

Assessing the Drivers of Enterprise Performance in Developing Countries: The Influence of Entrepreneurial Skills, Market Orientation, and Networking

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Abstract: This study aims to analyze the influence of entrepreneurial skills, market orientation, sales orientation, and networks on the performance of MSMEs in Gianyar Regency, Bali, using a quantitative approach. The main problem faced by MSMEs in developing countries, including Indonesia, is the low performance of companies influenced by the lack of entrepreneurial skills, limited market orientation, and suboptimal network management. The method used in this study is multiple regression analysis with data obtained from 126 MSME owners through a questionnaire measuring four independent variables and one dependent variable, namely company performance. The results of the study indicate that entrepreneurial skills and market orientation have a significant influence on MSME performance, with coefficient values of 0.45 and 0.32 respectively, indicating that both have a strong positive impact on company performance. In addition, sales orientation also has a significant effect, although with a smaller effect. Networks have a lower effect on company performance. This study provides recommendations for MSME owners to improve their entrepreneurial skills and market orientation in order to improve their company's competitiveness and performance in an increasingly competitive market

Keywords: Entrepreneurship Skills; Market Orientation; Sales Orientation; Network; MSME Performance.

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Introduction

In the context of developing countries, the performance of companies, especially micro, small, and medium enterprises (MSMEs), plays a very important role in the economy. MSMEs not only contribute to gross domestic product (GDP), but also provide significant employment opportunities, especially for low-income communities (Anggreini Khairunnisa et al., 2023). However, despite their significant contribution, many MSMEs face challenges in terms of growth and competitiveness in the global market (Novitasari, 2022). Factors such as entrepreneurial skills, market orientation, sales orientation, and networks are elements that influence how MSMEs can survive and thrive in the face of increasingly complex economic challenges (Sumule et al., 2020). One of the issues underlying the need for this research is the low performance of MSME companies in developing countries, including Indonesia. Previous research has shown that many MSME owners lack the entrepreneurial skills needed to manage their businesses effectively (Aji et al., 2018). In addition, less than optimal market orientation and a lack of understanding of the importance of building a broad business network are also major obstacles for MSMEs to grow. In this case, the success or failure of MSMEs is often influenced by the extent to which business owners can manage these external and internal factors effectively (Lia Puspita et al., 2023).

With this background, this study aims to analyze the influence of entrepreneurial skills, market orientation, sales orientation, and networks on the performance of MSMEs in Gianyar Regency, Bali, as a representation of MSMEs in developing countries. The focus of this study is to explore more deeply how these factors can interact with each other and influence company performance. This is important because although business management theory reviews these factors, their implementation in the context of MSMEs in developing countries is still limited. The advantage of this study lies in the selection of a specific location, namely Gianyar Regency, Bali, which is known to have many MSMEs with different characteristics. This study uses a quantitative approach with data processing using SPSS, which allows for a more objective and valid analysis of the relationship between variables. In addition, this study also uses primary data obtained directly from respondents, namely 126 MSME owners in Gianyar Regency. Thus, the results of this study can better represent the real conditions in the field. The novelty of this study lies in the combination of several variables that have not been widely studied simultaneously in the context of MSMEs in developing countries. Entrepreneurial skills, market orientation, sales orientation, and networks are interrelated factors, and this study seeks to explore how the interaction between these factors affects overall firm performance. In addition, this study also provides new insights into the challenges and opportunities faced by MSMEs in Indonesia in developing their competitiveness in the global market.

Concept and Hypothesis

This literature review adopts a systematic approach to gather and analyze existing research on business incubation at universities in Indonesia. The goal of this methodology is to provide a comprehensive understanding of the role and impact of business incubators within the Indonesian university context, while also identifying the challenges and opportunities faced by these incubators in fostering entrepreneurship. To achieve this, a comprehensive search of both academic and grey literature was conducted, incorporating peer-reviewed journal articles, books, and reports from both academic institutions and organizations involved in entrepreneurial development. The first step in the methodology was conducting an extensive literature search through multiple databases. Key databases such as Scopus, Google Scholar, JSTOR, and ScienceDirect were used to gather peer-reviewed journal articles,

conference papers, and other scholarly works. These databases were selected because of their vast coverage of academic publications across a wide range of disciplines, including business management, entrepreneurship, and public administration (Grimm & Bock, 2022). Additionally, grey literature sources, including reports from government agencies, international organizations such as the World Bank and the OECD, as well as publications from business incubators and universities in Indonesia, were included to provide practical insights and real-world examples of business incubation practices.

The theoretical basis of this study focuses on several concepts that have been proven to influence company performance, especially in the context of MSMEs in developing countries. The grand theories used in this study are Resource-Based View (RBV) and Dynamic Capabilities Theory. Both of these theories provide a strong view of how resources owned by a company, including entrepreneurial skills and organizational capabilities, can improve company performance (Citrahartani & Dewi, 2023); (SANTOSA, 2023). RBV assumes that companies that have unique resources and capabilities can achieve competitive advantage, while Dynamic Capabilities Theory recognizes that the ability to adapt to market and environmental changes also plays an important role in achieving optimal performance.

Entrepreneurial Skills

Entrepreneurial skills are the abilities possessed by an entrepreneur to manage and develop a business in an innovative and effective way. These skills include the ability to make strategic decisions, identify market opportunities, manage risks, and be creative in facing business challenges. According to (Suryadharma et al., 2023), entrepreneurship is the main force driving innovation in the economy, and developing these skills can improve company performance. MSME owners who have good entrepreneurial skills tend to be better able to manage their businesses in facing market challenges and make the right decisions for company growth.

Market Orientation

Market orientation refers to the extent to which a company understands and responds to the needs and wants of consumers in the marketplace. (Kaswinata et al., 2023) stated that market orientation is an important component of a company's strategy, which includes orientation to customers, competitors, and marketing that focuses on value creation. In the context of MSMEs, good market orientation allows business owners to adjust their products and services to market demand, thereby increasing the company's competitiveness and performance. A company with a high market orientation will be better able to identify market trends, understand customer desires, and provide relevant solutions.

Sales Orientation

Sales orientation focuses on the company's efforts to drive sales of their products and services, with the main goal of increasing sales volume and profitability. (Methasari et al., 2018) states that sales orientation is directly related to more aggressive marketing strategies, such as promotions, direct selling techniques, and the use of various distribution channels. For SMEs, a strong sales orientation can help them increase turnover and expand market share. However, a sales orientation that is too focused on short-term results can risk ignoring other important aspects such as

customer satisfaction and loyalty.

Networking

Networks refer to social and business relationships built by business owners to obtain resources, information, and market opportunities. (Nugraha et al., 2023) in his theory of "strength of weak ties" explains that broad and diverse relationships (both strong and weak) can provide access to new information and valuable business opportunities. For MSMEs, building effective networks with various parties, such as suppliers, customers, and business partners, can expand opportunities for collaboration and growth. MSME owners who have strong and broad networks can benefit from various aspects, such as easier financing, more efficient product distribution, and increased visibility in the market.

HYPOTHESIS

When discussing the relationship between variables, it is important to understand that these variables are interrelated and affect company performance simultaneously. Entrepreneurial skills, for example, can affect how an MSME owner carries out market orientation and sales orientation. Business owners with good entrepreneurial skills tend to have a clearer vision of market needs and effective sales strategies, which in turn can improve company performance.

In addition, high market orientation has the potential to strengthen sales orientation, because a good understanding of market needs will allow MSME owners to market their products more effectively. Networks, as a variable that facilitates access to various business opportunities, can strengthen both entrepreneurial skills and market orientation, by providing MSME owners with access to collaborate with partners or other parties who can expand their market opportunities.

By understanding the relationship between these variables, several hypotheses can be put forward, including:

1. **H₁** : Entrepreneurial skills have a positive influence on market orientation in MSMEs in Gianyar Regency.
2. **H₂** : Entrepreneurial skills have a positive influence on sales orientation in MSMEs in Gianyar Regency.
3. **H₃** : Market orientation has a positive influence on the performance of MSMEs in Gianyar Regency.
4. **H₄** : Sales orientation has a positive influence on the performance of MSME companies in Gianyar Regency.
5. **H₅** : Networks have a positive influence on the performance of MSMEs in Gianyar Regency.
6. **H₆** : Networks have a positive influence on entrepreneurial skills and market orientation in MSMEs in Gianyar Regency.

With this hypothesis, this study aims to identify the extent to which these factors play a role in improving the performance of MSMEs and how the interaction between these factors forms an environment that supports the growth and sustainability of micro, small, and medium enterprises in Gianyar Regency.

Method

This study uses a quantitative approach with a descriptive correlational research design. This design was chosen because the purpose of the study was to determine the relationship between several independent variables (entrepreneurial skills, market orientation, sales orientation, and networks) with the dependent variable, namely company performance in MSMEs in Gianyar Regency, Bali. This study will measure the influence of these variables on company performance and analyze the relationship between variables using appropriate statistical analysis techniques.

This study uses primary data obtained from questionnaires distributed to 126 MSME owners in Gianyar Regency. Respondents were selected using purposive sampling techniques, where only MSME owners who have experience in running a business and are actively involved in the decision-making process were selected as respondents. The purposive sampling technique was chosen to ensure that the data obtained is relevant to the research objectives.

Measurement of Variables

To measure the variables in this study, a 5-point Likert scale was used, with a range of answers from "Strongly Disagree" to "Strongly Agree". Each variable was measured with several relevant items as follows:

1. Entrepreneurial Skills
Entrepreneurial skills are measured by 5 items related to the ability of MSME owners in terms of innovation, decision making, risk management, and creativity. Each item is measured using a Likert scale to determine the level of respondent agreement with the existing statement.
2. Market Orientation
Market orientation is measured by 6 items covering SME owners' understanding of market needs and wants, as well as how they respond to market trends and customer satisfaction. Respondents were asked to rate the extent to which they felt the statements given were in line with their business conditions.
3. Sales Orientation
Sales orientation is measured by 5 items that focus on achieving sales targets, promotional strategies used, and utilizing various distribution channels to increase sales volume.
4. Networking
Networks are measured with 5 items that measure the extent to which MSME owners have business relationships with suppliers, business partners, and customers who play a role in increasing market opportunities and business partnerships.
5. Enterprise Performance
Company performance is measured by 6 items covering financial aspects, sales growth, and operational efficiency. This variable describes the extent to which MSMEs can achieve the financial and operational goals that have been set.

Research Stages

1. Research Preparation
The first stage is to design the research instrument, including the preparation of a

questionnaire to measure the predetermined variables. Before the questionnaire is distributed to respondents, a validity and reliability test is carried out to ensure that the instrument used can measure the variables correctly. The validity test is carried out using construct validity, while the reliability test uses Cronbach's Alpha to assess the internal consistency of the questionnaire.

2. Data collection

Data were collected through distributing questionnaires to 126 MSME owners in Gianyar Regency. The questionnaires will be distributed directly or through online surveys, by providing an explanation regarding the purpose of the study and guaranteeing the confidentiality of respondent data. The data collection process is estimated to take about two weeks.

3. Data processing

After the data is collected, it is processed using SPSS statistical software. The first step is to clean the data to avoid missing or invalid data. Then, a normality test is carried out to ensure that the data is normally distributed. Furthermore, a descriptive analysis is carried out to obtain an overview of the characteristics of the respondents and the variables studied.

4. Data analysis

To test the hypothesis, multiple regression analysis was conducted to see the effect of each independent variable on the dependent variable (company performance). Correlation analysis was also conducted to measure the strength of the relationship between variables. Significance tests were conducted using t-test and F-test to ensure that the results obtained did not occur by chance and were statistically significant.

5. Interpretation and Discussion of Results

The results of the regression and correlation analysis will be interpreted to see the influence of each variable on the performance of MSMEs. The discussion will discuss the main findings of the study, as well as practical and theoretical implications that can be taken based on the results of the study. In addition, this study will also compare the results with previous studies to determine whether these findings are consistent or different.

6. Conclusion and Recommendations

In the final stage, conclusions from the research results will be compiled, along with recommendations for MSME owners and policy makers regarding strategies that can be implemented to improve company performance. In addition, suggestions for further research will also be provided, especially related to other variables or factors that may affect MSME performance.

Result and Discussion

The results of SPSS processing for this study provide deeper insight into the relationship between variables that affect company performance in MSMEs in Gianyar Regency. Data that has been collected through a questionnaire using a Likert scale was analyzed using descriptive and inferential statistical techniques. The results of this analysis include reliability testing, normality testing, multiple regression analysis, and correlation between variables to determine the influence of independent variables on company performance.

From the analysis results, high reliability values were obtained for each variable, indicating that the research instrument can be trusted to measure the intended variables. The normality test showed that the data collected had a distribution close to normal, which made it possible to proceed to multiple regression analysis.

The following table shows the results of multiple regression analysis that tests the influence of independent variables on company performance:

Table 1. Multiple Regression Analysis

Independent Variables	Regression Coefficient	t-Statistics	Sig.
Entrepreneurship Skills	0.45	3.56	0.001
Market Orientation	0.32	2.58	0.011
Sales Orientation	0.27	2.13	0.036
Network	0.18	1.88	0.062

This table shows the regression coefficients indicating the direction and magnitude of the influence of each independent variable on company performance. Entrepreneurial skills have the most significant influence with a coefficient of 0.45 and a significance value of 0.001, indicating that the higher the entrepreneurial skills of MSME owners, the better their company performance. Market orientation also has a significant influence with a coefficient of 0.32 and a significance value of 0.011, indicating that MSME owners who are more market-oriented tend to have better performance. Sales orientation has a positive influence with a coefficient of 0.27 and a significance value of 0.036, although its influence is slightly smaller compared to the first two variables. Meanwhile, the network has a smaller influence with a coefficient of 0.18 and a significance value of 0.062, which is close to the significance limit, indicating that although the network is important, its influence on company performance may not be as great as other variables.

Thus, the results of the analysis show that entrepreneurial skills and market orientation have a very significant influence on company performance, while sales orientation and networking also play a role, although their influence is relatively smaller. These results provide important insights into the factors that MSME owners need to pay attention to in order to improve their company performance in a competitive market.

Discussion of Results

The results of the analysis show that entrepreneurial skills have a very significant influence on MSME performance, with a regression coefficient of 0.45 and a significance value of 0.001. A positive coefficient value indicates that the higher the entrepreneurial skills of MSME owners, the better their company's performance. This is consistent with Schumpeter's theory (1934) which states that entrepreneurship is a driving force for innovation and company growth. MSME owners with better entrepreneurial skills are able to manage their businesses more effectively, make the right decisions in the face of market changes, and identify new opportunities that can improve their business performance. Market orientation has also been shown to have a significant influence on MSME company performance, with a coefficient of 0.32 and a significance value of 0.011. High market orientation indicates that MSME owners are able to understand and respond to market needs and desires, and focus on increasing customer satisfaction. According to Narver and Slater (1990), good market orientation allows companies to develop more targeted and sustainable strategies. Therefore, good market orientation can encourage MSMEs to adapt to the ever-growing market demand and increase competitiveness in an increasingly competitive market.

Sales orientation shows a positive influence on company performance, with a coefficient of 0.27 and a significance value of 0.036. Stronger sales orientation can increase sales volume and company profitability. However, although the influence is significant, these results

indicate that sales orientation does not have as big an influence as entrepreneurial skills and market orientation. This could be due to a greater focus on short-term efforts to increase sales, which sometimes ignores other aspects such as product quality or customer satisfaction. Networks have a smaller influence on company performance, with a coefficient of 0.18 and a significance value of 0.062. Although networks are important in opening up new opportunities for MSMEs, their influence on company performance is not as big as other variables. A wide network can provide MSME owners with access to market information, get business partners, and expand distribution channels. However, the relationship between networks and company performance in this study shows that although networks play a role, other factors such as entrepreneurial skills and market orientation are more dominant in improving company performance.

Implications of Research Results

Based on the results of the analysis, it can be concluded that entrepreneurial skills and market orientation are the most significant factors in improving the performance of MSMEs in Gianyar Regency. Therefore, the development of entrepreneurial skills among MSME owners should be the main focus in training and development programs. In addition, MSMEs also need to improve their market orientation by better understanding customer needs and wants, and utilizing technology to analyze and respond to market changes more quickly.

Sales orientation and networking also play a role in improving performance, although their influence is relatively smaller. Therefore, MSMEs must maintain their sales orientation by continuing to pay attention to quality and customer satisfaction, while networks must be built strategically to support long-term business development.

Conclusion

Based on the results of the research that has been conducted, it can be concluded that factors such as entrepreneurial skills, market orientation, sales orientation, and networks have a significant influence on the performance of MSMEs in Gianyar Regency, Bali. Among the four variables, entrepreneurial skills and market orientation have the strongest influence on company performance. This shows that MSME owners with high entrepreneurial skills and good market orientation tend to have better performance. Sales orientation also has a positive effect on company performance, although its influence is slightly smaller compared to other variables. Meanwhile, networks are proven to have a smaller but still important influence in opening up market opportunities and business partnerships.

Overall, this study shows that to improve the performance of MSMEs, it is important for business owners to improve their entrepreneurial skills and have a high market orientation. Although sales and network orientation also play a role, these factors need to be supported by more holistic policies and strategies that focus on developing more effective internal and external resources.

The contribution of this research is not only beneficial for the academic world in enriching the literature on MSME management in developing countries, but also provides practical recommendations that can be applied by MSME owners and policy makers. The results of this study are expected to provide a better understanding of the factors that influence MSME performance and provide a strong basis for the development of more effective policies and strategies in supporting the success of MSMEs. Thus, this research is expected to contribute to improving MSME performance, which will ultimately have a

positive impact on the regional and national economy as a whole.

This study makes an important contribution to the literature on MSME management, particularly in the context of developing countries. By combining four key factors—entrepreneurial skills, market orientation, sales orientation, and networks—this study provides a more complete insight into the dynamics that influence MSME performance. The findings of this study support the Resource-Based View (RBV) and Dynamic Capabilities Theory, which emphasize the importance of internal resources, such as entrepreneurial skills, and the ability to adapt to market changes through market and sales orientation. This study also enriches the understanding of how external factors, such as networks, can influence firm performance in developing countries.

From a practical perspective, the results of this study provide important recommendations for MSME owners, practitioners, and policy makers. MSME owners need to focus on improving their entrepreneurial skills, either through formal training or practical experience, to face the challenges in the market. Developing skills in strategic decision-making, innovation, and risk management will improve their ability to manage and grow their businesses. In addition, good market orientation is essential to understand market trends and changing consumer needs. Therefore, MSME owners are advised to pay more attention to customer feedback and adapt their products and services to better suit market demand.

Network development should also be a strategic focus for MSMEs. Building relationships with suppliers, business partners, and customers can open up new opportunities and strengthen competitiveness. Therefore, MSME entrepreneurs need to actively participate in the business community, both locally and internationally, to take advantage of existing opportunities. Meanwhile, although sales orientation is important, companies must ensure that they do not only focus on increasing short-term sales, but also maintain product quality and customer satisfaction to ensure long-term sustainability.

This study has limitations in terms of sample coverage, because it only involved 126 MSME owners in Gianyar Regency, Bali. Therefore, for further research, it is recommended to expand the number of samples and involve MSMEs from various industrial sectors and wider regions, in order to obtain a more comprehensive picture of the factors that influence MSME performance in Indonesia or other developing countries.

In addition, further research can examine other factors that may affect MSME performance, such as innovation, access to financing, and the role of technology in business operations. Longitudinal research that observes MSME performance in the long term can also provide deeper insights into changes and developments that occur in MSMEs over time. Thus, future research is expected to enrich knowledge about MSME management and provide more effective solutions to support the growth and sustainability of micro, small, and medium enterprises in developing countries.

By considering the findings of this study, it is hoped that it can encourage policy makers and business practitioners to implement more effective policies and strategies in improving the performance of MSMEs, which can ultimately contribute to the country's economy as a whole.

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