
MODEL OF MARKETING COMPETENCY FOR HIGH POTENTIAL TOURISM BUSIENSS

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ABSTRACT

This research aims to study factors affecting marketing competency for Thailand's tourism business. The main factors are integrative logistics management, trust, and personal relation. The study combines quantitative and qualitative research for which the tools are a questionnaire and an in-depth interview. The population used for this study includes 2,899 high potential tourism business organizations which are registered in Thailand. For quantitative research, the sample group consists of 352 organizations. Data analysis utilizes path analysis technique. For qualitative research, sample group of 5 organizations is selected by purposive sampling. The research results are concluded as follows: Integrative logistics management affects the marketing competency at a significant level of 0.008. Trust affects integrative logistics management at a significant level of 0.005. Additionally, personal relationship affects integrative logistics management at a significant level of 0.007. The accuracy test on the organizations' model of marketing competency has proven true to the set hypothesis.

Key Words: Integrative Logistics Management, Marketing Competency, Personal Relationship, Trust, High Potential Tourism Business

1. Introduction

Tourism business, not only is significant to world economy, but also is very significant to Thailand's economy (Ministry of Tourism and Sports, 2016). Since tourism business exists continuously in every part of the world both for domestic and abroad tourism. Therefore, tourism business becomes tremendous in value. (PATA.,2012) Besides, tourism business has a vast opportunity in market expansion in domestic and abroad because tourism business has some different characteristics than other businesses. Each tourism resort is different and it is not replaceable by other tourism resorts. (Ministry of tourism and sports, 2016; World Travel and Tourism Council, 2015) Nevertheless, at the same time, tourism business is met with several aspects of problems, such as Thailand's tourism process is not in good quality, trustworthy, including the high costs of tourism business when compare with competing countries such as China and Japan. (World Travel & Tourism Council 2018; Ministry of Tourism and Sports, 2016). There are several problems in management process since some resorts have only seasonal foods and tourism resorts are not well advertised so there is lack of quality acknowledgement. The trading of tourism programs is made through personal relation such as the sales of quality tourism programs is made only in regular and familiar customers which prevent the sales to other high buying power organizations due to no reliability between seller and buyer. (Ministry of Tourism and Sports, 2019; Kerdpitak and Heuer, 2016; Kerdpitak, 2017) Furthermore, the results of the study of efficient supply chain found that tourism business had a lot of non-value activities and needed solutions for better

marketing potential. (Kerdpitak & Heuer 2013, Ministry of Tourism and Sports, 2019; Kerdpitak & Heuer, 2016; Kerdpitak, 2017)

Hence, when tourism business is very important to Thailand's economy, and still face with some problems, there is a need to find organizational management methods for better marketing ability to level up to competitors. Integrative logistics management is, then, one solution worth considering in resolving organization's business. The research has the following objectives:

1. To study factors affecting marketing competency.
2. To present a model of organizational marketing ability.

2. Reviews of Related Theories and Literature

Resource Dependency Theory has some important principles related to organizational management, which is the utilization of crucial resources owned by the organization, by adopting or adapting to add values to those resources; and build up higher business power. (Anderson, 1982; & Salancik, 1978) According to the principles of this theory, the principles are used to adapt working methods in the organization to better the organization's potential. (Anderson, 1982) Moreover, they are used to build added values for existing resources by improving various units' performances and existing information systems. (Pfeffer & Salancik, 1978) Besides, they are used to build relationship between organizations and internal relation within an organization, for faster, lesser time, lesser costs in working; and affecting logistics management in both performance and integrative logistics management. (Barney, 1991; Amy, Michael, & Brian, 2009)

Integrative Logistics Management: INLM means a management process to move goods and services, including information from production stations through an organization to trading partners until they reach end customer; by cooperative collaboration between related parties in the whole supply chain to achieve the organizational objectives. (Ellinger, Daugherty, & Keller, 2000; Griffin & Hauser, 1996) Logistics management is a part of supply chain management. In the beginning, logistics management has no cooperative collaboration. Each organization manages its own business until the end in which a good is sold. However, when more competition exists, organizations start to find management methods emphasizing cooperation both internal and between organizations. (Daugherty, Ellinger, & Gustin, 1996; Eng, 2005); Griffin & Hauser, 1996; Stock, & Lambert, 2001) Cooperation derives sharing of resources, sharing of benefits, sharing of information, and sharing of working resolutions. (Stock & Lambert, 2001; Paulraj & Chen, 2007); Vargas, Cardenas, & Matarran, 2000)

The management of quality teamwork, one of the principles of logistics and supply chain management emphasizes the collaboration in working within the organization, that, the organization would be less stable if it lacked good collaboration. First of all, there must be quality teamwork to stabilize the organization. Among the teamwork, there must be mutual trust. (Stock & Lambert, 2001; Stock, Greis, & Kasarda, 1998) The reason for having good teamwork is, once there is teamwork, there is also a need to enhance collaboration among the teamwork by expressing opinions in every step of the working process, taking parts in planning for next working step, participating in problem solving, and attending to work continuously and systematically. (Ellinger, Daugherty, & Keller, 2000); Stock & Lambert, 2001)

Besides, when any problem arises, within or outside of the organization, including the changing environment such as economic conditions, increasing price of gasoline; good teamwork should brain storm for problem solving in every occasion to find solutions for improvement, for adaptation into set working plans and implementation of the plans. (Chae, Yen & Sheu, 2005; Droge, Jayaraman & Vickery, 2004; Stock & Lambert, 2001) Therefore,

the important step of teamwork building is the essential beginning of collaboration. If an organization has good working plans, ready resources, and enough capital, but lacks good teamwork, good co-operation, expression of opinions in working processes, joining in problem solving, and solving problem separately within their own separate working units; that organization would not be appropriately successful. (Porter, 1985; Stock & Lambert, 2001; Handfield & Nichols, 1999)

Successful organization must respond to customers' needs rapidly within short time and low costs. In managing of supply chain, the quick response is very important, especially with merchandise with production process. The flexibility of production process that supports and changes along with customers' needs is important. Production has to take into account the fast changing of customers' needs. Next thing to consider is that stock material has to be kept low and according to the period of delivery time. Customers' change, in part, depends on delivery time and, on the other hand, depends on lowest level of lack of stock or lowest stock outs. In such case, the receipt of data at the selling point is very important and will play role on adaptation of production plan to be consistent with customers' needs quickly. Moreover, an organization needs to keep record of important data on customers with good technology to be able to link directly to production system. (Sheridan, 1993; Stock & Lambert, 2001; Handfield & Nichols, 1999) Therefore, the mentioned ability to respond will affect the satisfaction of the customers; and the organization can build up new customer base which should result in higher market share and higher quantity of sales.

In business competition, one must emphasize integrative logistics management; that is, having an ability to respond to customers' needs quickly. At the same time, one must consider the quality together with the variety of merchandise and service. (Porter, 1985; Chae, Yen & Sheu, 2005; Fawcett & Magnan, 2002; Paulraj & Chen, 2007) It is found that, within the variety, there are methods to help the organization to find good marketing competency, including: 1) Integration of organizations; 2) Up-to-date technological communications; 3) Internal co-operation within the organization; and 4) Internal utilization of data and information within the organization.

Hence, integrative logistics management affects marketing competency of the organization to be successful as well as higher competitive ability. In conclusion, from such study, the researcher, then, specifies the following hypothesis:

Hypothesis 1: Integrative logistics management affects positively to marketing competency.

Trust: TRUST strategic management of partnership and business management between trading partners, has an essential element which enhances business success, i.e. mutual trust. The level of trust develops from the basis of mutual acceptance, by which there must be a character of mutual trust and mutual reliability, resulting in working collaboration and teamwork. The elements of trust consist of: 1) The organization is trustful, 2) The trust from the trading organizations, ^[28, 22] and the trust from other non-trading organizations. (Barney, 1991; Kerdpitak & Heuer 2016; Panayides, 2007; Chen & Hsiao, 2008; Klein, 2007; Lin, Lo, & Sung, 2006)

The organization's trustfulness builds the reliability in the merchandise and service, including the reward of being trusted by acknowledging of the organization, getting information and good communication from the organization, including words of mouth. Therefore, other organizations will be trusting if they join in doing business together. Besides, trustfulness builds good relationship between trading partners in the supply chain, which in turns creates working co-operation. An organization can decrease stock costs, transportation costs, and quantity of merchandise awaiting sales. However, the result of trust

between organizations derives quality improvement of merchandise and service, working co-operation, and good communication. (Kerdpitak & Heuer 2016; Panayides, 2007; Chen & Hsiao, 2008; Klein, 2007; Lin, Lo, & Sung, 2006)

To be trusted by the trading organizations, a study found, when an organization is trusted by customer and supplier; it will develop a working model since it exchanges its thinking and working methods towards higher organization's benefits. As a result of such practice, there is an exchange of working culture in organizations which is a new concept in trading activities that can reduce costs. Moreover, when partners develop a level of trust, organization's trust for all condition may happen. This can expand to include non-trading organizations or partners and build future business together. Therefore, when an organization is trusted by a customer or supplier, it creates better integrative logistics management. (Kerdpitak & Heuer 2016; Panayides, 2007; Chen & Hsiao, 2008; Klein, 2007; Lin, Lo, & Sung, 2006)

From the study, it is concluded in the following hypothesis:

Hypothesis 2: Trust affects positively to integrative logistics management

Personal relationship: PERE has a role towards an organization in building business convenience in Guanxi, China, which is supported widely and continuously in trading system. (Lovett, Simmons, & Kali, 1999; Luo, 1997) Personal relationship can be beneficial in mutual trading. When an organization adopts the use of personal relationship, it can, alleviate the lack of important resource, difficulties in connecting procedure; play an upper hand in communication, safety, and in being taken good care of; and have collaboration in solving problems. Personal relationship building and organizational reputation building happen simultaneously, and are mutual opportunity that trading organizations should receive together. Building of organizational strength is a power that pushes the organization to achieve good performance, by which the role of personal relationship is to lessen the heavy and troublesome working loads greatly. Personal relationship system helps an organization to trade together within a network successfully. (Porter, 1990; Ai, 1999; Kerdpitak & Heuer, 2016; Lovett, Simmons, & Kali, 1999; Li & Lin, 2006; Luo, 1997)

The model of personal relationship in which people work together in collaboration with the organizational resources affects positively to the organizational logistics capacity; and when personal relationship works together with production system, it affects positively to the organizational logistics capacity; moreover, when personal relationship system works with information sharing system, it affects positively to the organizational logistics capacity. In conclusion, personal relationship system has to work together with other systems in the organization making the organizational logistics performance more effective. (Lovett, Simmons, & Kali, 1999; Luo, 1997)

Besides, a study found that personal relationship cause good logistics potential. However, when a more serious study was done, it was found that personal relationship, if it happened excessively and unnecessarily, would affect negatively to logistics potential. Additionally, from a study in the UK, personal relationship had not affected collaboration, marketing, and information sharing. (Lovett, Simmons, & Kali, 1999; Luo, 1997; Kerdpitak & Heuer, 2016)

Hypothesis 3: Personal relationship affects positively to integrative logistics management

Marketing Competency: MKCOM measurement of marketing competency in most organizations involves overall picture in a long range of time for exceptional good results. (Porter, 1985, 1990; Stank, Daugherty & Ellinger, 1999) Consideration of organizational

result consists of 3 aspects as follows: Having higher market share, having higher sales volume, and having higher income from the sales. In general, in considering marketing competency, an organization has to consider continuous result for a period of 3 years to be able to tell that the marketing competency of any organization is good, resulting from the fact that the organization has good integrative logistics management, trust among trading partners, and personal relationship. (Porter, 1985, 1990; Barney, 1991; Stank, Daugherty & Ellinger, 1999)

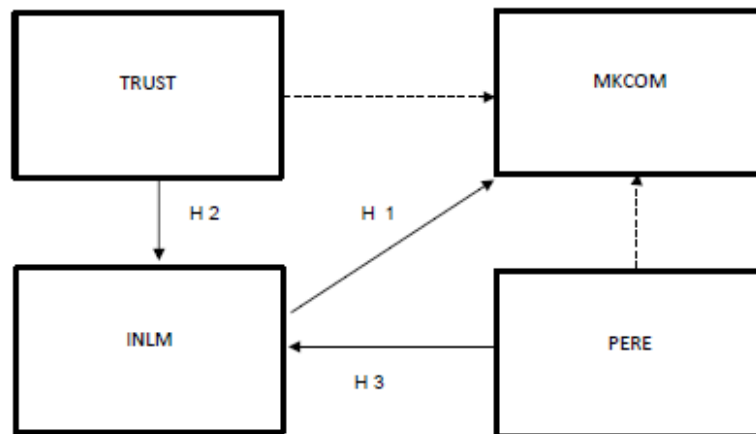
The organization with increasing market share continuously has to verify clearly its goals and working strategy. (Porter, 1985,1990) One theory states that a successful organization having higher market share, has to emphasize continuous organizational strategic development, by collaborating with related organizations; the collaboration has to derive from good personal relationship and trust in the past; and the organization has to set practical goals clearly leading to anticipated results. Nevertheless, the organization has to emphasize also the result of continuous relationship between the organization and the customers. (Porter, 1985, 1990; Stank, Daugherty & Ellinger, 1999)

The higher income from the sales and the higher quantity of sales of the organization, have to derive from the development and improvement of various aspects of activities with customer points of view as important factors, such as building of trust, communication by which customers learn of the organization’s information, and existing merchandise in the organization’s stock. Furthermore, trading base needs to be expanded to cover newer groups of customers to be able to increase sales. According to this, the measurement on higher quantity of sales and higher income from sales has to be considered by average 3 years results, also, to get definite results. (Porter, 1985, 1990; Stank, Daugherty & Ellinger, 1999)

Hence, marketing competency is related to integrative logistics management.

The results of the review of literature can be concluded into the following concepts:

Figure 1 Proposed Model of Marketing Competency



The formula for the research is as follows:

$$MKCOM = \beta_0 + \beta_1 INLM + \beta_2 PERE + \beta_3 TRUST + \zeta \dots \dots \dots (1)$$

$$INLM = \beta_4 + \beta_5 TRUST + \beta_6 PERE + \zeta \dots \dots \dots (2)$$

3. Research Methodology

This research is a quantitative together with qualitative research, so the tools used are of 2 parts: The first part is a quantitative research. The researcher uses a questionnaire as a tool. The questionnaire is divided into 4 main parts, as follows: 1) Integrative logistics management, 2) Trust, 3) Personal relationship, and 4) Marketing competency. The second part is a qualitative research. The researcher uses in-depth interview as a tool to prove the relationship between variables and to get additional information that is unable to collect from quantitative research.

The population for this research includes 2,899 tourism business organizations in Thailand (Ministry of Tourism and Sports, 2019) especially high potential tourism business organizations. For quantitative research, sample group is calculated using Taro Yamane's formula (Yamane, 1973) . to get 352 samples using Simple Random Sampling. For qualitative research, the researcher selects sample group by Purposive Sampling, from 5 successful tourism business organizations.

For data collection, appointments were made in advance to interview using measurement developed and constructed according to knowledge learned from the literature; verification was made that the representative of an organization was the highest administrator of the organization or authorized person who knew thoroughly about the organization as interviewee and questionnaire respondent. The variable influence test was made using the Path Analysis.

4. The Research Results

The results of this study include 4 parts according to contexts as follows: integrative logistics management, trust, personal relationship, and marketing competency. Each factor is described as follows:

4.1 Integrative Logistics Management It is found that tourism business emphasizes much dispersion of information within organization. Besides, the organization also emphasizes at high level in setting up quality teamwork. There are also exchange of opinions in solving problems, improvement of working practice within the organization to decrease costs, collaboration among tourism business organizations, good communication among trading organizations, and emphasis on benefit sharing between trading partners. Details are as in Table 1.

Table 1 Mean, Standard Deviation of Integrative Logistics Management (n = 352)

Variable	Mean	S.D.	result
Integrative Logistics Management			
Quality teamwork in the organization	3.91	0.72	High
Exchange of opinions in problem solving	3.83	0.94	High
Improvement of practice within the organization to decrease costs	3.75	0.82	High
Dispersion of information in the organization	4.42	0.67	Highest
Collaboration of tourism business organizations	3.74	0.91	High
Good communication among trading organizations	3.71	0.96	High
Benefit sharing among organizations	3.69	0.84	High

4.2 **Trust** It is found that tourism business in Thailand emphasizes at a highest level on the organization being trustworthy, being trusted in all existing situations, being trusted by customers, being trusted by suppliers, and being trusted by non-member of same supply chain. Moreover, the organization emphasizes at a high level on being trusted continuously, being trusted by members of same supply chain. Details are as in Table 2.

Table 2 Mean, Standard Deviation of Trust (n = 352)

Variable	Mean	S.D.	result
Trust			
The organization is trustworthy	4.61	0.44	Highest
The organization is trusted continuously	3.84	0.68	High
The organization is trusted in all existing situations	4.40	0.70	Highest
The organization is trusted by members of same supply chain	3.54	0.68	High
The organization is trusted by customers	4.37	0.50	Highest
The organization is trusted by suppliers	4.33	0.59	Highest
The organization is trusted by non-member organizations outside supply chain	4.30	0.42	Highest

4.3 **Personal Relationship** It is found that tourism business in Thailand emphasizes at a highest level on having strong binding contract with trading partners, building relationship among organizational employees, building relationship without segregation of levels of obligation, and building good relationship among all related parties. Moreover, the organization emphasizes at a high level on keeping good, long lasting relationship with important trading partners, stronger relationship for long lasting business, building new relationship for trading benefit, and building relationship to create mutual help among partners. Details are as in Table 3.

Table 3 Mean, Standard Deviation of Personal Relationship (n = 352)

Variable	Mean	S.D.	result
Personal Relationship			
Keeping good, long lasting relationship of important trading partners	3.91	0.52	High
Increasing stronger relationship for long last business	3.89	0.65	High
Building new relationship for trading benefit	3.84	0.81	High
Strong binding contract with trading partners	4.42	0.46	Highest
Building relationship to create mutual helping partners	3.81	0.53	High
Building relationship among employees within the organization	4.38	0.64	Highest
Building good relationship without segregation in levels of working obligation	4.37	0.62	Highest

Building of good relationship towards all related parties	4.32	0.71	Highest
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4.4 Marketing Competency It was found that tourism business in Thailand emphasizes at a highest level on increasing market share, and higher quantity of sales. The organization emphasizes at a high level on higher sales, and at a medium level on higher sales income. Details are as in Table 4.

Table 4 Mean, Standard Deviation of Marketing Competency (n = 352)

Variable	Mean	S.D.	result
Marketing Competency			
Increasing market share	4.32	0.80	Highest
Higher sales income	2.95	0.75	Medium
Higher quantity of sales	4.30	0.59	Highest
Higher sales	3.91	0.68	High

4.5 Analysis of Influence among Variables to Test Hypotheses The results of the analysis of the relationship between variables was checked whether empirical data are consistent theoretically and according to research hypotheses. It was found that the results of the model by Path Analysis formula, according to the research concept framework, was consistent with the empirical data, since the hypothesis tests found that, integrative logistics management affected marketing competency at a significant level of 0.008; personal relationship affected integrative logistics management at a significant level of 0.007; and trust affected integrative logistics management at a significant level of 0.005. Details are as in Table 5.

Table 5 Findings on the Basis of an Overall Analysis of the Factors Influencing Marketing Competency (n = 352)

Assumption		Correlation	R ²	□	t - value	p - value	Results		
Independent	Dependent								
H1	INLM	MKCOM	positively	0.474*	0.246	0.439	2.798	0.008	support
H2	TRUST	INLM	positively	0.345*	0.229	0.318	2.342	0.005	support
H3	PERE	INLM	positively	0.330*	0.229	0.325	2.310	0.007	support

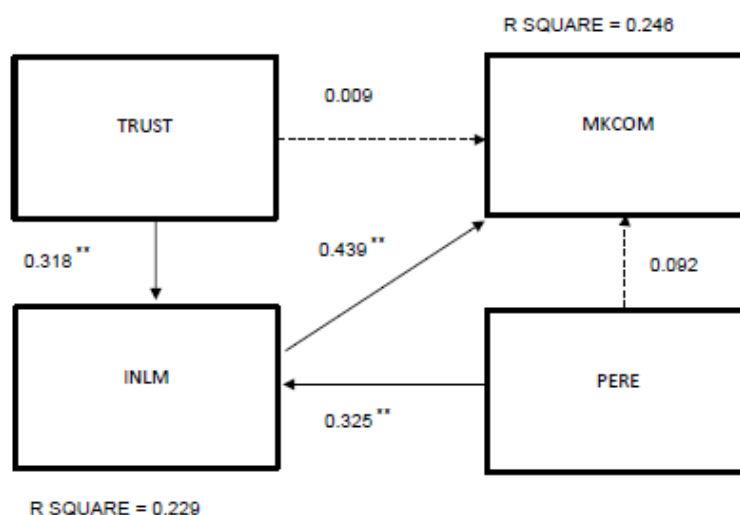
Table 6 Influencing of variable to Marketing Competency

Endogenous	R square	Effect	Antecedents		
			TRUST	PERE	INLM
MKCOM	0.246	Direct Effect	0.000	0.000	0.439***

		Indirect Effect	0.140**	0.143**	0.000
		Total Effect	0.140	0.143	0.439
INLM	0.229	Direct Effect	0.318***	0.325***	N/A
		Indirect Effect	0.000	0.000	N/A
		Total Effect	0.317	0.333	N/A

Source: the results of the researcher's data analysis
 MKCOM = Marketing Competency: INLM = Integrative Logistics Management: TRUST = Trust: PERE: Personal Relationship: DE =direct effect: IE = indirect effect: N/A = not applicable: *** mean $p \leq .01$, ** mean $p \leq .05$, * mean $p \leq 0.10$

Figure 2 Path Analysis Modeling



4.6 Interview Results The results from interviewing high level administrators and entrepreneurs in tourism business were analyzed and reported in 4 groups as follows:

4.6.1 Integrative logistics management. The study results found that integrative logistics management consisted of 2 main elements, they are: 1) Collaboration within the organization. The organization must emphasize good teamwork to enhance exchange of opinions in solving problems, and improvement of organizational working practice in decreasing organizational costs, such as, reducing working activities, reducing paper document, reducing working time, and reducing distance in moving things. Besides, emphasis should be put on sharing of information whereas all units of the organization should receive the same correct information instantly and on time; 2) Collaboration among organizations. An organization has to emphasize collaboration between organizations to reduce working resource, to work towards the same direction, and to work consistently, by which working time should be reduced. There must be good communication which enhanced correct and consistent information reception; which in turns, helped easy trading including benefit sharing. Collaboration among organizations would help continuous trading under

appropriate ration of benefit of each party. These 2 elements would create good marketing competency for the organization.

4.6.2 Trust The study found that trust had 3 important elements, as follows: 1) the organization is trustworthy. The trustworthiness of the organization would help the organization to continue in good business. Others had confidence on the organization in all existing situations. And other organizations had courage to trade with; 2) the organization is trusted by other trading partners, especially and essentially customers and suppliers, since they were ones who would continue trading directly upon mutual trust for a long time; and 3) the organization is trusted by other non-trading organizations.

4.6.3 Personal Relationship The study found that building relationship was important to customers, and good relationship among the organization's employees without segregation of working obligations, education, status, income, would result in long lasting and good working relationship. For example, employees participate in brain storming to improve performance, working together, and emphasized building new relationship for trading benefit, building stronger relationship and keep good relationship continuously for trading results and organization's performance.

4.6.4 Marketing competency the study found that marketing competency has 4 main elements, as follows: 1) higher market share which creates good overall picture. An organization must build stable marketing base by putting emphasis on customers who trade continuously, and expanding new customer base which should help increasing market share, 2) higher sales income. An organization would increase sales income if it controlled the sales costs in several ways, such as, using resources together between buyers and sellers, 3) higher quantity of sales. An organization must find ways to increase quantity of sales than before, i.e. setting up conditions of benefits if a binding trading contract is made verifying quantity and datelines, and 4) higher sales. The study found that higher sales derived from remaining customers were confident in organization's quality, reputation, good service, which enhance continuous trading and gave words of mouth to new customers. All the 4 aspects brought higher organization's marketing competency.

5. Conclusion and Suggestions

The results of a study of the increment of marketing competency by integrative logistics management can be analyzed in 3 items as follows: 1) Integrative logistics management affects the increment of marketing competency of tourism business at a significant level of 0.008; and important factors being cooperation building within the organization and between organizations, cooperation in improving performance, exchanging opinions in solving problems, sharing of data and information, communication between organizations, and sharing of mutual benefits; 2) Personal relationship affects integrative logistics management at a significant level of 0.025; important factors being relationship building within the organization, relationship building between trading organizations, the increment of stronger relationship, and building of new relationship for trading performance; 3) Trust affects integrative logistics management at a significant level of 0.027; important factors being the trust of the organization, and being trusted by other organizations, customers, suppliers, and members and non-members of the supply chain. Finally, the result of the reliability test of the model of marketing competency is as reliable as verified in the hypothesis.

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