GUIDELINES FOR DEVELOPING A STUDENT INCUBATION PROCESS TOWARD STARTUP ENTREPRENEURSHIP AT SUAN SUNANDHA RAJABHAT UNIVERSITY

Panchalika Takhainram
Research and Development Institute, Suan Sunandha Rajabhat University
E-mail: panchalika.ta@ssru.ac.th
Atidtaya Bousri
College of Innovation and Management, Suan Sunandha Rajabhat University
E-mail: atidtaya.bo@ssru.ac.th

Abstract

The study entitled *"Guidelines for Developing the Student Incubation Process toward Becoming New Entrepreneurs (Start-ups) at Suan Sunandha Rajabhat University"* aimed to examine students' levels of opinion regarding approaches to developing the student incubation process toward becoming new entrepreneurs (Start-ups) at Suan Sunandha Rajabhat University, as well as to study and propose guidelines for improving and developing the implementation of student entrepreneurship development programs at the university. The sample population used in this study consisted of 74 students from Suan Sunandha Rajabhat University who had participated in the student entrepreneurship (Start-up) development program in the 2024 fiscal year. The sample was selected using simple random sampling. The research instrument was a mixed-method questionnaire comprising a checklist and a five-point Likert scale questionnaire, divided into three sections in total. Data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation. The results revealed that the overall level of students' opinions toward the guidelines for developing the incubation process for becoming Start-up entrepreneurs was at a moderate level (overall mean = 3.23). When considered by aspect, the educational environment was rated at a moderate level (mean = 3.24), social and networking aspects were at a moderate level (mean = 3.23), institutional support and policy were at a moderate level (mean = 3.18), and entrepreneurial inspiration had the highest mean score (mean = 3.26), although it was still at a moderate level. In addition, the overall analysis indicated that environmental factors, networking, and institutional support tended to influence students' entrepreneurial inspiration. Based on the findings, it can be concluded that the development of the entrepreneurial incubation process within the university remains at a level that requires additional support, particularly in establishing clear support systems and policies, strengthening entrepreneurial networks, and systematically fostering students' inspiration. The results suggest that the university should promote knowledge, skills, and practical business experience alongside inspirational activities to create an effective Start-up incubation process and lead to the sustainable development of a new generation of entrepreneurs.

Keywords: Entrepreneurial incubation, new entrepreneurs (Start-ups), university students, entrepreneurial inspiration, institutional support

Introduction

The development of a new generation of entrepreneurs in the context of today's economy emphasizes driving innovation and technology to enhance the country's competitiveness. Educational institutions play a crucial role in cultivating an entrepreneurial

mindset and systematically developing students' potential. Suan Sunandha Rajabhat University places importance on incubating students to become new entrepreneurs (Start-ups) through collaborative efforts among relevant units, with the aim of creating support systems and an enabling environment that sustainably fosters students' potential.

This research was conducted under the Routine to Research (R2R) project. Its objectives were to study the current operational conditions, analyze problems and obstacles, and propose guidelines for improving the effectiveness of the student incubation process. In addition, the research aimed to enhance student development operations to be more systematic and standardized by using the research process as a tool for work improvement, as well as to generate knowledge that can serve as a guideline for managing the entrepreneurial incubation process in the future. This will help promote the university as a high-quality incubator for a new generation of entrepreneurs and support the sustainable development of the country's knowledge-based economy.

Research Objectives

1. To study the factors affecting students' inspiration and intention to become new entrepreneurs (Start-ups) at Suan Sunandha Rajabhat University.
2. To analyze the problems, obstacles, and factors influencing the success of the student incubation process in developing new entrepreneurs.
3. To propose operational guidelines for incubating and developing students into modern Start-up entrepreneurs, which can be applied to sustainably improve routine student development practices.

Scope of Research

1. Population and Sample

This research were conducted at Suan Sunandha Rajabhat University. The sample consisted of 74 students from Suan Sunandha Rajabhat University who had participated in the student entrepreneurship (Start-up) development program in the 2024 fiscal year.

2. Content Scope

This study employed a quantitative research approach, focusing on factors influencing students' entrepreneurial inspiration at Suan Sunandha Rajabhat University. The analysis emphasized personal factors, educational environment factors, social and networking factors, and university support factors, as well as relevant concepts, theories, and related research.

3. Study Period

October 2024 – September 2025

Literature Review

The study entitled "Guidelines for Developing a Student Incubation Process toward Startup Entrepreneurship at Suan Sunandha Rajabhat University" involved a review of related literature as follows:

Sirthongkam & Lertamornsak (2021) studied the problems in the management of vocational entrepreneurial incubation centers in Bangkok. The objectives were to examine existing management problems and propose guidelines for achieving excellence in managing vocational entrepreneurial incubation centers in the Bangkok area. The study employed a mixed-methods approach, combining quantitative and qualitative research. The sample consisted of 102 administrators and staff members of vocational entrepreneurial incubation

centers, along with eight experts. Research instruments included a five-point Likert scale questionnaire and interviews. Data was analyzed using basic statistics and content analysis. The findings indicated that overall management problems of vocational entrepreneurial incubation centers were at a high level, covering four aspects: training, incubation, innovation, and administration. Regarding management guidelines toward excellence, the study suggested selecting participants with high potential and providing diverse learning activities in the training aspect; establishing networks and continuous collaboration with external organizations in the incubation aspect; offering consultation on business establishment, business planning, marketing, and finance in the administrative aspect; and promoting the development of inventions and innovations for commercial extension and business sustainability in the innovation aspect.

Kosakul (2025) examined motivational factors influencing business engagement among Generation Y. The study aimed to investigate the relationships between factors affecting entrepreneurial intention, focusing on entrepreneurial motivation, entrepreneurial passion, personal skills, and environmental factors. Data were collected through online questionnaires via Google Forms from a sample of 329 Generation Y respondents. The results revealed that most respondents were female, aged between 25–30 years, held a bachelor's degree, worked as full-time employees, and had less than five years of work experience. The findings showed that environmental factors had the strongest relationship with entrepreneurial intention, followed by entrepreneurial passion and personal skills, whereas entrepreneurial motivation was not significantly related to entrepreneurial intention.

Wongphaisalsirikul (2015) studied the entrepreneurial development process within business incubation units of universities in the lower northeastern region of Thailand. The objectives were to examine entrepreneurial development processes, compare Thai university incubation practices with best practices of the Strategy and Evaluation Service of the European Commission, and assess the commercial potential and satisfaction of incubated entrepreneurs. The sample included eight incubation unit managers and 40 entrepreneurs from eight universities. Research instruments consisted of questionnaires and interviews. Data were analyzed using descriptive statistics and content analysis. The results indicated that entrepreneurs possessed 21 success-supporting characteristics at a high level and expressed high satisfaction with services related to workspace provision, consulting, intellectual property management, training, and knowledge transfer. The comparison revealed that incubation units in the lower northeastern universities performed at a satisfactory level comparable to European best practices. Additionally, most entrepreneurs demonstrated increased commercial potential, improved business knowledge, reduced costs, and enhanced business performance after incubation.

Chuenranu & Suttapong (2025) examined approaches to fostering entrepreneurial motivation among Generation Z through a review of literature and related research on motivation theories and concepts. The study aimed to identify strategies for enhancing entrepreneurial motivation among Generation Z. The findings classified motivation into two types: intrinsic motivation, such as entrepreneurial intention, attitudes, self-efficacy, risk-taking challenges, and independence; and extrinsic motivation, such as goal setting, creativity, social norms, and entrepreneurship education. Both types of motivation were found to play significant roles in developing entrepreneurial potential and success among Generation Z. Policy recommendations suggested that government agencies, particularly the Office of Small and Medium Enterprises Promotion, should develop integrated service platforms to facilitate access to information, training, business registration, and funding, alongside tailored training

programs aligned with Generation Z's potential and the establishment of entrepreneurial think tanks to support policymaking and sustainable entrepreneurial development. Future research was recommended to compare motivational factors across different generations to develop more effective promotion strategies.

Chalearmchokwattana, Viriyasuebphong, & Sangelimsuwan (2022) investigated the influence of start-up success factors, branding, and design thinking on start-up business intention among Generation Z in Bangkok. The study aimed to examine how start-up success factors, branding, and design thinking affected entrepreneurial intention. This quantitative research collected data via questionnaires from 388 undergraduate students aged 18–24 years. The results indicated that respondents rated start-up success factors, branding, design thinking, and start-up business intention at a high level overall. Hypothesis testing revealed that start-up success factors related to innovative ideas and financial capital significantly influenced start-up business intention. Moreover, branding factors—particularly brand design and identity creation—and design thinking factors, including problem framing and idea generation, significantly affected start-up business intention among Generation Z at the 0.05 significance level. In summary, business success factors, branding, and design thinking played critical roles in strengthening entrepreneurial intention among Generation Z university students in Bangkok.

Research Methodology

The research entitled "Guidelines for Developing the Student Incubation Process toward Becoming New Entrepreneurs (Start-ups) at Suan Sunandha Rajabhat University" is a quantitative research study. The researcher conducted a review of books, textbooks, documents, theses, and related research. The research procedures and methods are described as follows:

1. Population and Sample

The population for this study consisted of undergraduate students at Suan Sunandha Rajabhat University who had participated in the student entrepreneurship (Start-up) development program in the 2024 fiscal year. Based on the calculation, a sample size of 74 students was obtained. Simple random sampling was used to select the sample.

2. Research Instruments

The research instrument used in this study was a questionnaire developed by the researcher based on a review of relevant documents and previous studies. The questionnaire was a mixed-format instrument combining a checklist and a rating scale constructed according to Likert's principles. The questionnaire consisted of three sections:

Section 1:

This section collected information on the respondents' personal factors, comprising six items: gender, age, year of study, faculty, income, and student achievements. The questions were in the form of a checklist.

Section 2:

This section measured students' opinions toward guidelines for developing the student incubation process to become new entrepreneurs (Start-ups). It consisted of 20 items using a five-point Likert scale rating format.

Section 3:

This section gathered additional suggestions and opinions regarding guidelines for developing the student incubation process to become new entrepreneurs (Start-ups). It consisted of open-ended questions allowing respondents to freely express their views.

3. Statistical Analysis

The statistics used in this study included descriptive statistics as follows:

3.1 Analysis of respondents' personal characteristics using checklist-type questions, analyzed through frequency and percentage.

3.2 Analysis of undergraduate students' opinions at Suan Sunandha Rajabhat University using rating-scale questions, analyzed by frequency, percentage, mean ($\bar{x}$), and standard deviation (S.D.) to describe general information.

3.3 Analysis of the level of students' opinions using mean and standard deviation (S.D.) to interpret the overall and individual aspects of the findings.

Research Results

The research findings from a sample of 74 students at Suan Sunandha Rajabhat University revealed that most respondents were female, aged between 21–23 years, studying in their second year, and had an average monthly income ranging from 5,001 to 10,000 baht. Most students did not yet have innovative outputs or creative works.

The analysis of students' opinions toward the guidelines for developing the student incubation process to become new entrepreneurs (Start-ups) showed that the overall level of opinion was moderate (overall mean = 3.23). When examined by dimension, the educational environment was rated at a moderate level ($\bar{x}$ = 3.24), with the highest-rated item being the provision of courses or subjects that promote entrepreneurial skills. The social and networking dimension was also rated at a moderate level ($\bar{x}$ = 3.23), with support from friends and family playing an important role in motivating students.

The dimension of institutional and policy support was rated at a moderate level ($\bar{x}$ = 3.23). Business incubation centers and post-incubation business support received relatively high ratings, whereas financial support was rated at a relatively lower level. Entrepreneurial inspiration among students recorded the highest mean score ($\bar{x}$ = 3.26), although it remained at a moderate level. This indicates that while students demonstrate interest and intention to become entrepreneurs, they still lack systematic support.

In summary, the findings indicate that the university's entrepreneurial incubation process remains at a stage requiring further development, particularly in strengthening policy-level support systems, improving access to funding sources, expanding entrepreneurial networks, and systematically enhancing students' entrepreneurial inspiration to increase the effectiveness of Start-up incubation at the higher education level.

Discussion and Conclusion

The research findings revealed that students' overall opinions toward the development of the entrepreneurial incubation process were at a moderate level, with entrepreneurial inspiration receiving the highest mean score but still lacking systematic support. Educational environment, social and networking support, and institutional and policy support were all rated at a moderate level, with financial support identified as a key weakness. These findings are consistent with the results presented in the abstract, confirming that while students demonstrate a certain level of entrepreneurial motivation, the existing incubation system has yet to provide comprehensive and integrated support mechanisms. Consequently, these results indicate that universities should strengthen policy mechanisms, improve access to funding, and expand entrepreneurial networks to enhance the effectiveness of Start-up incubation at the higher education level.

Acknowledgements

This research was successfully completed through the cooperation and support of many parties. The researcher would like to express sincere gratitude to the research advisor for providing valuable guidance, constructive suggestions, and continuous encouragement throughout the research process. The advisor also served as an excellent role model in terms of knowledge, responsibility, and academic ethics, which greatly contributed to the success of this study.

The researcher would also like to thank the administrators, faculty members, and staff of the Research and Development Institute, Suan Sunandha Rajabhat University, for their support, facilitation, and provision of essential information for the conduct of this research. Appreciation is also extended to the students who served as the sample group and kindly participated in completing the questionnaires, enabling complete and comprehensive data collection.

In addition, the researcher would like to thank colleagues and all individuals involved for their encouragement, advice, and assistance in various aspects throughout the period of conducting the research and preparing this report, which allowed the study to be completed in accordance with its objectives. The researcher sincerely hopes that this research will be beneficial to educational institutions, instructors, students, and those interested in the development of entrepreneurial incubation processes, and that the findings can be applied to the improvement of education and related policies in the future.

References

Chalearmchokwattana, R., Viriyasuebphong, P., & Sangelimsuwan, S. (2022). Key success factors and design thinking for beginning determination startup business of Generation Z population in Bangkok. *KKBS Journal of Business Administration and Accountancy, 6*(2), 97–116. https://so04.tci-thaijo.org/index.php/kkbsjournal/article/view/249964/176793

Chuenranu, T., & Suttapong, K. (2025). Guidelines for creating the entrepreneurial motivation of Generation Z. *Executive Journal, 45*(1), 131–148. https://so01.tci-thaijo.org/index.php/executivejournal/article/view/277793/180264

Kosakul, J. (2025). *The study of motivation factors towards entrepreneurial intentions of Generation Y* [Master's thesis, Mahidol University].

Sirthongkam, J., & Lertamornsak, G. (2021). The administration of entrepreneurship vocational educational incubator in Bangkok to be an excellent center. *Lampang Rajabhat University Journal, 10*(2), 35–45. https://so04.tci-thaijo.org/index.php/JLPRU/article/view/248257/173659

Wongphaisalsirikul, K. (2015). The process of entrepreneur development in the university business incubator project in the lower northeast. *Romayasan Journal, 13*(1), 133–148.