

## ABSTRACT

TITLE : THE CAUSAL ANALYSIS OF MARKETING STRATEGIES AND VALUE  
CHAIN MANAGEMENT AFFECTING BUSINESS PERFORMANCE OF SMEs

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KETWORDS : MARKETING STRATEGIES, VALUE CHAIN MANAGEMENT,  
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This research aimed to 1) study the level of marketing strategy, value chain management, and operational performance of SMEs in Ubon Ratchathani province, 2) examine the alignment of causal models of marketing strategy and value chain management that impact the operational performance of SMEs, using empirical data, 3) investigate the causal influence of marketing strategy and value chain management on the operational performance of SMEs in Ubon Ratchathani province. The sample group consisted of medium and small-sized enterprise owners in Ubon Ratchathani province, with a total sample size of 271 individuals. The research instrument used was a questionnaire with a reliability coefficient of 0.976. The statistical analyses used in the research include frequency, percentage, average, standard deviation, Pearson's Product Moment Correlation and Structural equation modeling. The research findings indicated that 1) SMEs entrepreneurs employ marketing strategies and value chain management at a high level. Consequently, the results of operational performance are also notably high. 2) The causal model of marketing strategies and value chain management influencing the operational performance of SMEs aligns with the empirical data, with various statistical values including  $\chi^2 = 258.657$   $df = 91$ ,  $\chi^2/df = 2.842$ , SRMR = 0.045, RMSEA = 0.048, CFI = 0.901, TLI = 0.922. 3) The direct influence of marketing strategies on the operational performance of SMEs is 0.387. Additionally, marketing strategy has an indirect influence on operational performance through other variables, with a coefficient of 0.591, which was statistically significant at the 0.01 level. The direct influence of value chain management on the operational performance of SMEs was significant at the 0.01 level, with a value of

0.614. The direct influence of marketing strategies on value chain management was significant at the 0.01 level, with a value of 0.963.

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