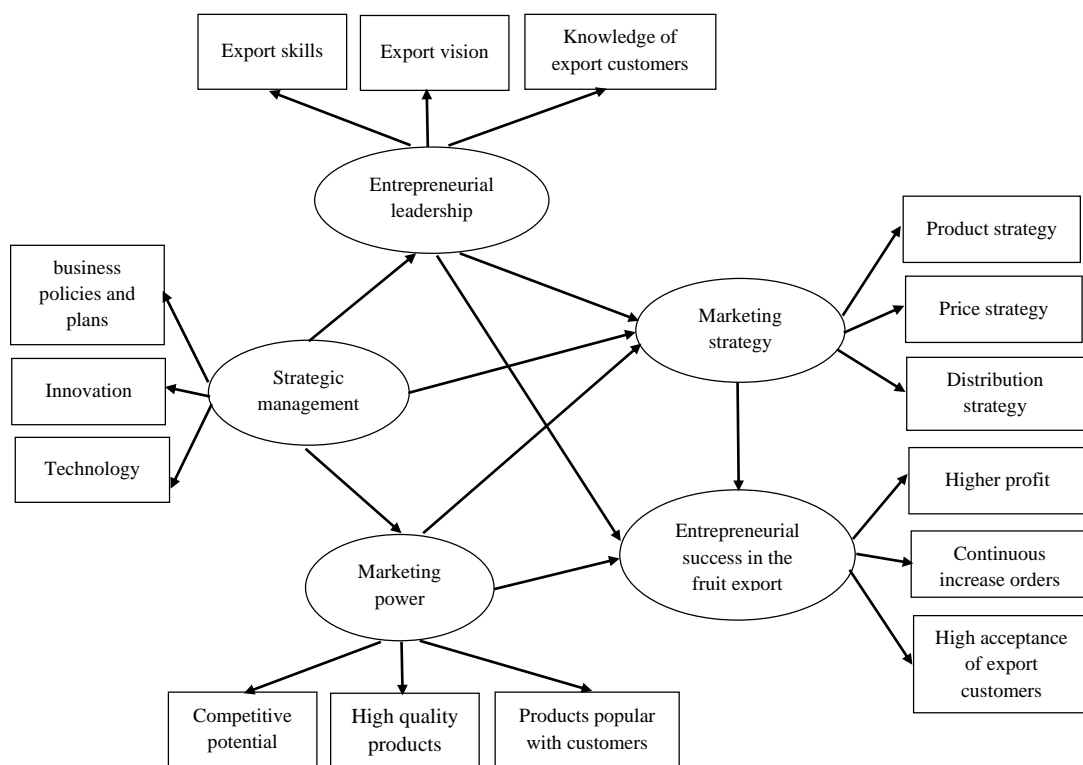


Figure 1 Conceptual Framework of the Success of Entrepreneur in the Fruit Export Business

from the research conceptual framework, there are variables used in this research can be summarized into 2 types. That are internal variables, which are the variables namely entrepreneurial leadership, marketing strategy, marketing power and entrepreneurial success in the fruit export business including external variables is strategic management.

CONCLUSION AND FUTURE WORK

Conclusion

From the literature review and integrative synthesis, it can be seen that the success of entrepreneur in the fruit export business. The most important factors found are those that have been studied in foreign contexts. the researchers synthesized the composition of main factors that affect entrepreneurial success in fruits export business namely strategic management, entrepreneurial leadership, marketing strategy, and marketing power.

Including the correlations reflected by empirical studies indicating the better factors that affect the success of entrepreneurs in the fruit export business. Therefore, consideration should be given to applying the factors affecting fruit export business to achieve success of entrepreneur in the fruit export business, and to create a model for the success of entrepreneurs in the fruit export business.

Future work

The limitations of this systematic review of the scope include searching the Thai database which searched only research articles in ThaiJo database, not searched in other databases and did not search for complete, unpublished research papers in academic journals, thus may cause bias in the search. For further research should be searched in conjunction with other databases relevant to gain more insights covering all dimensions. In addition, it should synthesis by means of meta-analysis which is a research analysis technique that uses statistical methods to synthesize several quantitative research studies on the same problem, and draw conclusions systematically in order to obtain accurate, profound and reliable research results. Therefore, it is a very important approach in acquiring knowledge that can be used more usefully.

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