

**CUSTOMER RELATIONSHIP MANAGEMENT CAPABILITY
AND MARKETING SURVIVAL: AN EMPIRICAL
INVESTIGATION OF BEAUTY CLINIC
BUSINESSES IN THAILAND**

RATTANAPORN SAELEE

**A dissertation submitted in partial fulfillment of the requirements for
the degree of Doctor of Philosophy in Marketing Management
at Mahasarakham University**

October 2016

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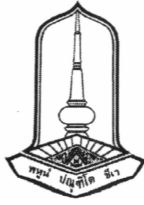
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The examining committee has unanimously approved this dissertation, submitted by Miss Rattanaporn Saelee as a partial fulfillment of the requirements for the degree of doctor of philosophy in Marketing Management at Maharakham University

Examining Committee

..... Chairman
(Assoc.Prof.Dr.Phaprukbaramee Ussahawanitchakit) (Faculty graduate committee)

..... Committee
(Dr.Prathanporn Jhundra-indra) (Advisor)

..... Committee
(Asst.Prof.Dr.Kesinee Muenthaisong) (Co-advisor)

..... Committee
(Dr.Sutana Boonlua) (Faculty graduate committee)

..... Committee
(Dr.Nuttapon Punpugdee) (External expert)

Maharakham University has granted approval to accept this dissertation as a partial fulfillment of the requirements for the degree of doctor of philosophy in Marketing Management

.....
(Assist.Prof.Dr.Nitiphong Songsrirote)

Dean of Maharakham Business School

.....
(Prof.Dr.Pradit Terdtoon)

Dean of Graduate School

October 31, 2016



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AUTHOR Miss. Rattanaorn Saelee

ADVISORS Dr. Prathanporn Jhundra-indra and
Asst. Prof. Dr. Kesinee Muenthaisong

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ABSTRACT

Customer relationship management (CRM) is popular used gradually in management approaches. Many organizations, especially in service businesses, have adopted CRM to retain and to create value for their customers in order to enhance an advantage. Moreover, a business can enhance the performance that leads to business competitiveness by CRM capability. In addition, much prior literature of CRM is focused on customer value, such as customer satisfaction and customer loyalty, but there is lack focused on business value. This research fulfills the gap of CRM literature and proposes the conceptual model of customer relationship management capability and marketing survival. There are five dimensions of customer relationship management capability that are core constructs consisting of customer database value, customer learning continuity, customer based participation, customer communication channels, and customer-organization partnerships. The results were derived from a survey of 118 beauty clinics businesses in Thailand which provided interesting point of CRM capability. The hypothesized relationships among variables were examined by using ordinary least square (OLS) regression analysis. The results show that three dimensions of CRM capability (e.g. customer database value, customer learning continuity and customer based participation) are a positive influence on consequence such as service creativity, service innovation, service excellence and service competitiveness. In addition, customer communication channel is a negative influence on service excellence and service competitiveness. Moreover, service competitiveness has a positive influence on marketing survival. Furthermore, the moderator effect of marketing munificence and



technology munificence reveals in both negative and positive effect to relationship between CRM capability, antecedent and its consequence. In addition, theoretical and managerial contributions, conclusion, and suggestions for future research are discussed.



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CHAPTER I

INTRODUCTION

Overview

In the current global marketplace which rapidly environmental changed and high competition, it has led the firm developing a new source for sustainable competitive advantage (Armstrong, 2005). Increasingly competitive market has created a need for focusing and differentiation strategies that can lead to reach more profitable customers who are less sensitive to price and loyalty (Dess, Lumpkin and Eisner, 2010). Thus, organizations need to add their customer values by attracting new customers, retaining exist customers and reducing the cost of current customers, and selling more products or services. Customers are important for business, according to Band's study (2010) suggests that more than 72 percent of the firms set the first priority in retaining customers. Furthermore, economic becomes globalization that leads to change of marketplace environment. Customers have more choices to choose and the growth of technology makes customers able to access information easier. Customer can compare offers among sellers and choose the best offer from them. Thus, business must be paid attention to against the rivals by building a relationship with customer. Theron and Terblanche (2010) suggest that building relationships with customer is considered a way for a firm to guard against competitors offerings. For addition, Liang et al. (2009) investigate that firms invest in customers relationship because customer relationship leads to develop many effective strategies for creating customer value, and provides a sustainable competitive advantage and a financial performance. In addition, long-term relationships with customer can yield higher profits and increases market share (Barry et al., 2008).

Customer Relationship Management (CRM) is the strongest and the most efficient approach in maintaining and creating relationships with customers. Customer relationship management is not only pure doing business but also ideates strong personal bonding within people. The development of this type of bonding drives the business to the new levels of success. Once this personal and emotional linkage is built,



it is very easy for any organization to identify the actual needs of customer and help to serve them in a better way. It is a belief that more the sophisticated strategies involved in implementing the customer relationship management, the more strong and fruitful are in the business (Vijayaragavan et al., 2014). Most of the organizations have dedicated the world class tools for maintaining CRM systems into their workplaces. However, paradox of customer relationship management or CRM dark side are mentioned such as firm provides differential treatment of some customers. This may cause in perception of unfairness among customers, then it may lead customer feeling unfair. Bad feeling appears to customer leading to break the relationship with firm and spread negative information to be damages for the firm (Nguyen, 2012). Nevertheless, CRM is important to service firm because CRM concepts provide customize service to each customer. Firm can explain to customer why firm acts a different treatment to someone, because each customer requires a difference, thus service sector need to use CRM. Also, prior research suggests that CRM can lead effectiveness in the service performance. Most literature on customer relationship management capability has been studying in developed country such as the United State. However, researchers have done little study in which the growth of CRM in developing markets such as South America and Asia (Kumar, Sunder and Ramaseshan, 2011). Rigby and Bilodeau (2009) indicate that CRM was the fourth most used of marketing tool in 2008 with a fairly high rating (3.83/5). The ratings score were found from a survey through marketing manager opinion. Thus, this research is interested in studying CRM capability in developing market. Especially, there are few empirical studies on CRM and beauty clinic business in Thailand.

In this research, customer relationship management capability refers to the firm's ability to retain customer and to build a long-term relationship with customer in order to enhance a profit for the organization (Buttle, 2001). Customer relationship management enhances firms to create new products and services, to solve problems, and to reduce their time-to-market of new products through understanding customer concerns and future preferences (Feng et al., 2012). Prior studies reveal that customer relationship management is positively related to a firm's marketing capability, all types of innovation, new product development, customer value creation, and firm performance (Blocker et al., 2011).



In addition, customer relationship management capability can integrate with marketing strategy which reinforces the new product strategy of the firm; namely, seeking new products, identifying market needs, and questing new ideas (Manepatli, 2012). Furthermore, firms with strong focus on customer relationship management can gain competitive advantage by emphasizing the creation and maintenance of customer value. Under the intense situation, customer relationship management helps firms to consider, analyze, and decide to defend their market position depending on the situation and marketing resource readiness.

Currently, the beauty industry is highly competitive. Moreover, it expands to diverse product categories such as cosmetic, and personal cares. Interestingly, it is also popular in Thai tradition, for example, to include skin care, surgery and body care. Overall business market value is about 400 billion baht. The growth rate is up to 20 percent from year 2013. However, it was forecasted that, the growth rate will increase to 20-30 percent from 2014 and the growth rate of customer were expected to 95 percent. The competitive situation is intense for beauty clinic business because a beauty clinic business has the similar products, customers have more choices to choose and they are able to switch to other brand easier if the business does not concern to retain them. Additionally, business must focus in retaining customers. Then customer relationship management is very important to beauty clinics business and service business (Research center of Kasikorn, 2014)

This research attempts to provide a deeper understanding of customer relationship management capability that is developed to include five dimensions: customer database value, customer learning continuity, customer based participation, customer communication channel and customer - organizations partnership. In additional, the research creates five contributions to the literature on marketing integration strategy. First, this research applies two theories, namely the social exchange theory and the contingency theory which describe the phenomena and support the relationships of the overall constructs in this model. Second, the theoretical contributions expand the boundaries of the findings in prior research and literature of customer relationship management capability which found that the key success depends on continuous customer learning. Third, the development of new dimensions of customer relationship management capability is created differently from those in the



past (Winer, 2001; Lui, 2007; Lin, Chen and Chiu, 2010). Fourth, the antecedents and consequences of customer relationship management capability are new concepts in the empirical research. Finally, the outcomes of this research would be beneficial to the owner, marketing directors, and marketing manager of similar beauty clinics businesses.

Furthermore, this research attempts to identify a gap that is derived from the literature reviews. From the previous literature, it involved factors that affect customer relationship management capability and how to use them effectively in the organization, as well as the lack of proposing the consequences and antecedents of customer relationship management capability. Thus, this research creates a new dimension of customer relationship management capability and the antecedent factors to enhance service creativity, service innovation, service excellence, and service competitiveness in order to fill a gap in customer relationship management capability. Moreover, this research intends to expand empirical studies to discover the factors of customer relationship management capability to increase the service outcomes (service creativity, service innovation, service excellence) and service competitiveness in Thailand. Moreover, this research provides the important of CRM capability to the high involvement personal service. The research methods are detailed as using a questionnaire sent by mail which is designed based on the definition of each construct and the literature reviews. The population and sample chosen is the beauty clinics businesses in Thailand totaling 834 firms. These are credible firms, found in the database of Department of Business Development, Ministry of Commerce, Thailand. The key participants are marketing directors and marketing managers. In addition, a pre-test method is appropriate to estimate the validity and reliability of the questionnaire throughout the test of non-response bias to ensure good data before analysis and testing of all hypotheses. As aforementioned above, the relationships among the constructs of this conceptual model are able to assign a purpose to this research, and the research questions are as follows:



Purposes of the Research

The main purpose of this research is to investigate the relationships between the dimensions of customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel, and customer- organization partnership), which has an influence on marketing outcomes (service creativity, service innovation, service excellence, service competitiveness, and marketing survival). The specific objectives are given as follows:

1. to investigate the effect of the five dimensions of customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel, customer - organization partnership) on service creativity, service innovation, service excellence and service competitiveness,
2. to investigate the effect of service creativity on service innovation, service excellence and service competitiveness,
3. to investigate the effect of service innovation and service excellence on service competitiveness,
4. to investigate the effect of service competitiveness on marketing survival,
5. to study the effects of long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity on each dimension of customer relationship management capability,
6. to inspect the relationship among five dimensions of customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel, customer - organization partnership) on service creativity, service innovation, service excellence and service competitiveness, using market munificence as moderator, and
7. to inspect the relationship among long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive Intensity on the five dimensions of customer relationship management capability, using technology munificence as moderator.



Research Questions

The key research question of this research is how customer relationship management capability (customer database value, customer learning continuity, customer bases participation, customer communication channel, and customer-organization partnership) has an influence on service creativity, service innovation, and service excellence in a direct way and leads to service competitiveness and marketing survival. Thus, the specific research questions are presented as follows:

1. How do the five dimensions of customer relationship management capability have an influence on service creativity, service innovation, service excellence and service competitiveness?
2. How does service creativity have an influence on service innovation, service excellence and service competitiveness?
3. How do service innovation and service excellence have an influence on service competitiveness?
4. How does service competitiveness have an influence on marketing survival?
5. How do long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity have an influence on each dimension of customer relationship management capability?
6. How does market munificence moderate the relationship among five dimensions of customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel, customer - organization partnership) with service creativity, service innovation, service excellence and service competitiveness?
7. How does technology munificence moderate the relationship among long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity with the five dimensions of customer relationship management capability?



Scope of the Research

This research investigates the relationships among customer relationship management capability and service creativity, service innovation, and service excellence as the mediators. Long- term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity are antecedents of customer relationship management capability. Also, technology munificent and market munificence are the moderators of the research relationships. The data is collected by questionnaire survey from beauty clinics businesses in Thailand. The database for this research was retrieved from the Department of Business Development database that is creditable by government.

The researcher is interested to investigate the beauty clinic business because the character of the business concerns about relationship with customers and develops from relationship marketing, and the ability of firms to integrate marketing resources, skills, and experiences together, responding to a variety of customer needs, and they were in high involvement personal service. In addition, the beauty clinics business is growing rapidly in Thailand. The success of the beauty clinics businesses are from satisfying customer needs and wants under environmental change. Beauty clinics business: retaining customer by best service (Research center of Kasikorn Bank, 2015). Customer relationship management is a main capability that increases customer relationship and knowledge about customer that can lead a firm to response the customer needs and to provide customize service and product to each customer. These are opportunities for beauty clinics businesses in Thailand that utilize customer relationship to achieve competitive advantage. Beauty clinic business attempts to configure a marketing strategy based on information technology and to consider customer perception about products and services of the business. Then, business should apply the marketing strategy to be consistent with the context of the marketplace (Leonidou and Theodosiou, 2004). Likewise, marketing strategy relies mainly on participation in activities and marketing collaboration in response to environmental uncertainty (Le Meunier-FitzHugh and Piercy, 2009). To achieve competitive advantage and marketing objectives under environment munificence, there are two theories that explain the relationship between all variables and the phenomena in this



research namely social exchange theory and contingency theory. All theories explain the relationships among the customer relationship management capability and its antecedents and consequential constructs. In addition, this research proposes theory interaction to describe the relationships of each variable and to answer the research questions and objectives. The research questions and objectives are examined by analyses which are based on the collected data from the samples of beauty clinics in Thailand.

In the term of social exchange theory suggest that people or businesses have a relationship through exchanging a profit. In this research, social exchange theory can describe by firm builds a relationship with customer because business needs profit such as revenue and marketing profit such as creativity, innovation and competitiveness. Contingency theory explains internal and external environment that effect to the ability of business such as customer relationship management.

This research purposes to examine the effect of customer relationship management capability on marketing outcomes. A key success of the firm depends on the ability of firms to retaining relationship with customer for creating or enhancing the competitive advantage and superior performance. Additionally, this research defines customer relationship management capability as the ability of the business to retain customer and building long-term relationship with customer to enhance profit for the business (Buttle, 2001). In addition, customer relationship management capability consists of five dimensions; namely, customer database value, customer learning continuity, customer based participation, customer communication channel and customer-organization partnership.

Organization of the Dissertation

This research is organized into five chapters. Chapter one provides an overview of the research, the purposes of the research, the research questions, the scope of the research, and the organization of the research. Chapter two reviews the relevant literature on customer relationship management capability, explains the theoretical framework to describe the conceptual model, and links the associations of all constructs, and develops the related hypotheses for testing. Then, Chapter three presents the



research methods; namely, population selection and data collection procedure, the variable measurements of each construct, the instrument verification, the statistics and equations to test the hypotheses, and the table of the summary of definitions and operational variables of the constructs. Chapter four exhibits the empirical results and discussion. Finally, Chapter five proposes the conclusion, theoretical and practical contributions, limitations, and suggestions for future research direction.



CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The prior chapter describes an overview of customer relationship management capability, which is about the purpose of the research, the research questions, and scope of the research. The main construct of the conceptual model in this research is customer relationship management capability. This research attempts to inspect empirical evidence involving factors causing customer management relationship capability and how to use customer relationship for competitiveness and survival. Therefore, the conceptual framework applies social exchange theory and contingency theory to support how customer relationship management capability affects marketing survival, including the supporting role of the antecedents and consequent constructs in the overall framework.

This chapter is outlined into three major sections. First, it introduces the theories that back up the conceptual framework in this research. Second, it presents the literature review of all constructs that involve the definitions and previous research on the subject of customer relationship management capability. Lastly, it demonstrates the relationships to the overall constructs in this conceptual model and develops the hypotheses for testing.

Theoretical Foundations

The literature on customer relationship management capability has focused on the capability of a business to increase its competency in competitiveness and survival. Social exchange theory explains phenomena of business exchange value with customer. Business needs to build relationship with customers because business need customer information to improve firm ability that lead to competitiveness and survival. In part of customer, they needs to have a relationship with business because they needs the best service from business that leads to satisfaction. Additionally, contingency theory is described about business that should apply a strategy to fit with uncertainty situation. Then, contingency theory provides an ability for an business to understand the situation



or business environment and applies business strategy, and structure to fit with contingency factors that lead to get better performance than a misfit does. The better the fit, the more effective the business becomes.

Social Exchange Theory

George Homans, was the first purpose in social exchange theory in 1961. He published “*Social Behavior as Exchange*”. Homans (1961: 13) defines “social exchange as an exchange of activity, intangible or tangible, and more or less rewarding or costly, between a least two parties”. His work accentuates the individual behavior of actor when interaction with another person and focuses on dyadic exchange (Cook et al., 2013). After that, Blau (1964) and Emerson (1976), who had expanded understanding of social exchange theory in sociology perspectives. Homans’s work focused on reinforcement perspective, which individual move on social activity based past experience. Blau’s work focused on people anticipated the reward that would be in regarding to their next social interaction by using the technical economic analysis. From work of Emerson, he suggests a concept of social exchange theory collaborating with economic perspective similar to Blau, they focus on the relationship power that are in the exchange process. Moreover, Lèvi-s Strauss (1969) has appreciated contributing to emergence of this theoretical perspective from anthropology study. He focuses on system of generalizes exchange, including to kinship systems and gift exchange. Basic concept of social exchange theory views exchange as behavior resulting from economic and social outcome (Lambe et al., 2001). Social exchange theory emphasizes on social action based on reward and costs. The exchange of service or goods does not mention only for money but some for non-monetary benefits such as loyalty, satisfaction and approval are addressed. Social exchange is as a power to allow to do activity that they want. Social exchanges involve interaction by rewarding or punishing and respecting in sentiment such as emotion and attitude (Homans, 1961).

In context of customer relationship management, social exchange theory can explain why firm and customer require a relationship. The social exchange theory suggests two parties need a relationship because they need exchange value. Customer needs satisfaction from products or service, if a customer has the relationship with firms; customers are willingness to share activity, and to share information that lead



firm use the customer knowledge and information to create product or service for respond customer needs. In additions, firm can response customers need that lead to customer loyalty. Thus, social exchange theory can explain in context of CRM as customer builds relationship with firms because customer need satisfaction from service by exchange information to firm then the customer satisfaction that lead to customer loyalty. Business needs to build a relationship with customers because the firms need profit, competitive advantage and other values such as creativity, innovation and firm's excellence by using the customer knowledge. Conform to Sierra and McQuitty (2005) study, they suggest that interaction, participation, involvement and co-worker between service provider and customer affect to customer emotion and loyalty. If service provides sharing activity and making customer have a good feeling, it leads to customer loyalty. Moreover, Kanagal (2009) proposed the social exchange theory on relationship marketing. The results suggest based on social exchange theory, firm maintain the relationship with customer by making trust, improving profitability, building partnering, addressing customer need better, and protecting emotional well-being to create value of customer such as loyalty and satisfaction. From the result, it makes firm has competitive advantage, makes good product, excellence operation and good service delivery.

In context of service, social exchange theory proves that social relationship is a source of an emotion; the theory is applied to the relationships between firm and customers (Lawler, 2001). The purpose of social exchange theory affects concerns with emotion. Emotions influence how parties feel and perceive about their relationship when they share activity. Customer involvement has varying degree, the degree of customer involvement up to their levels of interaction (Grönroos, 1978) and customer outputs (Parasuraman et al., 1985) that lead to increase successful of service exchange. Thus, customer and service firm have influence for each other's relationship and service success (Lawler, 2001; Solomon et al., 1985). Lawler (2001) indicates that emotion is as a key component of social exchange process, where a social exchange is a joint activity, with exchange value between at least two parties.

This research applies social exchange theory to explain why customer and firm need relationship. Two parties need relationship because they need exchange value that lead to customer relationship outcome such as service creativity, innovation, service excellence and service competitiveness to hence marketing survival.



Contingency Theory

The rapid change in business environment, business operates in a dynamic environment which they must fit strategy or operation into changing environment by continuously seeking appropriate way (Mulili and Wong, 2011). This perspective allows apply of contingency approach to analysis as discussed concerning difference firm dynamic capabilities in different environmental states (Anderson and Paine, 1975). The basic concepts of contingency theory depend on situation and choose the best practiced that is appropriate with each situation (Fiedler, 1966). The assumption of contingency theory is that the fit between environment and the firm has significant implications for performance (Tsang and Yip, 2007). Moreover, the concept of contingency theory has rooted in the open systems framework that defines firms as a social systems in the relation to the environment in which its operation (Donaldson, 1987). Additionally, internal and external factor have influence on firm's behavior. The internal factor in the firms that have influence on operation form such as organization's vision, policy, culture, climate and technology (Lawrence and Lorch, 1967). External factor are society, economic condition, environment uncertainty, technology change and competition that effect to firm performance (Sausser, Reilly and Shenhar, 2009). Consequently, it leads to improving organization operation.

Consequently, the relationship between organization and its environment that lead organization practice, adapt or create in accordance with the environment. The internal factor such as size of firm, technological resource, organization culture are all identified as factors that impact the effectiveness of different organization forms (Ginzberg, 1980; O' Connor, 1995). The external factor s such as economic condition, market uncertainty, technology change and competition affect to the performance and survival. The main point of the contingency theory refers to the operation that is fit to the organization (Miles, Covin and Heeley, 2000). Slater and Narver (1994) suggest that, through its commitment to deliver superior customer value, a market-oriented business should be able to achieve and sustain competitive advantage in any environmental situation and, accordingly, managers should not attempt to match their market orientation to current market dynamics. In addition, some literature uses contingency theory to examine the effect of customer and competitor orientations on the performance in a different environment situation, the result indicated that economically developed



markets that make customer orientation works better, as well as in markets with good local business conditions, greater resource availability, and demanding customers. In contrast, a competitor orientation is more effective in the markets that are economically developing, have poor local business conditions, and face resource scarcity (Zhao et al., 2013).

In context of marketing, based on Gailbraith (1973), the contingency theory indicates that there is no best practice to organize a marketing organization. Each practice to organize a marketing organization that different effectiveness, different subunits in marketing organization may face to different environment and different market demand. Thus marketing organization needs to create different specialize subunits with difference practice or strategy. For context of relationship and CRM, according to, Roha, Ahnb and Hanc (2005) literature indicates that contingency theory explain about CRM process fit. The process fit, in theirs work, is viewed as having four important CRM processes: fitness level of customer interaction process, sales channel process, personalization process, and after-sales service process. Additionally, Kumar, Sunder and Ramaseshan (2011) had studied for understanding of the global customer relationship management concept (GCRM). The result of the generalize cross-regional diffusion model shows that firm need to adapt CRM for country- specific, GCRM implemented depends on industry and customer type that shows “no one fits all”. Furthermore, Battilana and Casciaro (2012) purpose developing of the contingency theory for network that refers to the extent to which an actor’s network contacts are connected to one another, and affects the initiation and adoption of change in organizations. The result show structural holes in change agents’ networks increase the likelihood that these actors will initiate organizational changes with a higher degree of divergence from the institutional status quo. This perspective that shows effect of customer to firm, customer is important to set organization structure or strategy.

This research applies contingency theory to explain the relationship of internal and external environment factor and customer relationship management capability though customer data based value, customer learning continuity, customer based participation, customer communication channel and customer-organization partnership. The context of contingency theory provides the way to change capability for better performance matching the environmental context (Nasrallah and Qawasmeh, 2009).

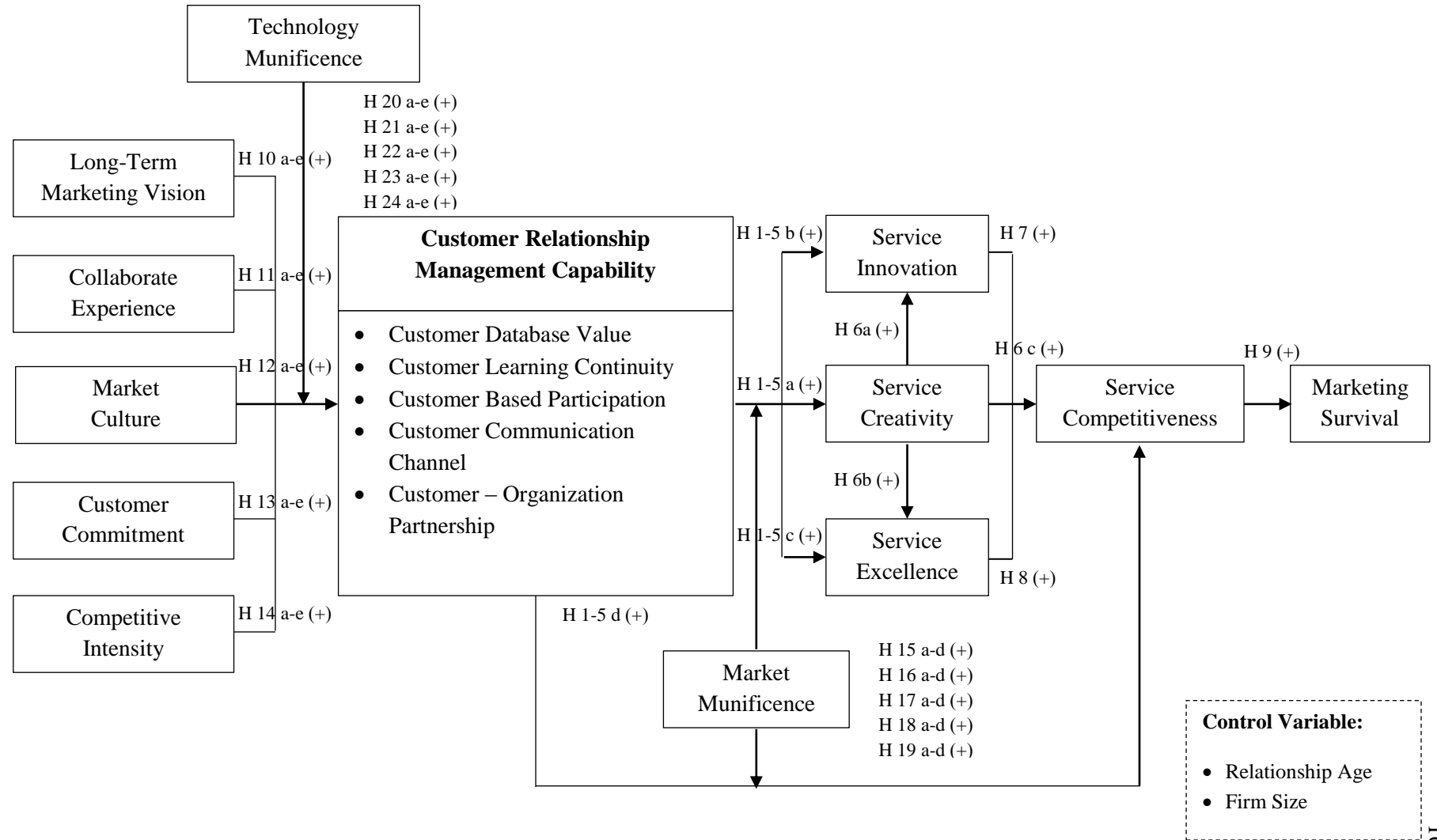


Besides the moderating effect, this research presents environmental factors, and market munificence. Market munificence moderates the relationship between customer relationship management capability and service innovation, service creativity, service excellence and service competitiveness.

Overall, the present research defines and explains customer relationship management capability under the contingency theory. With the explanation of the relationship between the organization and environment, organizational practices adapt in accordance with the environment. The concept of the social exchange theory defines and explains the customer relationship management capability which can be viewed as the ability of a firm to building long-term relationship with customer to exchange value between firm and customers. Value of firm refers to creativity, innovation, excellent and competitiveness of firm and customer value refers to satisfaction and provides best product or service to respond customer expectation. Thus, a conceptual model of this research is presented in Figure 1 below.



Figure 1: Conceptual Model of Customer Relationship Management Capability and Marketing survival



Relevant Literature Reviews and Research Hypotheses

The conceptual framework as shown in Figure 1 has been developed from the relevant literature on the basis of extant research. The framework includes a main construct namely customer relationship management capability, proposed in five dimensions, which are: customer database value, customer learning continuity, customer based participant, customer communication channel and customer - organization partnership.

Moreover, the consequent factors of customer relationship management capability are: service creativity, service innovation, service excellence, service competitiveness, and marketing survival. The moderating variable is technology munificence which is proposed to have a positive effect on the relationships of the five antecedent variables and the dimensions of customer relationship management capability. Besides, the moderating variable of market munificence, it is proposed to have positive influence on relationship among five dimension of customer relationship management capability and its consequences.

In view of the above-mentioned, this research agenda is proposed and purposed at linking the key theoretical aspects of customer relationship management capability by highlighting the linkages between the antecedents and consequent factors. The final result is marketing survival. These streams of research can also be viewed in the context of Figure 1.

Customer relationship management capability background

Interest in relationship marketing had been existed since the 1920's, the concept of "Customer Relationship Management" (CRM) began to attention in 1990's (Ling and Yen, 2001; Xu et al., 2002), especially among academics and practitioners. CRM has directly attention towards diverse essential view, including the essential of relationship between marketer and customer, the important of retention customers, as well as the certainty of building long-term relationship with customers for creating a profitability of the firm, especially in today's increasingly competitive economy (Ismail et al., 2007; Jayachandran et al., 2005). Therefore, that CRM could be taken to improve the performance (Malmi et al., 2004).



Customer relationship management is developed from relationship marketing. Berry (1983) established a concept of “Relationship Marketing” appearing in marketing literature. The concept of relationship marketing explains about how the businesses use multiservice organization for attracting, maintaining and enhancing customer relationship. Over the decade of the 1990s, term of the relationship marketing was expanded to relationship maintenance and development with various types of exchange partners, such as employees, suppliers, and competitors. This expanding of the relationship marketing concept was presented by Morgan and Hunt(1994), who defined relationship marketing as “all marketing activities directed toward establishing, developing, and maintaining successful relationship exchanges” (p.22) and Parvatiyar and Sheth (2002) suggest the relationship marketing as “ the ongoing process of engaging in cooperative and collaborative activities and programs with immediate and end-user customers to create or enhance mutual economic value at reduced cost” (p.9). Finally, Berry (2002) comments for his original work, he mentions that customer retention are more important than attracting new customer, then that is the concept of customer marketing management. He suggests that relationship marketing can be viewed as a philosophy. For addition, he mentions the relationship marketing as “a philosophy, not just a strategy, a way of thinking about customers, marketing and value creation, not just a set of techniques, tools, and tactics” (p. 73). In the past, CRM attempt to study about customer information systems and relationship between marketing and information technology to create long-term relationships and profitability (Kutner and Cripps, 1997; Glazer, 1997). In additional, Swift (2000) suggested the way to improve relationship with customer by using a CRM technology. Moreover, Khanna (2001) suggests the application of CRM to e-commerce. Thus, CRM can be several of point of views. From Zablah ,Bellenger and Johnston ’s work, they summarize important concept of CRM into five aspects for defining CRM. The point of view consist of CRM as a process, as a strategy, as the philosophy, as the ability and as a technology. Additionally, the customer relationship management was described in various definitions that shown in table 1.



Table 1: Summary of customer relationship management definition

Authors	Definitions
Kutner and Cripps (1997)	<ul style="list-style-type: none"> “CRM is data-driven marketing”
Glazer (1997)	<ul style="list-style-type: none"> “CRM attempts to provide a strategic bridge between information technology and marketing strategies aimed at building long-term relationships and profitability. This requires “information-intensive strategies”
Peppers, Rogers, and Dorf (1999)	<ul style="list-style-type: none"> “CRM can be viewed as an application of one-to-one marketing and relationship marketing, responding to an individual customer on the basis of what the customer says and what else is known about that customer”
Hobby (1999)	<ul style="list-style-type: none"> “CRM is a management approach that enables organizations to identify, attract, and increase retention of profitable customers by managing relationships with them”
Swift (2000)	<ul style="list-style-type: none"> “CRM is an enterprise approach to understanding and influencing customer behavior through meaningful communication to improve customer acquisition, customer retention, customer loyalty, and customer profitability”
Khanna (2001)	<ul style="list-style-type: none"> “CRM is an e-commerce application”
Stone and Woodcock (2001)	<ul style="list-style-type: none"> “CRM is a term for methodologies, technologies, and ecommerce capabilities used by companies to manage customer relationships”
Parvitiyar and Sheth (2002)	<ul style="list-style-type: none"> “CRM is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer”



Table 1: Summary of customer relationship management definition (Continued)

Authors	Definitions
Buttle (2001)	<ul style="list-style-type: none"> “CRM is about the development and maintenance of long-term, mutually beneficial relationships with strategically significant customers”
Singh and Agrawal (2003)	<ul style="list-style-type: none"> “CRM is an enterprise wide initiative that belongs in all areas of an organization”

Table 2 indicate the most important differences among the above point of view related to CRM concept. (Zablah et al., 2004)

Table 2: Summary Concept of Customer Relationship Management

Point of view	Description	Success requirement	Concept
As a process	Improving the strong and endurable for relationship between the seller and buyer.	The organization should have ability to find customer's desire and respond to them.	CRM is creating and improving the commitment and relationship with others parties, specially the agent and customer.
As a strategy	The value of customer with the organization management appropriate resource to invest in relationship.	The organization should be evaluated its relationship with the customer continuously.	CRM is the investment of the organization in customers who are expected to be valuable for the organization and reduce investment in valueless customers.



Table 2: Summary concept of Customer Relationship Management (Continued)

Point of view	Description	Success requirement	Concept
As a philosophy	Customer retention can be better execute through focusing on building relationship and maintaining them	.The organization should be focus on customer oriented and understanding the changeable needs of customer.	CRM is a work philosophy, which aims at putting the customer in the focus of the attention of the organization.
As a ability	Organization can get profitable and long-term relationship with customers when organization can customize its behavior continuously towards all customers.	The organization should be possessed a group of intangible and tangible resources, which the organization uses to flexibly its behavior towards the customer continuously.	CRM is ability of the organization to custom its behavior towards every customer, on the basis of customer information and firm's knowledge about customer.
As a technology	The main resource and knowledge management that the organization needs to establish long-term relationships with customer and profitable.	The organization should be focus on function method and applied technology to establish the customer's knowledge and reaction management.	CRM is the technology used to integrate information systems, marketing systems and sale systems to establish relationships with customers.

Source: Zablah et al., 2004



In this research, researcher provides an assessment of the state of the customer relationship management capability. The research proposes to investigate customer relationship management capabilities which refer to an ability of the firm to ability of firm to manage relationship between firm and customer to enhance profit for the organization (Buttle, 2001).

From literature review, various dimensions of customer relationship management are founded, according to Winer (2001) develops CRM application consisting of 1) database creation, 2) analysis of database, 3) customer selection, 4) customer targeting, 5) relationship marketing, 6) privacy aspect and 7) evaluation metrics. Additionally, Lui (2007) suggests that a CRM framework consists of 1) contact channel management, 2) customer data management, 3) enterprises-wide management and 4) information management. Then, in this research, customer relationship management capability dimensions consists of five dimensions 1) customer database value, 2) customer learning continuity, 3) customer based participation, 4) customer communication channel, and 5) customer - organization partnership. In addition, Lin, Chen and Chiu (2010) present dimension of CRM activity following 1) information sharing, 2) customer involvement, 3) long-term partnership, 4) joint problem solving, and 5) technology- based CRM.

Data are important to customer relationship management, based on literature of Ngai, Xiu and Chau (2009), they review the literature about CRM and data mining. They had categorized CRM dimensions into 1) customer identification, 2) customer attraction, 3) customer retention and 4) customer development. They indicate that customer data and data manage are important for CRM and business. In addition, the relationship between CRM and marketing performance: discussion of customer relationship management and its relationship to the marketing outcome has been focused of a number of studies as appearing in Table 3.



Table 3: Summary of the Important Studies Related to the Relationship between CRM and Marketing Outcomes

Authors	Title	Independent Variables	Dependent Variables	Results
Colgate and Danaher (2000)	Implementing a customer relationship strategy: The asymmetric impact of poor versus excellent execution.	CRM strategy	Customer satisfaction and loyalty	CRM strategy can lead both positive and negative effect to customer satisfaction and loyalty that lead to make customer satisfaction, dissatisfaction and loyalty, disloyalty.
Hennig et al. (2002)	Understanding relationship marketing outcomes an integration of relational benefits and relationship quality.	Confidence benefits, social benefits, special treatment benefits,	Satisfaction, commitment, customer loyalty, word of mouth.	The study indicates that customer's satisfaction, commitment and trust are the dimension of relationship quality that affect to customer's loyalty.

Table 3: Summary of the Important Studies Related to the Relationship between CRM and Marketing Outcomes (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Verhoef (2003),	Understanding the effect of customer relationship management efforts on customer retention and customer share development.	Affective commitment, satisfaction, payment equity	Customer retention and customer share development	The study indicate that the customer desire have effect on customer loyalty program and it's have positive effect to customer retention and customer share's growth.
Malmi et al.(2004)	An empirical study on customer profitability accounting, customer orientation and business unit performance	CRM orientation	Performance and CPA Practices	Organization approaches towards CRM have direct affect the customer's profitability.

Table 3: Summary of the Important Studies Related to the Relationship between CRM and Marketing Outcomes (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Venetis and Ghauri (2004)	Service quality and customer retention: building long-term relationships.	Service quality	Long-term relationship and customer retention	Service quality have contribute to long-term relationship and customer retention
Zablah et al.(2004)	An evaluation of divergent perspectives on customer relationship management: Towards a common understanding of an emerging phenomenon.			The study shows the concept of CRM and building the framework to marketers to achieve CRM success.

Table 3: Summary of the Important Studies Related to the Relationship between CRM and Marketing Outcomes (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Ngobo (2004)	Drivers of customers' cross – buying intentions	Previous relationship with institution of customer	Buying- behavior	Customer feels confident to institution that they have relationship with and not switch to the competitor.
Hong-kit Yim, Anderson, and Swaminathan (2004)	Customer relationship management: its dimensions and effect on customer outcomes	Four dimension of CRM	Customer's satisfaction and Customer's loyalty	Technology did not make customer's satisfaction and loyalty is increase for long run.
Payne and Frow, (2005)	A strategic framework for customer relationship management			The studies show that the business is applying CRM that can achieved customer's satisfaction and loyalty.

Table 3: Summary of the Important Studies Related to the Relationship between CRM and Marketing Outcomes (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Mithas et al.(2005)	Why do customer relationship management applications affect customer satisfaction?	CRM application	Customer satisfaction	The studies show that the application of CRM can improve knowledge of customer and enhance the customer's satisfaction.
Ndubisi and Wah (2005)	Factorial and discriminant analyses of underpinnings of relationship marketing, and customer satisfaction	Relationship marketing	Customer's satisfaction	Relationship marketing that improves the relationship quality and lead to customer satisfaction.

Table 3: Summary of the Important Studies Related to the Relationship between CRM and Marketing Outcomes (Continued)

Authors	Title	Independent Variables	Dependent Variables	Results
Cao and Gruca (2005)	Reducing adverse selection through customer relationship management.	Customer relationship management system	Increase potential customer.	The application of prospect selection under adverse selection and costly screening model that lead to increase the profitability.
Brink et al. (2006)	The effect of strategic and tactical cause – related marketing on consumers' brand loyalty	Strategic orientations of CRM	Customer loyalty	The dimension of CRM (the degree of harmonization, the invested resource and the support of senior management) that have no effect to customer loyalty.

Table 3: Summary of the Important Studies Related to the Relationship between CRM and Marketing Outcomes (Continued)

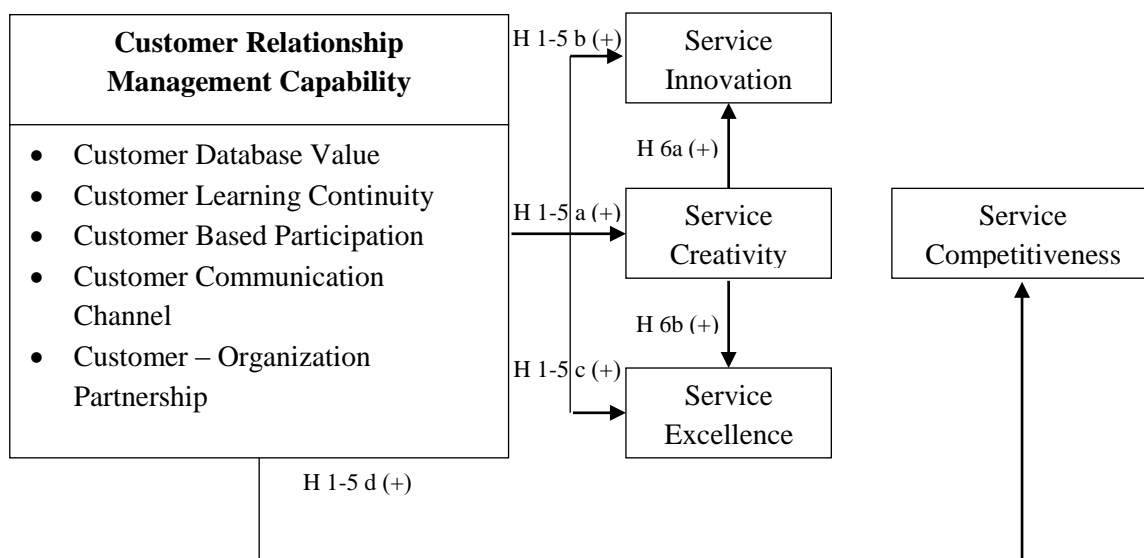
Authors	Title	Independent Variables	Dependent Variables	Results
Coltman (2007)	Can superior CRM capabilities improve performance in banking	CRM capability (the human skill and experiences, the structure of information technology and the skeleton of the organization)	Firm's performance	The study shows that CRM capability lead to improvement of firm's performance.

From the review of prior literature, the most of literature study effects of CRM to customer value such as customer's loyalty and firm's performance but less in effect to firm's value such as creativity, innovation of business thus we interest in study CRM capability that effect to business's value.

The Effects of Customer Relationship Management Capability on Its Consequents

This section investigates the effects of five dimensions of CRM capability, consisting of customer database value, customer learning continuity, customer based participation, customer communication channel, and customer - organization partnership on four consequents, including service creativity, service innovation, service excellence, and service competitiveness, as shown in Figure 2

Figure 2: The Effects of Customer Relationship Management Capability on its Consequences.



Customer Database Value

Academic literature has indicated the customer information as an asset of organization that can be used for creating the capabilities. It also can lead to be advantaged and deployed effectively in market place (Day, 1994; Hooley et al., 1998;



Hooley et al., 2001). Customer data present businesses the opportunity to take a competitive advantage by developing multi-channel initiatives designed to acquire and maintain close relationships with customer (Kumar et al., 2009; Ramani and Kumar, 2008). Ponduri and Edara (2014) suggest that firms collect data, analyze data to information and action can lead to business value by using the customer data. In this regard, data quality is a core of customer database because a high quality of database is important to be analyzed and utilized of CRM (Zahay, Peltier, and Krishen, 2012).

Based on the literature review, customer database value refers to ability of the firm to create the efficiency customer database arranging, analyzing and transforming these data into information, which are used to build long-term quality relationships. Similarly, Winer (2001) developed CRM framework, which used the customer database. He suggests the effectiveness of CRM program, organization must be focused on customer database because the customer database is important for firm to create, develop and deploy the information. According to, Morgan (2007), he showed that the customer information is a key success of customer relationship management in financial service. Data are important to customer relationship management, based on literature of Ngai, Xiu and Chau (2009), they review literature about CRM and data mining. They were categorized CRM dimensions consisting of 1) customer identification, 2) customer attraction, 3) customer retention and 4) customer development. They indicate that customer data and data manage are important for CRM and business. Moreover, Reinartz, Kraff and Hoyer (2004) suggest that the success of CRM starts from collecting customer mind set and customer data to use for enhancing the customer value and firm performance. Additionally, Peltier, Zahay and Lehmann (2013) suggest that the customer data quality leads organization to succeed in CRM and has impact to customer and the business performance.

Customer relationship management has focused more attention on the value of customer data as a key organizational asset (Reimann, Schilke and Thomas, 2010). The anticipated outcomes of data-driven relationships include share-of-wallet, customer life time value, retention, and profitability (Pfeifer and Ovchinnikov, 2011). Less success firms tend to have organization data quality concern CRM systems including customer touch point data, contact management data, transaction data, and retention and loyalty data (Verhoef et al., 2010; Zahay, Peltier and Krishen, 2012). CRM stores all



information about its customers in a database and uses this data to coordinate sales, marketing, and customer service departments so as to work together smoothly to the best service their customers' needs. In context of using of customer data for CRM, some scholars suggest “CRM is a firm’s ability to translate customer data into customer relationships through active use of, learning from the information collected” (Brohman et al., 2003). The failure of CRM system relate to inability of firm that cannot enhance the organization-wide transfer of customer information (Jayachandran et al., 2005; Kim and Pea, 2007; Verhoef et al., 2010).

Thus, customer database have been analyzed with the intent to define customer segment and should be analyzed in term of current and future profitability to the firm. In this research, it defines customer database value as the ability of the firm to create creditability customer database to make quality customer information and to analyze customer database effectively, which identifying customers, define customer segment, customize for customer that leads to building long term relationship with customer and creates profitability for the firm (O’Leary et al., 2004; Saarijärvi et al., 2013).

According to Zahay (2008), who had studied the customer database management in B2B service firm. The result from qualitative research indicated that firm can reach a capability from customer database such as functional capabilities: outside in (marketing sensing). Firm uses customer database to seek customer’s need and desire and responds them immediately. The other capability: functional capabilities: spanning (innovation), from study of his work, he indicates that manager uses customer data to create new product and future value, then the firm creativity is from customer data. In consequently, Battor and Battor (2010) they indicate that CRM capability such as customer information leads firm to archive innovation and gets the higher firm performance.

Hence, customer database value builds a capability of a firm to create competitiveness. Therefore, customer database value is important for firms to enhance creativity, create innovation, and has knowledge about customer’s need and responds them to achieve competitiveness and performance. Hence, the hypotheses are proposed as follows:



Hypothesis 1a: Customer database value is positively relate to service creativity.

Hypothesis 1b: Customer database value is positively relate to service innovation.

Hypothesis 1c: Customer database value is positively relate to service excellence.

Hypothesis 1d: Customer database value is positively relate to service competitiveness.

Customer Learning Continuity

Learning can be defined as beliefs and value that associates with to development of new knowledge (Hult, Ketchen, and Nichols, 2003). Learning orientation is a set of firm's value that refers to the ability to create, disseminate, and utilize knowledge (Sinkula et al., 1997). Organization member can reach the new approaches and knowledge by continuous learning process and interaction with environment (Argyris, 1991; 1977). Moreover, learning can be referred to process of predictive customer information to identify significant customer, learn about their preferences, estimate customer value, and predict future behaviors (Sun, Li and Zhou, 2006). Source of learning capability can be derived to internal and external source. Firm will achieve appropriate to innovation strategy will balancing both internal and external learning capability source (Hurley and Hult, 1998). Furthermore, it includes creation, dissemination, and knowledge utilization for organization (Alegre and Chiva, 2008).

In this research define customer learning continuity as a process of continuous improving through the better knowledge and understanding of customer needs and managing knowledge from customer to develop a strategy which will meet customer needs, and implements what to be able to respond to the customer needs for creating superior customer value (Cummings and Worley, 1997; Fiol and Lyles, 1985; Jumpapang and Ussahawanitchakit, 2012). Additionally, prior research shows that customer learning orientation is positive related to firm's marketing competency such as innovation (product/service process), customer value creation, new product development, and firm performance (Blocker et al., 2011; Nasution et al., 2011). Hence, customer



learning continuity may help firm to create new a product and service, simplify problem-solving, and reduce time to launch new product to market through understanding customer trouble and future preferences (Feng et al., 2012; McEvily and Marcus, 2005).

However, literature review of customer learning has found that various different definition as follow: customer learning orientation refers to a process of continuously improving actions through better knowledge and understanding of customer needs (Cummings and Worley, 1997; Fiol and Lyles, 1985), organizational capability to obtain, understand, disseminate, and use information from customer to develop a strategy which will meet customer needs, and implements what to be able to respond to customer needs and wants, and create superior customer value (Jumpapang and Ussahawanitchakit, 2012), an organizational capability to understand about customer needs, latent needs and continuously try to discover additional needs of their customers of which they are unaware, focusing on latent markets (Phokha and Nonsrimuang, 2013). Therefore, a firm that focuses on customer learning continuity, the result is in the valuable customer knowledge.

Learning leads to customer knowledge creation. Customer knowledge is a potential asset, and it can be a valuable competitive advantage of the firm (Murillo and Annabi, 2002; Winer, 2001). Many researcher classify three categorize of customer knowledge consisting of 1) knowledge for customer, which refers to firms provided to response customer needs for knowledge and has satisfied by providing the information about product, service and relevant items. It leads a firm creativity to create and provide information that customer need; knowledge about customer, which refers to knowledge about customer s' background, preference and motivation that leads firm to create idea for motivate customer; and knowledge from customer, which refers to knowledge about product, service and rival that customer process leads a firm to create idea or innovation to make differentiate from competitor (Murillo and Annabi, 2002; Geib, Kolbe and Brenner, 2006; Smith and McKeen, 2005). Firm can enhance knowledge by interaction with their customers.

Based on the studies cited above, customer learning continuity possibly influence to service creativity, service innovation, service excellence and service competitiveness. Moreover, customer learning continuity has a potential capability to learning with customer and using customer knowledge to create new idea of service and



superior response customer needs than competitor achieve to service competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 2a: Customer learning continuity is positively relate to service creativity.

Hypothesis 2b: Customer learning continuity is positively relate to service innovation.

Hypothesis 2c: Customer learning continuity is positively relate to service excellence.

Hypothesis 2d: Customer learning continuity is positively relate to service competitiveness.

Customer Based Participation

Nowadays, the creation of successful innovation are from absorbing external knowledge (Sawhney and Prandelli, 2000; Su, Chen and Sha, 2006). The potential source of knowledge is customers. According to Cohen and Levinthal (1990) suggest that the strength of core company's competencies are from integrating customer by value creation and absorbing customer's knowledge and responses their needs (Dahan and Hauser, 2002). Moreover, customers increases to collaborate with firms to co-create customized of customer experience (Bendapudi and Leona, 2003; Payne, Storbacka and Flow, 2008; Prahalad and Ramswamy, 2004) then, if firm has more participation with customer that can lead a firm has more creation and innovation to response the customer's needs. Then, customer participation that refers to firm and the customer are learning from each other (Jaworski and Kohli, 2006) and their interactions lead to be beneficial outcome (Ramirez, 1999).

Participation means the customers take a part action in process and activities which domain of firm (Wikström, 1996) and behavior level engagement in connection of buyers (File, Judd and Prince, 1992). Academics suggest various definition of customer participation such as Ngo and O'Cass (2013) suggest customer participation as "activities or process that firm can do with customer to co-create value, refer to "the degree to which the customer is involved in producing and delivering the service" (Dabholkar, 1990, p.484), customer participation is the customer's physical access to



core production/technical of service activities (Levitt, 1972; Chase, 1978; Mills and Moberg, 1982), customer participation is customer preparation of production inputs in service process (Lovelock and Young, 1979; Bateson, 1985; Fitzsimmons, 1985), customer participation refer to difference roles performed/customer behavior to create in service outputs (Mills and Morris, 1986; Bowers et al., 1990; Bitner et al., 1997), customer participation as various customer behaviors action to a service activity (Kellogg et al., 1997; Youngdahl et al., 2003; Groth, 2005), customer base participation refer to customers participation in tasks related to design, innovation and/or production of product and service offerings (Wikström, 1996; von Hippel, 2001; Magnusson et al., 2003; Chervonnaya, 2003), and customer participation refers to customers' engagement with the creation of resource of their values (Vargo and Lusch, 2004; Grönroos, 2008; Heinonen et al., 2010; Grönroos and Ravald, 2011). In context of service customer participation is defined as the degree of consumer's effort and involvement, physical and mental that related to the production and delivery of service (Akkarawimut and Ussahawanitchakit, 2011). Base on definition cited above, customer based participation is defined as ability of the firm to motivate customer to participation with firm and create firm's potential to facilitate their participation that leads to customer's effort and involvement related to production and delivery service (Mustak, Jaakkola and Halinen, 2013; Akkarawimut and Ussahawanitchakit, 2011).

According to, Mustak, Jaakkola and Halinen (2013) review from prior literature, they suggest the topic area in customer participation, this reviews show main topics of customer participation research consisting of 7 topics.

1) Concept, theory, or framework development: customer participate with service system; aspects of service co-production; customer integration; customer participation in business model (Lovelock and Young, 1979; Wikström, 1996; Prahalad and Ramaswamy, 2004; Vargo and Lusch, 2004; Grönroos, 2008).

2) Strategic issues: customer participation and long-term success; problem solving within professional services; healthcare marketing strategy; market orientation; creation of positive word-of-mouth referrals; dynamic pricing; service providers' job stress; customer centric HRM practices; crisis management; risk perception (Hult and Lukas, 1995; Hsieh and Yen, 2005; Skjolsvik et al., 2007; Chan, Yim and Lam, 2010).



3) Offering quality and productivity: improved service performance; service recovery; virtual product experience; productivity improvement; new product value (Mills and Moberg, 1982; Fitzsimmons, 1985; Dong, Evans and Zou, 2008).

4) Psychological aspects: customers' sense of control; customers' willingness co-create offerings; satisfaction, and commitment; relationship between customer participation and perceived service quality; customer loyalty; employee performance (Bateson, 1985; Raaij et al., 1998; Bendapudi and Leone, 2003; Rosenbaum et al., 2005).

5) Customer participation management: use of script theory; internal marketing; organizational socialization of customers; treating customers as partial employees; communicating role expectations; service design configurations; customers' commitment (Johnston, 1989; Manolis et al., 2001; Tether and Tajar, 2008).

6) Technological and communicational aspects: impacts of ICT; self-scanning technologies in retailing; technology-based self-service; automated fabrication in manufacturing; virtual communities; use of language and conversation (Marzocchi and Zammit, 2006; Woisetschläger et al., 2008; Nambisan and Baron, 2010)

7) Innovation, customization, and new offering development: innovation and speed to market; new product development; mass customization; customization; differentiation (Wind and Rangaswamy, 2001; Magnusson et al., 2003; Fang, 2008).

Based on literature review of Mustak, Jaakkola and Halinen (2013) that show outcome of customer participation such as economics value, relationship value, and value relate to innovation and development. According to Füller and Matzler (2007) study, they indicate that customer participation in virtual with firm provides valuable input for the new product development. Additions, the benefit of virtual customer participation are followed as 1) reduce of market uncertainties because firm receive feedback or potential information from customer participation for early development stage (Dahan and Srinivasan, 2000; Dahan and Hauser, 2002), 2) identification of future needs: the virtual dialogue with customer helps a firm to catch hidden customer needs or identify the customer future needs (Dahan and Hauser, 2002), 3) greater verities of ideas, that lead to be firm' creativity. Cooper et al. (2002) indicate that we can get ideas from everywhere, then firm can get the new ideas from participation with customers, 4) contact to the new potential customers by customer participating that leads to a new



products or service development, then the new product or new service can attraction to potential customers (Dholakia and Morwitz, 2002), 5) increased customer retention: virtual customer participation as a captivating experience, itself crate trust, commitment and improving the relationship with existing and potential customers (Morgan, Crutchfield and Lacey, 2000; Gruen, Summers and Acito, 2000; Sirdeshmukh et al., 2002), 6) broader decision basis: customer participation provides other advice for a firm, it is possible to increase product alternative (Dahan and Hauser, 2002; Urban and Hauser, 2004). Moreover, encouraging customer participate with firm achieves to competitive effectiveness (Bendapudi and Leone, 2003) and leads to gain marketing excellence over the competitor. Addition, Prahalad and Ramaswamy (2004) suggest co-operation with customer as a competitive strategy. Additionally, interaction between the firm and the customer that helps firm can serve a better service to customize its offerings to meet customer's need then customer and firm participation is important element of service delivery into the production of the firm service (Auh et al., 2007). Thus, the success business factors attempts to seek to co-creation activities to capture the economics value by customer participating in value creation activities (Nambisan and Baron, 2010).

Based on the studies cited above, customer based participation possibly influences service innovation, service creativity, service excellence and service competitiveness. Furthermore, customer based participation has the potential capability to enhance customer activity that is a good action to firm, which affects service innovation, service creativity, service excellence and service competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 3a: Customer based participation is positively relate to service creativity.

Hypothesis 3b Customer based participation is positively relate to service innovation.

Hypothesis 3c: Customer based participation is positively relate to service excellence.

Hypothesis 3d: Customer based participation is positively relate to service competitiveness.



Customer Communication Channel

Rajendra, Shervari, and Fahey (1998) showed the important of relationships as assets of the business that eventually contribute to value of shareholder and Webster (1992) suggested that customer relationship are the business's most important assets. Thus, a firm needs to understand and influence customer's behavior through significant communications to improve customer retention, customer acquisition, customer loyalty and customer profitability (Swift, 2001). In marketing sensing approach, it is based on the notion of close communication, sharing information, leads to relationship building (Day, 1992). Then, academics refer "communication is the human activity that link people together and create relationships. It is at the heart meaning-making activities not only in marketing, but also in wide range of political, social, economic, and psychological areas. It serves as a way to develop, organize, and disseminate knowledge (Duncan and Moriarty, 1998: 2). Thus, communication is basic of relationship (Schramm, 1973: 3). Firm needs to reach customers by using a communication channel. Then multichannel customer management is important. Multichannel customer management (MCM) is "the design, deployment, an evaluation of channels to enhance customer value through effective customer acquisition, retention, and development" (Neslin et al., 2006).

In this research, the researcher attempts to merge concept of customer communication and multichannel management then identifies customer communication channel as the ability of a firm to create, design, deployment, evaluation of channels to enhance customer value through effective customer acquisition, retention, development and drives a long-term relationship.

Danaher and Rossiter (2011) compared perceptions of marketing communication channels, such as 1) mail-personally addressed, 2) Unaddressed letter, 3) Unaddressed catalog, 4) E-mail, 5) phone, 6) SMS, 7) TV, 8) Radio, 9) newspaper, 10) magazine, 11) Door- to-door. Results of the study indicate traditional channels of newspaper, television, radio and direct mail retain favors attribution of information reliability and trust that make customer preferred of marketing communication, for young customer; E-mail and SMS to catch their interests and perceptions. Furthermore, they suggested the difference communication channel, which made different perception of customers. Thus, a firm must make integrative communication channel to get effectiveness.



Correspond to Wernerfelt (1996) studies, his work reveals in seven different communication channel such as 1) sales force, 2) retail show room, 3) catalogs, 4) print advertising, 5) television advertising, 6) television advertising, 7) sample by mail, he has presented by the customer benefit, customer costs and firm's cost for seven different channels of communication. Then, he suggests customer receive difference benefit from different communication channels. Hence, a firm needs to integrate communication channel to catch customer perception, if firm can adoption of efficient communication will help firm maximized a long-term profit.

Communication channel creation is important to build relationship or make customer connected to firms. According to Van Birgelen, Dellaert and Ruyter (2012) study in communication channel and customer participation for in-home service, the result shows that customer concentrate and high participation with communication channel for in-home services, which respond in functionally oriented (easy to access and use) and economically-oriented (save money, time and effort-wise). Moreover, Pick (2014), suggests that communication can lead to change behavior or leads to switch to the other rival. This research shows that the word "switching is easy" leading customer to concern about switching cost, then customer will switch to other. According to Duncan and Moriarty (1998) the model of communication-based marketing shows the interactivity between message source and others stakeholders such as customers that effect to brand relationship. The result indicates that communication from a business has influence to brand, if a business sends the good message to customers, it is able to lead a good customer's attitude, whereas if sending a bad message to customers, it may have bad attitude from customer as well. Moreover, each approach indicates customer and interactivity that can be get better by two-way communication, thus communication can be built or destroyed the important relationships (Duncan and Moriarty, 1998; Peppers and Rogers, 2004). Consequently, a firm must concern about message and channel to connect with customers.

The study of customer relationship management of IBM Institute for business value analysis in 2011, it noted that the reason of customer needs to communicate with firms via social site because of 1) the needs offering from firm, 2) the needs to know product information, 3) to submit opinion to current product and submits ideas for new product and service that means firm can get information from the communication



channel, and get the new idea and improve or innovate the product and service. In addition, Baird and Parasnis (2011) suggest that the social media has influences to customer, makes them willingness to engage with firm and leads to creativity and innovation. Furthermore, customer relationship management can be seen as a new strategy of organization. According to Gustafsson, Kristensson and Witell (2012) study about new service and product development in the service sector. They founded that marketing channel communication led to deeper understanding of customers' needs and understand how customer co-creation in development process. In addition, Buzzell and Ortmeier (1995) notes that channel partnerships are based on information's exchange and just-in-time technologies of communication, which helps a firm to improve service to the customers and obtains a lower cost.

Based on the studies mentioned above, customer based participation possibly influences service innovation, service creativity, service excellence and service competitiveness. Furthermore, customer communication channel has the potential capability to enhance customer activity that provides a good action to a firm, which affects to service creativity, service innovation, service excellence and service competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 4a: Customer communication channel is positively relate to service creativity.

Hypothesis 4b: Customer communication channel is positively relate to service innovation.

Hypothesis 4c: Customer communication channel is positively relate to service excellence.

Hypothesis 4d: Customer communication channel is positively relate to service competitiveness.

Customer - Organization Partnership

Due to high competitions situation, service firms requires a superior service, business seeks potential resources to create competitiveness, while customer is the potential resource to lead competitiveness (Li, 2009). In the view of productive resource, it goes beyond the traditional frontier of the business to include customers as



potential partners (Lengnick-hall, 1996). Bettencort (1997) establishes the word “customer voluntary performance” (CVP) to marketing literature. CPV refer to “helpful discretionary behaviors of customer that support the ability of the firm to delivery service quality”. Furthermore, he indicates three types of CVP such as 1) customer suggestion for make service better, 2) collaboration and conscientiousness during the service encounter, and 3) positive recommendations and word – of –mouth. The customer voluntary implies the appropriateness perspective of employee motivation to customer for create customer partnerships (Mills and Morris, 1986), then CPV characteristic consists of loyalty : referring to “customer behaviors indicating allegiance to and promotion of the organization’s interests beyond individual interests, cooperation: referring to “discretionary customer behaviors indicating respect for the provision of quality service delivery”, and participation referring to “customer behaviors indicating active and responsible involvement in the governance and development of the organization” (Bettencourt, 1997). In service firm suggests that a direct involvement to customer may be effectively considered as partial employee of the firm (Bowen and Schneider, 1985; Miles and Moris, 1986). So, Chen and Popovich (2003) suggest the vision and goal of firm should be concerned about the customer-focus mindset. Therefore, customer is as the partnership of firm that leads to improve of service quality. Thus, firm must motivate customer to get customer voluntary performance and encourage customer to be firm’s partner. Then, if a firm has a customer voluntary performance that means customer and firm are the partner to make better firm’s performance.

From customer voluntary perspective, this research is defined customer-organization partnership as the perception of firm that relates to the awareness of customer as a partnership of the firm by encouraging customer behavior to be helpful discretionary behaviors supporting the ability of the firm to delivery service quality. Customer behaviors indicate to an active and responsible involvement in the governance and development of the organization (Bettencourt, 1997). Many academic studies in customer orientation, they focus on customer relationship marketing required a development and the better understanding of how business can motivate their customers as partners in the service delivery (Bagozzi, 1995; Bitner, 1995; Lengnick-hall, 1996). Potential partner may execute that support firm’s service and more conceptual research



suggest why customer as partner are important to a firm (Kelley et al., 1990) first, customer can promote the firm's products and service more effectively (Bowers et al., 1990; Zeithaml, Berry and Parasuraman, 1996). Second, customers' collaboration with service provider contributes to their own and others' satisfaction and service quality perception (Kelley et al., 1990; Martin and Pranter, 1989). Lastly, customers are a source of information about innovation and service delivery (Plymire, 1991).

In service context, Lostakova and Pecinova (2014) had presented the partnership-based and flexible style of customer service and divided into four categories, consisting of 1) partnership behavior of supplier staff towards the customer: professionalism, reliability and responsiveness in serving customers, 2) Interconnection of supplier with the customer: joint development, joint planning with customer, 3) special events organized by the supplier for the customer: business provide the events for customer to establish personal relationships and better understanding customer, 4) supplier flexibility in serving customers is "characterized by the breadth and speed of response to changing customer requirement". From this perspective, business corporate with customer that leads to customer satisfaction and makes firm understanding customer needs inside and responds or serving their needs immediately and creates customize service.

Many empirical studies have demonstrated that both customer and supplier can get benefit from engaging in partnership and closer working relationship (Gemunden et al., 1998; Moeller and Wilson, 1995; Ford, 1990; Hakansson, 1987). Much of literature indicates that collaboration with the customer led to firm's innovation and economics success (Biemans, 1992; Gemunden et al, 1992; Gales and Mansour-cole, 1995; Hakansson and Snehota, 1995). Therefore, Atkins et al. (2002) demonstrate that when firm and customer collaborates with strategically that leads firm has a long-term competitive advantage, which is defined as customer performance partnerships. Then, a customer performance partnership leads to customer value such as the lowest total cost, the highest total quality, the fastest total cycle time and the highest total overall satisfaction. Moreover, the greater customer value is considered as a potential key driver of customer loyalty, satisfaction and retention (Woodall, 2003). Value creation is considered as the partners has contributed and integrated a resource, which provide co-create and problem solving though interaction (Stenroos and Jaakkola, 2010).



Based on the studies argued above, customer-organization partnership possibly influences service innovation, service creativity, service excellence and service competitiveness. Furthermore, customer organization partnership has the potential capability to enhance customer activity that it is a good action to firm, which affects service innovation, service creativity, service excellence and service competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 5a: Customer-organization partnership is positively relate to service creativity.

Hypothesis 5b: Customer-organization partnership is positively relate to service innovation.

Hypothesis 5c: Customer-organization partnership is positively relate to service excellence.

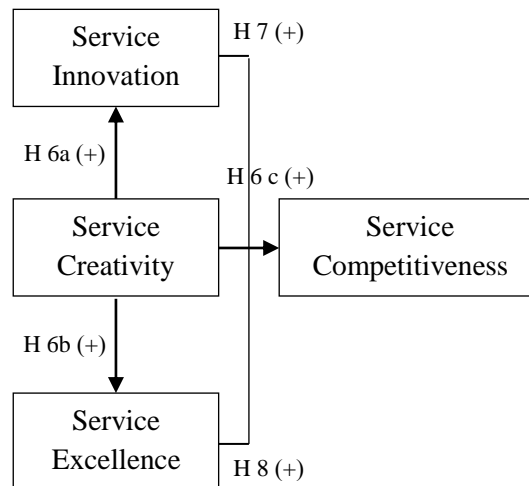
Hypothesis 5d: Customer-organization partnership is positively relate to service competitiveness.

The Effects of Customer Relationship Management Capability Outcomes on Service Outcomes

This section examines the effects of service creativity, service innovation and service excellence on service competitiveness. It is assumed that there are positive relationships among all of them as depicted in Figure 3.



Figure 3: The Effects of the Service Creativity, Service Innovation and Service Excellence on Service Competitiveness.



Service Creativity

Creativity is defined as “the production of novel and useful ideas in any domain” (Amabile et al., 1996: 1155), and creativity successful implementation within firm is defined as innovation (Amabile et al., 1996). Mayer (1999) provides the following definition of creativity as: “creation of new and useful products including ideas as well as concrete objects”. In this research, service creativity is defined as the production of novel and the useful idea for business such as building the new idea for service production (Amabile et al., 1996).

Creativity is important to innovation, “all innovation begins with creative idea” (Amabile et al., 1996: 1154), and lacking creativity, “There is no potential for innovation” (Howard et al., 2008: 160), we can capture the creativity from external sourcing such as customer information or service user (Oke, 2007). According to Giannopoulou, Gryszkiewicz and Barlatier (2014) indicate that external and internal firm resources can be reinforcing creativity for service innovation. The capability leads to creativity of service firm that concern with CRM, that they call “Opening Up” referring to capability involves the organizational skills of external knowledge exchange, partnership building and networking. Furthermore, the open up capability is important for service firm, service creativity and innovation require customer



knowledge. We can receive customer knowledge by collaboration with clients for co-creates value. Moreover, customer knowledge can use for creating an internal capability that leads to obtain a competitive advantage (Chesbrough and Appleyard, 2007). In addition, Vázquez - Casielles and Iglesias (2013) suggest the relationship between manufacturers – distributor leads to willingness to information sharing that affects to creativity and innovation, this phenomenon can refer to the relationship between service provider and service user. Then, a good relationship between firm and customer is able to lead to customer willingness to co-creation with firm. Moreover, Khodakarami and Chan (2014) suggest CRM process leads to create customer knowledge, then customer knowledge such as customer purchase trends can be analyzed to let firms to get new ideas and offered the new product or new service that match customer needs and expectations. Thus, CRM leads to customer knowledge that helps a firm to get a new idea for development service production and quality in which provides a difference and gets superior to competitors. In addition, Peters and Austin, (1985) suggested that superior service to customers or clients and constant innovation, both based on consistent creativity by everyone in the company.

Based on the literature reviewed above, service creativity has the potential capability to enhance service innovation, service excellence and service competitiveness. Hence, the hypothesis is proposed as follows:

Hypothesis 6a: Service creativity is positively relate to service innovation.

Hypothesis 6b: Service creativity is positively relate to service excellence.

Hypothesis 6c: Service creativity is positively related service competitiveness.

Service Innovation

Fagerberg, Nelson and Mowery (2006) suggest that innovation is not a new phenomenon but it is associated to the business development process via the changes in society. Innovation concept is presented as “different product or service creating a new potential satisfaction, rather than improvement” (Ducker, 2001: 22). Innovation can define as “a process that begins with an idea, proceeds with the development of an invention, and results in the introduction of a new product, process, or service to the market” (Thornhill, 2006: 689). In context of service, service innovation refers to



manufacturers' engagement in various innovation activities to enhance customer satisfaction, including after-sale services, warranty policy, maintenance routines, and order placement systems (Gopalakrishnan and Damanpour, 1997). Moreover, service innovation defines as “a type of product's new form involving the introduction of service that is new or significantly improved with respecting to its characteristic” (Giannopoulou, Gyszkiewicz and Barlatier, 2013).

Innovation reflects the improvement of sustenance condition, such as better products or services. Moreover, Hjalager (2010) proposes that innovation that it can happen when the market demand-pull leads firms needs the new things, or the ideas of entrepreneurs. According to, Carlisle et al. (2013) indicated that increasing of innovations are continuous improvements which frequently happens in the service sector, whereas radical innovation is a technological revolution happening in the competitive situations when the new services replace the better existing ones. From this opinions, it can be described that innovation has played an significant role towards the firm's value and creating a competitive advantage under complicated, fast and business environments changing (Bilton and Cummings, 2009; Cheng and Krumwiede, 2012), especially with service innovation of the firm that the rivals are unable to imitation (Love, Roper and Bryson, 2011). Moreover, Tekes Finnish Funding Agency for Technology and Innovation provide the definition of “service innovation is a new or significantly improved service concept that is taken into practice. It can be for example a new customer interaction channel, a distribution system or a technological concept or a combination of them. A service innovation always includes replicable elements that can be identified and systematically reproduced in other cases or environments. The replicable element can be the service outcome or the service process as such or a part of them. A service innovation provides benefits for both the service producer and customers and it improves its developer's competitive edge. A service innovation is a service product or service process that is based on some technology or systematic method. In services however, the innovation does not necessarily relate to the novelty of the technology itself but the innovation often lies on the non-technological areas. Service innovations can for instance be new solutions in the customer interface, new distribution methods, and novel application of technology in the service process, new forms of operation with the supply chain or the new ways to organize and manage



services. Thus, service innovation is defined as firm's achievement in consistently creating the new forms of service, superior than competitors and for the competitive advantage (Miller et al, 2007; Hjalager, 2010; Agarwal and Selen, 2011; CaminsÓn and Monfort-Mir, 2012; Carlisle et al., 2013).

According to Battor and Battor (2010)'s study of the mediating role of innovation. They indicate the innovation mediates mechanism between customer relationship management capability (CRM) and superior performance. Innovation can be a key driver to competition (Porter, 1985). The innovation literatures suggest the important of innovation, which led to the firm success and became a key element of superior firm performance (Han, Kim and Srivastava, 1998; Hurley and Hult, 1998; Weerawardena, O'Cass and Julian, 2006). From study of Lin, Chen and Chiu (2010) indicate that firm's innovation can increase by CRM. CRM leads to information sharing between firm and customer. Customer information is a potential factor to create innovation then can lead a competitive advantage.

Based on the literature reviewed above, Service innovation has the potential capability to enhance service competitiveness. Hence, the hypothesis is proposed as follows:

Hypothesis 7: Service innovation is positively relate to service competitiveness.

Service Excellence

The American Heritage® Dictionary of the English Language (2000) states the word of excellence is referred to quality, or condition of excelling, or superior. For achieve the excellence, firm should be aware of its customer reputation, market share, financial structure, technology, core competencies and profitability (McNamara, 1997). For organizational perspective state the organization excellence is defined as organization ability to complete operations, ability to respond speedily customers need, and survival during uncertainty competitions (Kumar and Gulati, 2010). The result from organization excellence is imbued the best practice within an organization in order to support its strategic objective, value, respond stakeholder's expectations, and maintain and surpass its competitive positions (Ritchie and Dale, 2000).



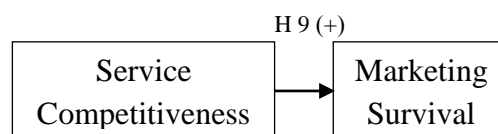
For service context, service excellence refers to the provision of excellent service quality through a management system, exceeding a customer's previous expectations; the result is not in only customer satisfaction but also customer delight and therefore greater customer loyalty (Gouthie, Giese and Barth, 2012). Service excellence refers to the service features greatness, best, and superiority than the competition and beyond expectations of the customer (Akkarawimut and Ussahawanitchakit, 2011). In previous research, service quality, image quality and partnership quality that have an effect on service excellence that lead to customer satisfaction and trust. Thus, from excellence' perspective, the operation has the ability to be superior to the competitors and which implies to be competitiveness.

Hypothesis 8: Service excellence is positively relate to service competitiveness.

The Effects of Service Competitiveness on Marketing Survival

This section examines the influence of organizational competitiveness on firm sustainability. It is assumed that there are positive relationships among all of them as depicted in Figure 4.

Figure 4: The Effects of Service Competitiveness on Marketing Survival.



Service competitiveness

Organizational competitiveness is defined as the sustained ability to gain, develop, and maintain a beneficial market share that the preference are possessed by a certain firm over other firms in the industry. They are related and showed in the financial performance (Ussahawanichakit, 2007). In firm level competitiveness, it can be defined as the ability of a firm to design, produce and/or market products superior to those offered by competitors, considering the price and non-price qualities (D'Cruz,



1992). From the perspective of competitiveness, in service can be defined the service competitiveness as a firm provides to gain, develop, and maintain service quality to achieve the marketing profit and superior service production management than competitors (Intarapanich and Ussahawanitchakit, 2011; Ussahawanichakit, 2007). To archive competitiveness, certain major ideas create greater performance which means that business provides successful operational effectiveness, which include business knowledge creativity, corporate improvement integration, and operational development excellence. Thus, the firms ensure and distinguish their businesses creation from existing/potential competitors (Ng and Gujar, 2009). By sustaining competitiveness, the firms require to improve quality management, which focuses on the core business processes (Loch, Chick and Huchzermeier, 2007).

In relationship marketing, previous research suggests the relationship with the competitiveness. According to Mei and Nie (2008) study, it displays the influences of the firm's capability, competitiveness and performance in high-tech firm of China. They provide three construct of firm's capabilities consisting of technology capability, marketing capability and network capability. The result indicated that the firm's capabilities affect to competitiveness which in turn affects performance. Network capability has been shown to have significant influences on technology capability and marketing capability. Thus firm has network capabilities that lead to competitiveness and gain the performance. In addition, Ko et al. (2008) stated that the objective of CRM is to achieve a competitive advantage and increase profit levels. Moreover, market leaders invest in CRM programs to improve the relationship with their customers based on the assumption that builds the committed customer relationships resulted in guest satisfaction, loyalty, positive word-of-mouth, business referrals, references, and publicity (Kim and Cha, 2002). In additional, customer relationship management capability also increases the competitive advantage (Coltman, 2007). This is because CRM capabilities lead a firm to obtain a sustainable competitive advantage.

Moreover, competitive actions are required by firms that concentrate on the changing of business environment in the industry. In that way business can enhance their environment by heightening the core internal processes, which concentrates on information and communication technology to interface with customers to create sustainability (Sonntag, 2000). This is reasonable and possible in that firm's



competitiveness leads to firm sustainability. Therefore, the hypothesis is proposed as follows:

Hypothesis 9: Service competitiveness is positively related to marketing survival.

Marketing Survival

Firm survival is an ability of firms to manage in uncertain competitive environment during a period of time (Persson, 2004). Survival of a firm is described as stability, sustainable economic growth and long-term business (Schwartz, 2009). In this research, marketing survival is defined as ability of firm to make a sustainability of marketing growth and firm's profitability in the long-time business.

Organization survival depends on organizational capabilities, which refers to an ability of a firm to coordinate and improve its internal and external organization resource, and environmental fit (Carroll and Hannan, 2000; Sorensen and Stuart, 2000). Organizational ecologist argues that a firm's survival depends on an alignment of internal structures of production, innovation and employment systems, especially the relationship with external actors (Barnett and Carroll, 1995; Carroll and Hannan, 2000).

In context of marketing survival in this research refers to the marketing outcome that sustains the marketing growth, firm's profitability and long-time business and is measured by the increase of sales of existing customers, unit of sales, sales growth rate, and market share (Phokha and Ussahawanitchakit, 2011). Moreover, marketing survival is described as firm permanently in the marketplace that has a higher performance than the previous year (Christensen, Suarez & Utterback, 1998). Moreover, survival depends on business's innovation and relationship with external actors (Barnett & Carroll, 1995; Carroll & Hannan, 2000).

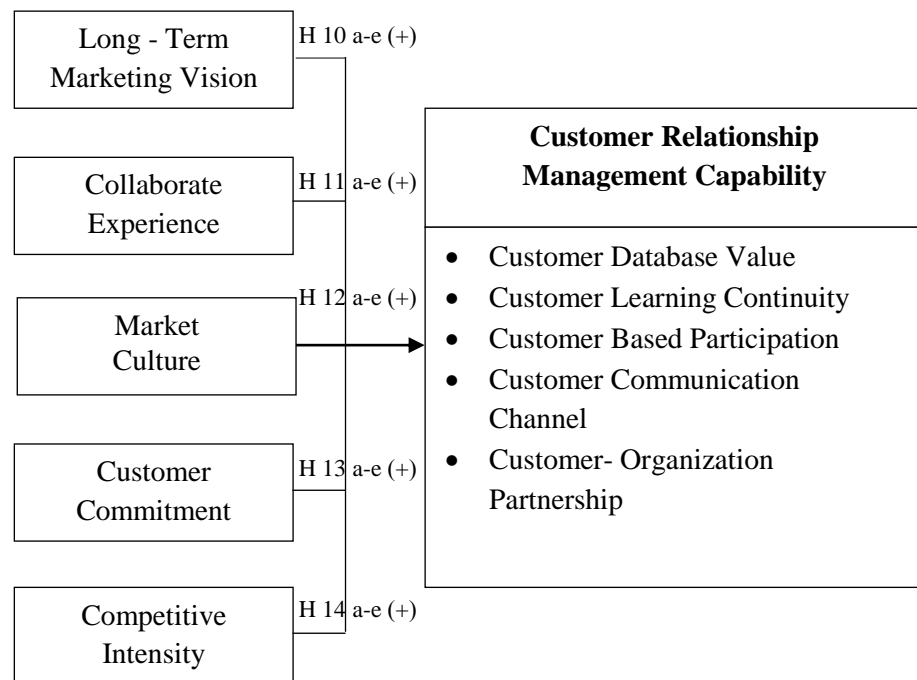
The Effect of the Antecedent Variables on customer relationship management Capability

This section explains the influences of five antecedents (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive



intensity) on five dimensions of CRM (customer database value, customer learning continuity, customer based participation, customer communication channel and customer-organization partnership) as presented in Figure 5 below

Figure 5: The Effect of Antecedents on Customer Relationship Management Capability



Long-term Marketing Vision

Vision is considered as a key component in of all leader style. The vision's definition is generally mentioned as an abstract goal to be achieved in the future (Kirkpatrick, Wofford, and Baum, 2002; Elenkov, Judge and Wright, 2005) or a unique and ideal image of the firm's future that clear of the purpose, value and identity of organization's member (Ruvio, Rosenblatt and Hertz-Lazarowitz, 2010). The long-term executive vision is viewed as an idealize image or goal which leader creates to execute in the future that accentuate on long-term view point to reach business outcome in the long run. Furthermore, customer relationship management (CRM) tactics will become indispensable and be more powerful to the leadership of organizations who seeks a long-term success in the global markets (Compton, 2005).



From the executive vision perspective, this research defines the long-term marketing vision as the perspective of executive who views and describes the future marketing strategy and goal of the firm which intension, desire and direction marketing plan on the future state of the firm on to an objective and strategic direction. Marketing long term vision is the direction of marketing operations of an enterprise that is able to respond to the changes and achieves a long - term success (Pothong and Ussahawanitchakit, 2011). Thus, the long-term marketing vision is important to provide marketing strategy and direction to marketing activity of firm, then if marketing executive concentrates on the customer relationship management that is able to lead a firm to focus on activities of CRM.

Despite, some research has described how organizational policies impact the quality of a firm's customer database and CRM performance (Rust, Moorman and Bhalla, 2010). According to Armstrong (2005) suggest that the leadership of organization must try to build differentiate customer and customer relationship by using the current and future value and predict needs of customers. Additionally, firms must maintain loyal customer relationships in order to survive (D'Antonio, 2005). Previous study found the significant relationship between vision and customer relationship management such as Sherwin (2010) study about global vision of executive impact of customer relationship marketing. The results indicate that the executive vision has influenced to set up the CRM activities. Moreover, some researcher has suggested CRM activity as 1) manage data base of customer, contract with customer, customer involvement management. Thus, long-term marketing vision of manager must concern with CRM activity.

Hence, this research proposes that long-term marketing vision with is associated to the consequences of customer relationship management capability that the hypotheses are proposed as below:

Hypothesis 10a: Long-term marketing vision is positively related to customer database value.

Hypothesis 10b: Long-term marketing vision is positively related to customer learning continuity.



Hypothesis 10c: Long-term marketing vision is positively related to customer based participation.

Hypothesis 10d: Long-term marketing vision is positively related to customer communication channel.

Hypothesis 10e: Long-term marketing vision is positively related to customer - organization partnership.

Collaborate Experience

Collaborative in customer relationship management can define as collaboration between one or more value chain actors (partner, supplier, and customer) to enhance customer benefit and improve customer relationship (Reinhold and Alt, 2009). In this research, corroborate experience can be referred to the aspects of a firm's partnership history that collaboration with others (partner, supplier, and customer) and the knowledge in a cumulative experience which is a guideline for the firm to enhance customer benefit and improve customer relationship.

Additionally, collaborate have increased, much large firms have involved in alliance (Anand and Khanna, 2000), that collaboration has important to organization form (Kale, Dyer and Singh, 2002). The collaboration experience has established by Ireland, Hitt and Vaidyanth (2002). They suggest the effect of collaboration experience on transaction cost economics and lead to get a competitive advantage. They suggest ability to support effectively alliance as collaboration know how (Simonin, 1997) and collaboration know how are from collaborate experience. Relationship and collaboration networking are important to service organization. Collaboration has more benefit to firm such as learning from partner (Levitt and March, 1988), accessing knowledge (Grant and Baden-Fuller, 2004) from prior literature that suggest firm has collaborate experience with customer that leads a firm to be effective in customer knowledge and can learn from customer. According to Cravens and Piercy (1994) they suggest that collaborative networking can develop a learning of organization that helps service organization to reduce risk and enhance opportunity. According to study of Cantner and Meder (2007) suggest firm that ever has a collaboration experience with other partner leading to increase value of cooperation.



More literature has suggested that collaboration experience has influenced to outcome of the collaboration such as literature of Anand and Khanna (2000) and Kale, Dyer and Singh (2002). Both literatures have broadly focused on collaboration as they focus on all firm values that reflected in abnormal return on the stock market. However, more firms do not mention the objective as maximizing of stock return. Firm needs to collaborate with partner and must concern to choose partnership. Firms must collaborate with other firms that lead to get same objective. Hence, if a firm could be effective in the customer relationship management, it is able to find a partner that can improve CRM. On the other hand, the famous companies such as Proctor and Gamble (P&G) (Krackklauer and Warmbrunn, 2004) and Nike (Piller, 2007), succeed in using the collaboration concept. Both companies intent to collaborate with the value chain actor and develop to the strong elements of the companies, which can achieve to customer expectation and competitive advantage. Moreover, others scholars have pointed out the benefit of collaboration such as making firm's competitive behavior (Vickers, 1985), learning from partners (Levitt and March, 1988), lowering transaction costs (Williamson, 1991), saving time to launch product to markets (Powell, Koput and Smith-Doerr, 1996), reducing the problems of information asymmetry and reducing the problems of indigestibility (Reuer and Koza, 2000), accessing resources and markets (Das and Teng, 2000), accessing knowledge (Grant and Baden-Fuller, 2004). Hence, this research proposes that collaborate experience is the association with consequences of customer relationship management capability that the hypotheses are proposed as below:

Hypothesis 11a: Collaborate experience is positively related to customer database value.

Hypothesis 11b: Collaborate experience is positively related to customer learning continuity.

Hypothesis 11c: Collaborate experience is positively related to customer based participation.

Hypothesis 11d: Collaborate experience is positively related to customer communication channel



Hypothesis 11e: Collaborate experience is positively related to customer - organization partnership.

Market Culture

Market Culture is defined as the business culture relating to the attention. It focuses on markets or customers, the skills used to create value for customers, and lead the business to create a superior customer value. Profitable and market culture are very important for a successful implementation of CRM (Mack, Mayo and Khare, 2005). Moreover, market culture leading to employee is aware of the fact that customer orientation is important for the successful implementation of CRM strategy, and it is able to get building up relationships of trust with customer comes through customer satisfaction. In addition, Marchand, Kettinger, and Rollins (2002) found that the organizational superior performances are initiative from market culture and upper management support. Thus, market culture has influence to firm's performance.

On the other hand, an empirical study of market culture, Leisen, Lilly and Winsor (2002) demonstrate that market culture has positive relationship with customer philosophy (referring to firm's external focused on customer wants, needs and satisfaction). If a firm focuses on customer needs and responds them, it is able to lead customer satisfaction and make customer need to build a long- term relationship with firm. Moreover, Appiah-Adu, Fyall and Singh (2002) study relationship between market culture and customer retention in the tourism industry, the result indicated that market culture has influence on customer retention, which is key component of customer relationship management. Additionally, Chung et al. (2012) study in high-tech firm; they suggest that there is a relationship between organizational culture and the implementation of CRM. The result suggest organizational culture has influence to CRM activities such as analyzing customers' information, create marketing or service activities to response customer need, plan to effective channel of communication with customer, create relationship with customer via various channels and use information software.

Based on the literature reviewed above, market culture has the potential capability to enhance customer database value, customer learning continuity, customer based participant, customer communication channel and customer's organizations partnership. Hence, the hypotheses are proposed as follows:



Hypothesis 12a: Market culture is positively related to customer database value.

Hypothesis 12b: Market culture is positively related to customer learning continuity.

Hypothesis 12c: Market culture is positively related to customer based participation.

Hypothesis 12d: Market culture is positively related to customer communication channel

Hypothesis 12e: Market culture is positively relate to customer - organization partnership.

Customer Commitment

Commitment is an essential component for long-term relationship, and success. Close to trust, commitment is emerge to be one of the most significant variables in understanding the relationships and it is a useful construct to measure the customer royalty and predict the frequency of the future purchase (Wu, 2011). Commitment originates from belief, shared values and trust that partners will be difficult to replace. Commitment motivates partners to cooperate in order to preserve the relationship investments. Commitment means that partners forgo short-term alternatives in favors of long-term benefits associated with current partners (Caceres and Paparoidamis, 2007). Commitment can divide to three component such as 1) affective commitment refer to a desire-based attachment to the organization, 2) continuance commitment refer to a cost-based attachment where an employee feels he or she has to stay with the organization and, 3) normative commitment refers to an obligation-based attachment to the organization (Allen and Meyer, 1997).

According to Meyer and Herscovitch (2001) defined commitment as “a force that binds an individual to course of action of relevance to one or more targets. As such, commitment is distinguishable from exchange based forms of motivation and from target-relevant attitudes and can influence behavior even in the absence of intrinsic motivation or positive attitudes” (p.301). In the others hand, customer commitment can be refer to firm’s management, maintain pleasing attitudes toward and is willing to allocate resource to the customer (Cadogan et al., 2005). In service context, Bansal,



Irving and Taylor (2004) results support the notion that customer commitment affects to the intention to switch service providers and that the psychological states underlying that commitment may be different. From prior perspective, in this research, customer commitment refers to ability of firm to build a psychological bond of consumers' feelings towards their service providers and might lead them to believe that they ought to stay with that service provider or attitude that reflects the desire to maintain a valued relationship (Bansal, Irving and Taylor, 2004).

In marketing literature has shown commitment to be related to customer retention (Garbarino and Johnson 1999; Morgan and Hunt, 1994). According to Sichtmann and Selasinsky (2010), study in cross-border customer relationships in the context of service export. The result indicated that export commitment has positive influences to relationship marketing activities. They define export commitment as “the extent to which a firm’s management maintains favorable attitudes toward and is willing to allocate resources to an export venture”. Styles and Ambler (2000) suggest that export commitment should positive affect to relationship marketing in the export market because a service encounters may concern the profit associated with establishing and retaining customer relationship in the export market for service export performance. Thus, commitment has influence to customer relationship that helps firms to build relationship with customer easier and let a customer willing to share information.

Hence, this research proposes that collaborate experience is associated with consequences of customer relationship management capability that the hypotheses are proposed as below:

Hypothesis 13a: Customer commitment is positively relate to customer database value.

Hypothesis 13b: Customer commitment is positively relate to customer learning continuity.

Hypothesis 13c: Customer commitment is positively relate customer based participation.

Hypothesis 13d: Customer commitment is positively relate to customer communication channel



Hypothesis 13e: Customer commitment is positively relate to customer - organization partnership.

Competitive Intensity

External factor that impacts to the business operation is competitive intensity. Competitive intensity has influence on marketing implementation and the competitive ability of business. Then, the organization will try to fit itself with environment because of the firm's performance that depends partly on the external environment. Competitive intensity refers to the degree of the intensity of competition which the firm faces in industry (Homburg et al., 2002; Grewal and Tansuhaj, 2001). Similarly, competitive intensity is defined as the degree of competition that a firm must confront (Yushan and Cavusgil, 2006). Also, competitive intensity is the behavior of the competition or rivalry among competitors (Gatignon and Xuereb, 1997). Additionally, competitive intensity implicated the intensity of competitive actions such as product development, distribution, pricing and promotion that has negative effect to performance (Slater and Narver, 1994). Moreover, there are product diversification, intense price wars, heavy advertising and added service (Porter, 1980). Furthermore, the competitive environment that leads a firm to monitor the customer needs and becomes important to be confident that customer will not switch to other competitors (Kohli and Jaworski, 1990). In previous research, competitive intensity reflects behavior, resources, and the ability of competitors to differentiate their products or services (Jaworski and Kohli, 1993). Thus, in this research, competitive intensity refers to the degree of the intensity of competition which the firm must faces in industry, involving competitive actions such as products or service development, pricing, distribution and promotion. As such, this definition implies that the level of competitive intensity is indicated by the number of competitors, frequency, and intensity of the use of certain marketing techniques (e.g., advertising, pricing, and promotion activities) to gain high market shares (Jaworski and Kohli, 1993). In the intensity of the competitive market, firms must pay special attention to build relationship with customer to protect customer change to the competitors. Moreover, this research focuses on competitiveness that helps firms improve their knowledge through customer relationship. In context of competitor analysis, firms should engage to follow and understand the general current strategy, objectives,



assumptions, and capabilities of rivals (Hitt et al., 2001). This information about rivals helps the firm prepare and anticipate effective responses.

Based on the earlier discussion, competitive intensity is a potential factor to promote firms to achieve their customer relationship management capability dimension. Therefore, the hypotheses are proposed as follows:

Hypothesis 14a: Competitive intensity is positively related to customer database value.

Hypothesis 14b: Competitive intensity is positively related to customer learning continuity.

Hypothesis 14c: Competitive intensity is positively related to customer based participation.

Hypothesis 14d: Competitive intensity is positively related to customer communication channel.

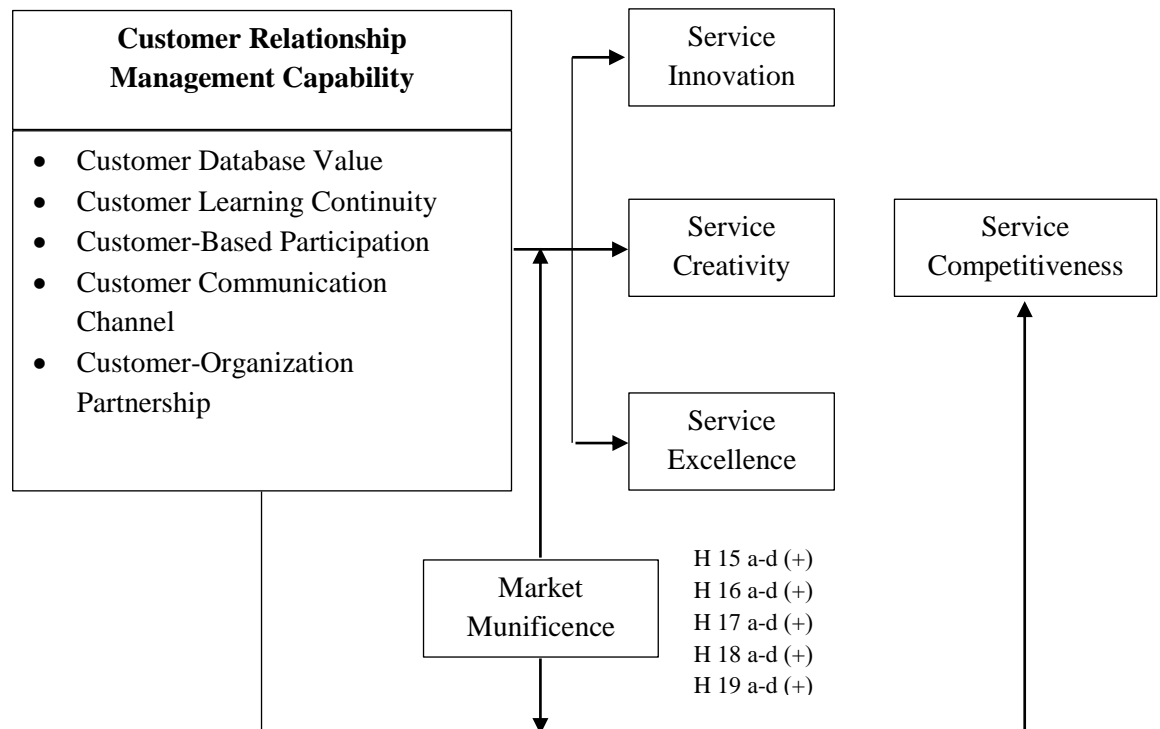
Hypothesis 14e: Competitive intensity is positively related to customer-organization partnership.

Moderating Effects of Market Munificence and Technology Munificence on the Relationships among Customer Relationship Management Capability and Its Outcomes

This section explains the influences of the moderator effect of market munificence. Each influence is enumerated as follows: technology munificence acts as a moderating effect of five dimensions of customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel and customer - organization partnership) on the consequent variables of service creativity, service innovation, service excellence and service competitiveness as presented in Figure 6 below.



Figure 6: The Roles of Market Munificence as a Moderator.



Market Munificence

The main attribute of the marketing task environment include market munificence and marketing uncertainty. Market munificence is the scarcity or abundance of critical resource needed by the firm operating within the market environment (Castrongiovanni, 1991), it can be defined as the capacity or ability of the business environment to support sustained growth (McArthur and Nystrom, 1991). In this research, market munificence refers to an abundance of a critical resource need by a firm operating within market environment to support sustain growth. Similarly, market munificence refers to the market capability to support sustain growth and illustrates the prediction volume of the market demand change (Dess and Beard, 1984; Starbuck, 1976) for example, the rate of market growth or decline (Cao and Xiang, 2012; Park, Chen and Gallagher, 2002), industrial sales growth (Yasai -Ardekani, 1989). In addition, Freeman (1979) indicated that market demand has influenced to the direction of innovation and innovation process (Mowery and Rosenberg, 1979; Chen,Chen and Bu, 2012). The market demand may influence very huge, with cyclic changes (birth,



growth, and decline) in industry. Furthermore, a chance plays a better role in competitive survival. For this research, market munificence can be defined as an abundance of a critical resource needed by a firm operating within the market environment (Castrongiovanni, 1991).

Additionally, the characteristic of highly market munificence reflects 1) an abundance of resource, 2) solid or high growth in demand and/or few of no environment threats (Castrongiovanni, 1991; Tang, 2008). Munificence which distinguishes between scarcity and sufficiently markets resource captures the extent of organizational dependence on the environment for critical resources (Dwyer and Oh, 1987). Munificence can measure both the extent to which the environment provides the abundance resources for the business and the degree of competition to access the resources (Dess and Beard, 1984). Prior research suggested an interaction effect between strategy and munificence in respect to firm performance (Payne et al., 2009) and environmental munificent is positive influence to range of strategy and firm options (Brittain and Freeman, 1980; Tushman and Anderson, 1986), but scarcity of resource gives difficult and stressful conditions for the managers to set strategy and affects the firm's survival.

So, the businesses in munificence of market with the abundant resources are perceived in the low markets risk and likely to make a good decision for business. Moreover, the munificence within the geographical area in which a firm is situated can be raised the opportunity to acquire resources for increasing capabilities (DeCarolis and Deeds, 1999). A business can obtain resources more easily and get better than their competitors at generating organizational capabilities (McEvily and Zaheer, 1999). Slack resources in a munificent business environment provide an opportunities to innovate and to make investments in the processes, routines, and changes in structures necessary to create a proactive approach for managing the business-natural environment interface (Aragón-Correa and Sharma, 2003).

Hence, market munificence seems to become a main determinant of promoting the firm's service capabilities-customer value added establishment relationship. Furthermore, the study of Phoka and Ussahawanitchakit (2010) suggests that market munificence moderated the relationship between excellent service innovation and marketing outcomes. Similarly, firms in munificent markets are likely to make good



decisions, perceive the low market risks, and raise the opportunity to acquire resources for increasing capabilities (Decarolis and Deeds, 1999; McEvily and Zaheer, 1999). Consequently, Grewal, Chandrshekaren and Dwyer (2008) conclude that munificence is the environmental factors that provide positively influence on global strategy. It is also referred to an abundance and availability of critical resource that influence the survival and growth of the firms (Dess and Beard, 1984; Castrogiovanni, 1991; Specht, 1993). Thus, it tends to explicitly moderate the relationships. Therefore, the aforementioned relationships are hypothesized as shown below.

Hypothesis 15a: Market munificence is positively moderates the relationships between customer database value and service creativity.

Hypothesis 15b: Market munificence is positively moderates the relationships between customer database value and service innovation.

Hypothesis 15c: Market munificence is positively moderates the relationships between customer database value and service excellence.

Hypothesis 15d: Market munificence is positively moderates the relationships between customer database value and service competitiveness.

Hypothesis 16a: Market munificence is positively moderates the relationships between customer learning continuity and service creativity.

Hypothesis 16b: Market munificence is positively moderates the relationships between customer learning continuity and service innovation.

Hypothesis 16c: Market munificence is positively moderates the relationships between customer learning continuity and service excellence.

Hypothesis 16d: Market munificence is positively moderates the relationships between customer learning continuity and service competitiveness.

Hypothesis 17a: Market munificence is positively moderates the relationships between customer based participation and service creativity.

Hypothesis 17b: Market munificence is positively moderates the relationships between customer based participation and service innovation.

Hypothesis 17c: Market munificence is positively moderates the relationships between customer based participation and service excellence.



Hypothesis 17d: Market munificence is positively moderates the relationships between customer based participation and service competitiveness.

Hypothesis 18a: Market munificence is positively moderates the relationships between customer communication channel and service creativity.

Hypothesis 18b: Market munificence is positively moderates the relationships between customer communication channel and service innovation.

Hypothesis 18c: Market munificence is positively moderates the relationships between customer communication channel and service excellence.

Hypothesis 18d: Market munificence is positively moderates the relationships between customer communication channel and service competitiveness.

Hypothesis 19a: Market munificence is positively moderates the relationships between customer - organization partnership and service creativity.

Hypothesis 19b: Market munificence is positively moderates the relationships between customer - organization partnership and service innovation.

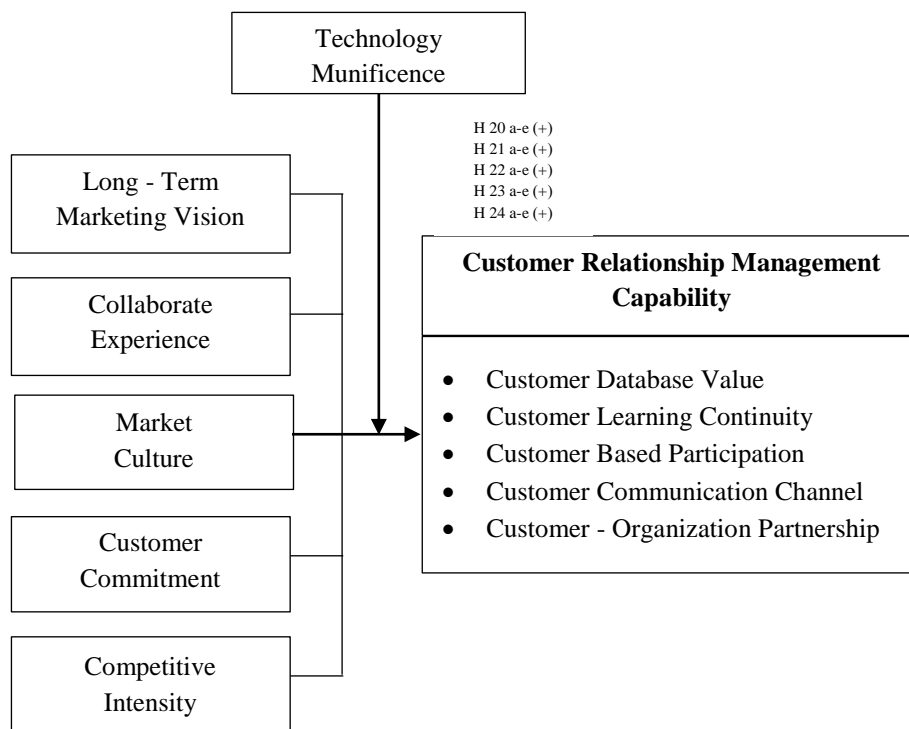
Hypothesis 19c: Market munificence is positively moderates the relationships between customer - organization partnership and service excellence.

Hypothesis 19d: Market munificence is positively moderates the relationships between customer - organization partnership and service competitiveness.

Technology munificence is a moderator of the relationship between the antecedents (long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity) on the five dimensions of customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel, and customer - organization partnership) as presented in Figure 7



Figure 7: The Roles of Technology Munificence as a Moderato



Technology Munificence

Aldrich (2008) suggests that the munificence refers to an environment's ability to support sustained growth of business. Munificence is able to distinct three kind of: 1) capacity, 2) growth/decline, and 3) opportunity/threat (Castrogiovanni, 1991). Capacity refers to level of accessible to business, growth/decline refers to change in capacity, and opportunity/threat refers to the extent of unexploited capacity. Previous research proposes that an abundant environment resource may help firms to increase a performance (Castrogiovanni, 1991, Irawin, Hoffman and Geiger, 1998). The speedy growth of internet and technology has hugely increased the opportunity for marketing and has changed the way of a relationship between firm and customer (Ngai, 2005). Then, in the context of technology, we apply definition of munificence that concerns with technology. This research, technology munificence refers to an abundance of the technology needed by firm operating to support sustained growth (McArthur and Nysatrom, 1991) such as information system technology, hardware/software and other technology that help firm to improve ability of CRM.



In the research, there are examined of the role of information technologies (IT) to execute an environmental sustainability (Cai, Chen and Bose, 2013). By the benefit of IT, business can get a better reduce environmental uncertainty (Elliot, 2011). According to Ponduri and Edara (2014) indicate that information technologies are very important to lead CRM effectiveness, research shows that the technology in deploying fervently relates with customer. They suggest information technology has influence on CRM implementation.

Hence, technology munificence tends to moderate the relationship between customer management capability and its consequence. Therefore, the hypotheses are proposed as follows.

Hypothesis 20a: Technology munificence is positively moderates the relationships between long-term marketing vision and customer database value.

Hypothesis 20b: Technology munificence is positively moderates the relationships between long-term marketing vision and customer learning continuity.

Hypothesis 20c: Technology munificence is positively moderates the relationships between long-term marketing vision and customer based participation.

Hypothesis 20d: Technology munificence is positively moderates the relationships between long-term marketing vision and customer communication channel.

Hypothesis 20e: Technology munificence is positively moderates the relationships between long-term marketing vision and customer - organization partnership.

Hypothesis 21a: Technology munificence is positively moderates the relationships between collaborate experience and customer database value.

Hypothesis 21b: Technology munificence is positively moderates the relationships between collaborate experience and customer learning continuity.

Hypothesis 21c: Technology munificence is positively moderates the relationships between collaborate experience and customer based participation.

Hypothesis 21d: Technology munificence is positively moderates the relationships between collaborate experience and customer communication channel.



Hypothesis 21e: Technology munificence is positively moderates the relationships between collaborate experience and customer - organization partnership.

Hypothesis 22a: Technology munificence is positively moderates the relationships between market culture and customer database value.

Hypothesis 22b: Technology munificence is positively moderates the relationships between market culture and customer learning continuity.

Hypothesis 22c: Technology munificence is positively moderates the relationships between market culture focus and customer based participation.

Hypothesis 22d: Technology munificence is positively moderates the relationships between market culture and customer communication channel.

Hypothesis 22e: Technology munificence is positively moderates the relationships between market culture and customer - organization partnership.

Hypothesis 23a: Technology munificence is positively moderates the relationships between customer commitment and customer database value.

Hypothesis 23b Technology munificence is positively moderates the relationships between customer commitment and customer learning continuity.

Hypothesis 23c: Technology munificence is positively moderates the relationships between customer commitment and customer based participation.

Hypothesis 23d: Technology munificence is positively moderates the relationships between customer commitment and customer communication channel.

Hypothesis 23e: Technology munificence is positively moderates the relationships between customer commitment and customer - organization partnership.

Hypothesis 24a: Technology munificence is positively moderates the relationships between competitive intensity and customer database value.

Hypothesis 24b: Technology munificence is positively moderates the relationships between competitive intensity and customer learning continuity.

Hypothesis 24c: Technology munificence is positively moderates the relationships between competitive intensity and customer based participation.

Hypothesis 24d: Technology munificence is positively moderates the relationships between competitive intensity and customer communication channel.



Hypothesis 24e: Technology munificence is positively moderates the relationships between competitive intensity and customer - organization partnership.

Summary

This chapter has detailed the conceptual model of customer relationship management capability and the marketing survivals that are based on two theories used to support the conceptual model. These theories are social exchange theory and contingency theory. This chapter has also proposed a set of 24 testable hypotheses. Table 4 presents a summary of the relationships among the antecedents and the consequents of customer relationship management capability. Furthermore, this research examines the relationships between five antecedents and customer relationship management capability via the moderating effect of technology munificence. Second, it investigates the relationships among the five dimensions of customer relationship management capability and service creativity, service innovation, service excellence and service competitiveness via the moderating effect of market munificence.

The next chapter presents the research methods including the sample selection and data collection procedure, the variable measurements of each construct, the development and verification of the survey instrument by testing reliability and validity, and the equations and statistical analyses used to test the hypotheses.



Table 4: Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships
H1a	Customer database value is positively related to service creativity.
H1b	Customer database value is positively related to service innovation.
H1c	Customer database value is positively related to service excellence.
H1d	Customer database value is positively related to service competitiveness.
H2a	Customer learning continuity is positively related to service creativity.
H2b	Customer learning continuity is positively related to service innovation.
H2c	Customer learning continuity is positively related to service excellence.
H2d	Customer learning continuity is positively related to service competitiveness.
H3a	Customer based participant is positively related to service creativity.
H3b	Customer based participant is positively related to service innovation.
H3c	Customer based participant is positively related to service excellence.
H3d	Customer based participant is positively related to service competitiveness.
H4a	Customer communication channel is positively related to service creativity.
H4b	Customer communication channel is positively related to service innovation.
H4c	Customer communication channel is positively related to service excellence.
H4d	Customer communication channel is positively related to service competitiveness.
H5a	Customer - organization partnership is positively related to service creativity.
H5b	Customer - organization partnership is positively related to service innovation.
H5c	Customer - organization partnership is positively related to service excellence.
H5d	Customer - organization partnership is positively related to service competitiveness.
H6a	Service creativity is positively related to service innovation.
H6b	Service creativity is positively related to service excellence.
H6c	Service creativity is positively related to service competitiveness.
H7	Service innovation is positively related to service competitiveness.
H8	Service excellence is positively related to service competitiveness.



Table 4: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H9	Service competitiveness is positively related to marketing survival.
H10a	Long-term marketing vision is positively related to customer database value.
H10b	Long-term marketing vision is positively related to customer learning continuity.
H10c	Long-term marketing vision is positively related to customer base participation
H10d	Long-term marketing vision is positively related to customer communication channel.
H10e	Long-term marketing vision is positively related to customer – organization partnership.
H11a	Collaborate experience is positively related to customer database value.
H11b	Collaborate experience is positively related to customer learning continuity.
H11c	Collaborate experience is positively related to customer base participation.
H11d	Collaborate experience is positively related to customer communication channel.
H11e	Collaborate experience is positively related to customer - organization partnership.
H12a	Market culture is positively related to customer database value.
H12b	Market culture is positively related to customer learning continuity.
H12c	Market culture is positively related to customer base participation.
H12d	Market culture is positively related to customer communication channel.
H12e	Market culture is positively related to customer - organization partnership.
H13a	Customer commitment is positively related to customer database value.
H13b	Customer commitment is positively related to customer learning continuity.
H13c	Customer commitment is positively related to customer base participation.
H13d	Customer commitment is positively related to customer communication channel.



Table 4: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H13e	Customer commitment is positively related to customer – organization partnership.
H14a	Competitive intensity is positively related to customer database value.
H14b	Competitive intensity is positively related to customer learning continuity.
H14c	Competitive intensity is positively related to customer base participation.
H14d	Competitive intensity is positively related to customer communication channel.
H14e	Competitive intensity is positively related to customer - organization partnership.
H15a	Market munificence is positively moderates the relationships between customer database value and service creativity.
H15b	Market munificence is positively moderates the relationships between customer database value and service innovation.
H15c	Market munificence is positively moderates the relationships between customer database value and service excellence.
H15d	Market munificence is positively moderates the relationships between customer database value and service competitiveness.
H16a	Market munificence is positively moderates the relationships between customer learning continuity and service creativity.
H16b	Market munificence is positively moderates the relationships between customer learning continuity and service innovation.
H16c	Market munificence is positively moderates the relationships between customer learning continuity and service excellence.
H16d	Market munificence is positively moderates the relationships between customer learning continuity and service competitiveness.
H17a	Market munificence is positively moderates the relationships between customer based participation and service creativity.



Table 4: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H17b	Market munificence is positively moderates the relationships between customer based participation and service innovation.
H17c	Market munificence is positively moderates the relationships between customer based participation and service excellence.
H17d	Market munificence is positively moderates the relationships between customer based participation and service competitiveness.
H18a	Market munificence is positively moderates the relationships between customer communication channel and service creativity.
H18b	Market munificence is positively moderates the relationships between customer communication channel and service innovation.
H18c	Market munificence is positively moderates the relationships between customer communication channel and service excellence.
H18d	Market munificence is positively moderates the relationships between customer communication channel and service competitiveness.
H19a	Market munificence is positively moderates the relationships between customer - organization partnership and service creativity.
H19b	Market munificence is positively moderates the relationships between customer - organization partnership and service innovation.
H19c	Market munificence is positively moderates the relationships between customer - organization partnership and service excellence.
H19d	Market munificence is positively moderates the relationships between customer - organization is partnership and service competitiveness.
H20a	Technology munificence is positively moderates the relationships between long-term marketing vision and customer database value.
H20b	Technology munificence is positively moderates the relationships between long-term marketing vision and customer learning continuity.
H20c	Technology munificence is positively moderates the relationships between long-term marketing vision and customer based participation.



Table 4: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H20d	Technology munificence is positively moderates the relationships between long-term marketing vision and customer communication channel.
H20e	Technology munificence is positively moderates the relationships between long-term marketing vision and customer - organization partnership.
H21a	Technology munificence is positively moderates the relationships between collaborate experience and customer database value.
H21b	Technology munificence is positively moderates the relationships between collaborate experience and customer learning continuity.
H21c	Technology munificence is positively moderates the relationships between collaborate experience and customer based participation.
H21d	Technology munificence is positively moderates the relationships between collaborate experience and customer communication channel.
H21e	Technology munificence is positively moderates the relationships between collaborate experience and customer's organization partnership.
H22a	Technology munificence is positively moderates the relationships between market culture and customer database value.
H22b	Technology munificence is positively moderates the relationships between market culture and customer learning continuity.
H22c	Technology munificence is positively moderates the relationships between market culture focus and customer based participation.
H22d	Technology munificence is positively moderates the relationships between market culture and customer communication channel.
H22e	Technology munificence is positively moderates the relationships between market culture and customer - organization partnership.
H23a	Technology munificence is positively moderates the relationships between customer commitment and customer database value.
H23b	Technology munificence is positively moderates the relationships between customer commitment and customer learning continuity.



Table 4: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H23c	Technology munificence is positively moderates the relationships between customer commitment and customer based participation.
H23d	Technology munificence is positively moderates the relationships between customer commitment and customer communication channel.
H23e	Technology munificence is positively moderates the relationships between customer commitment and customer - organization partnership.
H24a	Technology munificence is positively moderates the relationships between competitive intensity and customer database value.
H24b	Technology munificence is positively moderates the relationships between competitive intensity and customer learning continuity.
H24c	Technology munificence is positively moderates the relationships between competitive intensity and customer based participation.
H24d	Technology munificence is positively moderates the relationships between competitive intensity and customer communication channel.
H24e	Technology munificence is positively moderates the relationships between competitive intensity and customer - organization partnership.



CHAPTER III

RESEARCH METHODS

The prior chapter has discussed the literature review and conceptual framework that provided a theoretical basis and research background to the proposed research topic of the customer relationship management capability and the marketing survival. This chapter will be presented the summaries of the research methods by which the hypotheses will be tested in the detail.

This chapter is organized as follows: first, the sample selection and data collection procedure section, which includes the population and sample, the data collection and the test of non-response bias. Second, the variable measurements are delineated. Third, the descriptions of the tests of validity and reliability, the analytical statistics and the related equations of regression analysis are presented. Finally, the table that presents the summary of definitions and operational definitions of constructs is included.

Sample Selection and Data Collection Procedure

Population and Sample

The population in this study is the sample group for analysis. The population and sample chosen is the beauty clinics businesses in Thailand. From the report “The study of competitive advantage of surgery service and beauty center of Thailand” (CA International Information Co., Ltd. by Department of Business Development), it divides into four types of surgery providers and beauty center in Thailand.

1) Surgery Clinic: provide cosmetic surgery service such as transgender, breast reduction or plastic surgery.

2) Beauty Center: focused on providing beauty service about shaping body and treatments skins such as laser or others beauty innovation technology.

3) Medicals Beauty Clinic: focused on general practitioner and provide beauty service such as injection vitamins for beauty.



4) Department of surgery in hospital: provide surgery service not only beauty service.

In this research, it attempts to study in the beauty center and medicals beauty clinic especially skin treatment and shaping body, they may effort to retention existed customer more than surgery. Population of both group are counted totally at 723 firms. These firms have credibility from the database of Department of Business Development, Ministry of Commerce, Thailand, which are displayed on the website: www.dbd.go.th. This database is a credibility source that provides all complete address and business data in Thailand. This is an appropriate population to draw according to Yamane (1973), an appropriated sample size is calculated by following equation:

$$n = \frac{N}{1 + Ne^2}$$

Where;

n = sample size

N = population size

e = level of precision

Based on this simplified formula with an assumed 95% confidence, an appropriate sample size can be calculated as follow:

$$n = \frac{723}{1 + 723(0.05)^2}$$

$$n = 258$$

Therefore, a goal for the sample is 258 firms from a total population of 723 firms under the 95 percent level of confidentiality (Krejcie and Morgan, 1970). Based on prior business research, a 20 percent response rate for a mail survey, with an appropriate follow-up procedure, is deemed sufficient (Aaker, Kumar and Day, 2001). Therefore, a total of 723 beauty clinics are an appropriate population for a distributed mail. As a result, questionnaires were directly distributed to 723 marketing director/marketing manager of beauty clinics of Thailand.



Data Collection

This research used a mailed questionnaire as the research instrument for collecting the data. The questionnaire was directly mailed to the marketing director or marketing manager. They were chosen to be the key informants because they in charge of determining the customer relationship management capability with truly understand their businesses, and provide the real of information. Completed questionnaires were sent back to the researcher by the use of a prepaid return envelope. Firms which are no longer in business or for whom the mailing was undelivered were eliminated.

This research used a mailed questionnaire, which carries with the risk of a low response rates, unless the questionnaire can engage the respondent's interest or the respondents perceived a direct value from the investigation of the questionnaire. Then, to try to overcome this problem, a cover letter was used to introduce the researcher, the objectives of the research, and the importance of the survey. A letter from the university was also attached to confirm that the researcher came from the Mahasarakham University, and to ask for cooperation from the participants. All participants were offered a free copy of the summary results as a non-monetary incentive if they completed and returned the valid questionnaire (Sittimalakorn and Hart, 2004).

The questions in this questionnaire were adapted by reviewing the related literature, definitions, and instruments used in previous research which consist of seven parts. They were measured by using a five point-Likert scale questionnaire, ranging from 1 (strongly disagree) to 5 (strongly agree). Part one was asked for demographic data such as gender, age, marital status, and educational level, work experience and position. Part two was asked for business information such as business type, business form, capital, business location and number of employees. Parts three through five are related to evaluating each of the constructs in the conceptual model. In part three, all questions deal with the measurement of the customer relationship management capability. Part four deals with the consequent variables of the customer relationship management capability. Part five asks about the antecedent variables of the customer relationship management capability. Part six asks about the moderators of the technology munificence and marketing munificence. Finally, part seven includes an open-ended question for the informant's suggestions and opinions.



For each set of instrument package, there was the questionnaire, the cover letter, and the postage pre-paid reply envelope. This package was distributed to each key informant. The total numbers of questionnaires sent were 723 packages mailed in the mid of May 2015. The collection plan was to receive responses within four weeks. After four weeks, to increase response rate, phone call to firms which had not yet replied to remind them to complete the questionnaire and to request them to cooperate in answering it. For the convenience of follow-up mailing, each questionnaire was assigned a coded number in the left corner the front of the second page of the questionnaire. In summary, the duration of time for data collection was approximately ten weeks, within which time a total of 128 responded questionnaires were received.

In the initial mailing, 115 surveys were undeliverable because some firms had gone out of business or had moved to unknown locations and some firm indicated that has no marketing director and marketing manager position. Deducting the undeliverable from the original 723 mailed, 608 valid mailings were sent, from which 128 responses were received. Six of these received questionnaires were found incomplete or had response errors, so they were deducted from further analysis of the surveys completed and received, only 118 were usable. The effective response rate was approximately 16.32 percent. The acceptable criterion for the minimum sample size is that it should never fall below five observations for each interdependent variable (Hair et al., 2010). Thus, 118 firms are acceptable sample size for employing multiple regression analysis. The details of questionnaire mailing are shown in Table 5.

Table 5: The Details of Questionnaire Mailing

Details	Numbers
Number of questionnaires mailed	723
Number of undeliverable questionnaires	115
Number of successfully mailed questionnaires	608
Received questionnaires	128
Unusable questionnaires	10
Usable questionnaires	118
Response Rate $(118/723) \times 100$	16.32%



Test of Non-Response Bias

The test of non-response bias is an important step before the sample can be generalized to the population for implementations. A t-test comparison of the demographics between early and late respondents corresponds with the test for non-response bias by Armstrong and Overton (1977). This research used business demographics such as business form, business type to test non-response bias. The early and late respondents were tested. If the results of the t-test had no significant differences between the two groups, it implies that the returned questionnaires have no non-response bias problem (Armstrong and Overton, 1977).

In this research, all 118 received questionnaires were separated into two equal groups. The first fifty percent of responses were defined as the early group of respondents ($n = 59$) and the last fifty percent of responses were defined as the late group of respondents ($n = 59$). Then, 59 responses from the early group were used to test the differences with 59 responses received from the late group. A t-test compared various firm characteristics which consisted of business owner type, type of business, location of business, operational capital, number of full-time employees, and firm's average revenue per year. The results of the t-test revealed that there were no statistically significant differences between the two groups in any of the overall variables including business owner type ($t = 1.846, p > .05$), location of business ($t = -0.177, p > .05$), duration of business operations ($t = -0.795, p > .05$), number of full-time employees ($t = -0.210, p > .05$), and firm's average revenue per year ($t = -0.201, p > .05$). Thus, there was no evidence of non-response bias, as shown in Appendix A.

Measurements

The procedures for measuring each construct involved multiple items for measuring each construct in the conceptual model. These measurements are abstract constructs that cannot be directly measured or observed and should be measured by multiple items (Churchill, 1979). These constructs were then transformed into operational variables for accurate measurement. To measure each construct in the conceptual model, all of variables gained from the definition and survey were measured by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).



Hence, the variable measurements of the dependent variable, independent variables, moderating variables, and control variables of this research are described as below.

Dependent Variable

Marketing survival: Marketing survival is used as the final dependent variable of customer relationship management capability. Marketing survival in this research refers to sustainable of marketing growth, firm's profitability and long-time business and is measured by the increase of sales of existing customers, unit of sales, sales growth rate, and market share. This construct is adapted from Phokha and Ussahawanitchakit (2011) which including five-item scale.

Independent Variables

This research consists of 16 independent variables divided into three groups. The first group is the core construct of this research, which is customer relationship management capability that comprises five dimensions: customer database value, customer learning continuity, customer based participation, customer communication channel, and customer-organization partnership. These dimensions reflect the way to identify, create, and deliver the superior value propositions to the market. The measure of each construct depends on its definition, which is also detailed.

Customer database value. Customer database value is measured by concerning the firm practice to create customer database, analyze and use customer information effectively. The measure is created as a new scale with four-items developed from the definition and literature review.

Customer learning continuity. Customer learning continuity is evaluated by the level of a firm's ability to the organization's process of continuous learning with customer, use of customer knowledge effectiveness. This construct is developed as a new scale from the definition, literature review, which including four-item scale.

Customer base participation. Customer base participation is measured by of it is assessed by degree of firm' motivation to achieve consumer's effort and involvement relates to the production and delivery of a service. This construct is developed as a new scale from literature review and definition including four- item scale.



Customer communication channel. Customer communication channel is measured by effective of communication message and communication channel that make customer receive information from firm and lead to build relationship with them. This construct is developed as a new scale from the definition and literature review which including five-item scale.

Customer-organization partnership. Customer-organization partnership is measured by perception of firm that relate to awareness the customer as partnership of the firm by encouraging customer behavior to helpful discretionary behaviors of customer that support the ability of the firm to delivery service quality customer behaviors indicating active and responsible involvement in the governance and development of the organization. This construct is developed as a new scale from the definition and literature review which including four-item scale.

Consequent Variables

The second group is the consequence of customer relationship management capability comprised of service creativity, service innovation and service excellence. Particularly in this research, service competitiveness is treated as the customer relationship outcomes of customer relationship management capability that leads to marketing survival. The measure of each dimension conforms to its definition to be discussed as follows.

Service creativity. Service creativity is assessed by the degree to evaluate of the effectiveness of commercializing new ideas for services, the degree of service creativity that meet with customer needs, new service uniqueness, new service techniques to meet with customer satisfaction, efficient use of resources, and organizational image. This construct is developed as a new scale from the definition, literature review which including four-item scale.

Service innovation. Service innovation is measured by firm's achievement in consistently creating new forms of service and for the competitive advantage (Miller, Fern and Cardinal, 2007; Hjalager, 2010; Agarwal and Selen, 2011; CaminsÓn and



Monfort-Mir, 2012; Carlisle et al., 2013). This variable focuses on the effectiveness of commercializing new services, the degree of the service innovation that meet with customer needs, new service uniqueness, new service techniques to meet with customer satisfaction, efficient use of resources. This variable was measured by four- items adapted from Agarwal and Selen (2011); CaminsÓn and Monfort-Mir (2012) and Carlisle et al. (2013).

Service excellence. Service excellence is measured by four-items developed as a new scale applied from Akkarawimut and Ussahawanitchakit (2010). Service excellence characteristic involves greatness, best, superiority than competitors. This item is measured by firm's operation that better and superior than competitors that include four-item scale.

Service competitiveness. Service competitiveness is measured by the result of the value creation activities, of which a firm's operation is continuing to provide service innovation to the competitive market. It focuses on a firm's reputation for developing new service, adding value for their customers, responding effectively and continuously to customer needs, maintaining and motivating old customers, and creating a means of attracting new customers, productivity, customer satisfaction, and retention. This construct is adapted from Intarapanich and Ussahawanitchakit (2011) including a four-item scale.

Antecedent Variables

The third group is the antecedents of customer relationship management capability which encompasses five variables: long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity. All antecedents depend on their definitions. The measure of each factor is discussed as follows.

Long-term marketing vision. Long-term marketing vision is measured by a four-item scale for which executive perspective and actions about build relationship and retain with customer. This construct is developed from the definition, literature review and adapt from Pothong and Ussahawanitchakit (2011).



Collaborate experience. Collaborate experience is evaluated by firm's experience to collaborate with others partner or customer and knowledge that receive form collaboration. This construct is developed new scale from definition and literature review which include four-item scale.

Market culture. Market culture is evaluated by values and beliefs of employee that focus and awareness in customer value and customer relationship. This construct is developed from Mack, Mayo and Khare (2005) including four-item scale.

Customer commitment. Customer commitment is assessed by ability of firm to building psychological bond consumers feel toward their service providers. This construct is developed from Bansal, Irving and Taylor (2004) including a four-item scale

Competitive intensity. Competitive intensity is measured by the firm's perception concerning diversity, uncertainty, and instability of the market components, such as the changing of marketing strategies, market demand diversity, increasing of competitor numbers, and new competitor's entry in the market. This construct is developed from the definition, literature review and is applied from Charpavang and Ussahawanitchakit (2010) which includes four-item scale.

Moderating Variables

This research determines technology munificence as the moderator of the relationships among each dimension of customer relationship management capability and its antecedents and determines market munificence as moderator of the relationships among each dimension of the customer relationship management capability and its consequences. Like other variables, these moderators are developed from the definition of each, as well as from the related literature. The measurements of this variable use a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).



Technology Munificence. Technology munificence is measured by the extent to which the technology environment provides sufficient resources for firms such as information technology, technology infrastructure of firm. This construct is developed as a new scale from the definition and literature which including three -item scale.

Market Munificence. Market munificence is the extent to which the marketing environment provides sufficient resources for firms such as rate of market growth or decline and industrial sales growth (Castrogiovanni, 1991; Tang, 2008). This variable is adapted from Tang (2008) including four- items scale.

Control Variables

Two control variables are included to account for firm characteristics that may influence the hypothesized relationships, which are relationship age and firm size.

Relationship Age. Relationship age is refer to number of year perform customer relationship management measured by time period of CRM practice that firm does for their customers. According to Verhoef (2003), relationship ages have mediate effect to customer satisfaction. Long-time of relationship age may be influenced to CRM practice, if relationship of firm and customer is long-time that leads to firm more easily to CRM success than short time relationships. It is represented by a dummy variable (0 = relationship age between firm and between firm and customer that less than 11 years, and 1= relationship age between firm and customer that more than 11 years).

Firm size. Firm size is measured by the capital or assets invested in the operation of an organization. According to Ko et al., (2008), large firms may also have higher adopt and implementation of CRM. In consequence, large firm are usually to more invest in CRM than smaller because of capital and flexibility in movement of labor. In addition, the large firms have greater positional advantages or market power compared to those of their smaller competitors, and larger firms often have superior finances. In this research, firm size is measured by the amount of money a firm has invested to their business (Ussahawanitchakit, 2005). It is represented by a dummy



variable (0 = total assets of the firm that are less than 20,000,000 baht, and 1 = total assets of the firm that are equal or more than 20,000,000 baht).

Methods

In this research, all constructs in the conceptual model are developed as new scales. To test the validity and reliability of the questionnaire before using the real data collection, the questionnaire was reviewed and approved by a panel of experts. It was then mailed to a pre-test sample selected by a simple random selection process chosen from the population. After the pre-test, the questionnaire was modified and adjusted to increase its effectiveness before being mailing it to the respondents.

Validity and Reliability

Validity. Validity is the degree to which instruments measure the data correctly and accurately from the questionnaire (Hair et al., 2010). In this research, the validity is appropriate for accurately confirming the concept or construct of the research. There are three types of validity comprising face, content, and construct validity that were tested. Particularly, it is necessary to examine the quality of the questionnaire as a powerful predictor of the future behaviors (Wainer and Braun, 1988).

Face and content validity. Face validity is the extent to which the measure represents the relevant content domain for the construct as assessed by individual judges or experts (Trochim, 1999). Content validity is an inspection system to reflect the content universe to which the instrument will be generalized. In this case, face and content validity were improved by an extensive review of the literature questionnaires (Hair et al., 2010). Furthermore, professionals reviewed and suggested the necessary recommendations to examine the instrument in order to ensure that all constructs were sufficient to cover the contents of the variables.

Construct validity. Construct validity refers to the congruence between a theoretical concept and a specific concept measuring the instrument or procedure which is internally consistent (Trochim, 1999) by testing both convergent and discriminant validity. Convergent validity refers to the degree to which two measures are designed to measure the same construct related to that convergence and whether it is found if the



two measures are highly correlated (Kwok and Sharp, 1998). Discriminant validity assesses the degree to which an operation is not similar to other operations that theoretically should not be similar (Trochim, 1999). Construct validity was used to investigate the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. As the rule-of-thumb, the acceptable cut-off score is 0.40 as the minimum (Nunnally and Bernstein, 1994). Table 1E in Appendix E exhibits the factor loading and Cronbach's alpha coefficient of all variables from the thirty businesses in the pre-test, in which the factor loadings are ranged from 0.613 – 0.955. The lowest factor loading is customer database value and the highest factor loading is customer based participation. Moreover, the Cronbach's alpha coefficients are ranged from 0.722– 0.916. Although, we cut one item of marketing munificence (MNN 8) that makes factor loading lower than 0.4 which is the cut-off score recommended by Nunnally and Bernstein (1994). Table 5 presents the factor loading and the Cronbach's alpha coefficient of all constructs (N=30). The factor loadings are ranged from 0.613 – 0.955. The lowest factor loading is the customer database value and the highest factor loading is the customer based participation. All factor loadings are greater than 0.40 cut-off score and statistically significant according to the rule-of-thumb (Nunnally and Bernstein, 1994). Thus, the construct validity of this research is tapped by the items in the measure as theorized.

Table 6: Results of the Measure Validation (N = 30)

Items	Factor Loadings	Cronbach's Alpha
Customer database value (CDV)	.613-.908	.829
Customer learning continuity (CLC)	.695-.918	.865
Customer based participation (CBP)	.659-.955	.886
Customer communication channels (CCC)	.635-.921	.784
Customer-organization partnership (COP)	.690-.896	.891
Service creativity (SCA)	.853-.912	.892
Service innovation (SIN)	.833-.946	.916
Service excellence (SEC)	.808-.885	.848
Service competitiveness (SCP)	.743-.862	.797
Marketing survival (MSV)	.707-.871	.842
Long-term marketing vision	.681-.885	.805



Table 6: Results of the Measure Validation (N = 30) (continued)

Items	Factor Loadings	Cronbach's Alpha
Collaborate experience	.815-.941	.856
Market culture	.808-.888	.867
Customer commitment	.718-.932	.859
Competitive intensity	.644-.822	.722
Market munificence	.740-.818	.724
Technology Munificence	.878-.915	.853

Reliability. Reliability is the degree to which the measurement is true and error-free of the observed variable (Hair et al., 2010); it indicates the degree of internal consistency between the multiple variables (Muñiz, Peón, and Ordás, 2009). Cronbach's alpha coefficient is commonly used as a measure of the internal consistency of the constructs (Hair et al., 2010). Thus, it is applied to evaluate the reliability. As suggested by Nunnally and Bernstein (1999), its value should be equal to or greater than 0.70 as widely accepted.

According to the results shown in Table 6, the Cronbach's alpha coefficients are ranged from 0.722 – 0.916, and that all are greater than 0.70. The lowest coefficient is competitive intensity and the highest coefficient is service innovation. The reliability scale of all measures appeared to confirm the internal consistency of the measures which were used in this research. Thus, these measures are deemed appropriate for further analysis because they express an accepted validity and reliability

Statistical Techniques

In this research, the basis of checking all the raw data for regression analysis by using the Ordinary Least Squares method (OLS) are normality, homoscedasticity, autocorrelation, and linearity, including outlier. Moreover, the outlier problem is examined.

Variance inflation factors (VIF). Variance inflation factors were applied to test the severity of the multicollinearity between independent variables and Pearson's correlation. They provide an indication that measures how much the variance of an estimated regression coefficient is increased as a result of collinearity. Large VIF



values indicate a high degree of multicollinearity among independent variables. All VIF values should be smaller than 10 to show that the associations among independent variables are not problematic (Stevens, 2002; Hair et al., 2010).

Correlation analysis. Correlation analysis involves the measurement of the relationship between variables that indicates the direction of the relationship as positive or negative. This research uses the Pearson correlation coefficient (r) to test the correlation among the variables. For the consideration value of Pearson's correlation coefficient, if it has a value near 1.00 or -1.00, it displays a higher correlation; while a value near 0.00 indicates a lower correlation. However, the relationship between independent variables should be less than 0.8 in order to does not cause a problem with multicollinearity (Hair et al., 2010).

Multiple regression analysis. The Ordinary Least Squares (OLS) regression analysis was used to test all hypotheses following the conceptual model. Regression analysis is appropriate to examine the relationships between dependent variables and independent variables in which all variables are categorical and interval data (Hair et al., 2010). As a result, all proposed hypotheses in this research were transformed into eighteen statistical equations. Each equation conforms to the hypotheses development described in the previous chapter. Therefore, the 22 equation models of the aforementioned relationships are depicted as follows:

$$\text{Equation 1: } SCA = \alpha_{01} + \beta_1 CDV + \beta_2 CLC + \beta_3 CBP + \beta_4 CCC + \beta_5 COP + \beta_6 RLA + \beta_7 FIS + \varepsilon_1$$

$$\text{Equation 2: } SIN = \alpha_{02} + \beta_8 CDV + \beta_9 CLV + \beta_{10} CBP + \beta_{11} CCC + \beta_{12} COP + \beta_{13} RLA + \beta_{14} FIS + \varepsilon_2$$

$$\text{Equation 3: } SEC = \alpha_{03} + \beta_{15} CDV + \beta_{16} CLV + \beta_{17} CBP + \beta_{18} CCC + \beta_{19} COP + \beta_{20} RLA + \beta_{21} FIS + \varepsilon_3$$

$$\text{Equation 4: } SCP = \alpha_{04} + \beta_{22} CDV + \beta_{23} CLV + \beta_{24} CBP + \beta_{25} CCC + \beta_{26} COP + \beta_{27} RLA + \beta_{28} FIS + \varepsilon_4$$

$$\text{Equation 5: } SIN = \alpha_{05} + \beta_{29} SCA + \beta_{30} RLA + \beta_{31} FIS + \varepsilon_5$$

$$\text{Equation 6: } SEC = \alpha_{06} + \beta_{32} SCA + \beta_{33} RLA + \beta_{34} FIS + \varepsilon_6$$

$$\text{Equation 7: } SCP = \alpha_{07} + \beta_{35} SCA + \beta_{36} SIN + \beta_{37} SEC + \beta_{38} RLA + \beta_{39} FIS + \varepsilon_7$$

$$\text{Equation 8: } MSV = \alpha_{08} + \beta_{40} SCP + \beta_{41} RLA + \beta_{42} FIS + \varepsilon_8$$



$$\text{Equation 9: } \text{CDV} = \alpha_{09} + \beta_{43} \text{LMV} + \beta_{44} \text{CEP} + \beta_{45} \text{MCT} + \beta_{46} \text{CCM} + \beta_{47} \text{MCI} \\ + \beta_{48} \text{RLA} + \beta_{49} \text{FIS} + \varepsilon_{09}$$

$$\text{Equation 10: } \text{CLC} = \alpha_{10} + \beta_{50} \text{LMV} + \beta_{51} \text{CEP} + \beta_{52} \text{MCT} + \beta_{53} \text{CCM} + \beta_{54} \text{MCI} \\ + \beta_{55} \text{RLA} + \beta_{56} \text{FIS} + \varepsilon_{10}$$

$$\text{Equation 11: } \text{CBP} = \alpha_{11} + \beta_{57} \text{LMV} + \beta_{58} \text{CEP} + \beta_{59} \text{MCT} + \beta_{60} \text{CCM} + \beta_{61} \text{MCI} \\ + \beta_{62} \text{RLA} + \beta_{63} \text{FIS} + \varepsilon_{11}$$

$$\text{Equation 12: } \text{CCC} = \alpha_{12} + \beta_{64} \text{LMV} + \beta_{65} \text{CEP} + \beta_{66} \text{MCT} + \beta_{67} \text{CCM} + \beta_{68} \text{MCI} \\ + \beta_{69} \text{RLA} + \beta_{70} \text{FIS} + \varepsilon_{12}$$

$$\text{Equation 13: } \text{COP} = \alpha_{13} + \beta_{71} \text{LMV} + \beta_{72} \text{CEP} + \beta_{73} \text{MCT} + \beta_{74} \text{CCM} + \beta_{75} \text{MCI} \\ + \beta_{76} \text{RLA} + \beta_{77} \text{FIS} + \varepsilon_{13}$$

$$\text{Equation 14: } \text{SCA} = \alpha_{14} + \beta_{78} \text{CDV} + \beta_{79} \text{CLC} + \beta_{80} \text{CBP} + \beta_{81} \text{CCC} + \beta_{82} \text{COP} \\ + \beta_{83} \text{MMN} + \beta_{84} (\text{CDV} * \text{MMN}) + \beta_{85} (\text{CLC} * \text{MMN}) \\ + \beta_{86} (\text{CBP} * \text{MMN}) + \beta_{87} (\text{CCC} * \text{MMN}) + \beta_{88} (\text{COP} * \text{MMN}) \\ + \beta_{89} \text{RLA} + \beta_{90} \text{FIS} + \varepsilon_{14}$$

$$\text{Equation 15: } \text{SIN} = \alpha_{15} + \beta_{91} \text{CDV} + \beta_{92} \text{CLC} + \beta_{93} \text{CBP} + \beta_{94} \text{CCC} + \beta_{95} \text{COP} \\ + \beta_{96} \text{MMN} + \beta_{97} (\text{CDV} * \text{MMN}) + \beta_{98} (\text{CLC} * \text{MMN}) \\ + \beta_{99} (\text{CBP} * \text{MMN}) + \beta_{100} (\text{CCC} * \text{MMN}) + \beta_{101} (\text{COP} * \text{MMN}) \\ + \beta_{102} \text{RLA} + \beta_{103} \text{FIS} + \varepsilon_{15}$$

$$\text{Equation 16: } \text{SEC} = \alpha_{16} + \beta_{104} \text{CDV} + \beta_{105} \text{CLC} + \beta_{106} \text{CBP} + \beta_{107} \text{CCC} + \beta_{108} \text{COP} \\ + \beta_{109} \text{MMN} + \beta_{110} (\text{CDV} * \text{MMN}) + \beta_{111} (\text{CLC} * \text{MMN}) \\ + \beta_{112} (\text{CBP} * \text{MMN}) + \beta_{113} (\text{CCC} * \text{MMN}) + \beta_{114} (\text{COP} * \text{MMN}) \\ + \beta_{115} \text{RLA} + \beta_{116} \text{FIS} + \varepsilon_{16}$$

$$\text{Equation 17: } \text{SCP} = \alpha_{17} + \beta_{117} \text{CDV} + \beta_{118} \text{CLC} + \beta_{119} \text{CBP} + \beta_{120} \text{CCC} + \beta_{121} \text{COP} \\ + \beta_{122} \text{MMN} + \beta_{123} (\text{CDV} * \text{MMN}) + \beta_{124} (\text{CLC} * \text{MMN}) \\ + \beta_{125} (\text{CBP} * \text{MMN}) + \beta_{126} (\text{CCC} * \text{MMN}) + \beta_{127} (\text{COP} * \text{MMN}) \\ + \beta_{128} \text{RLA} + \beta_{129} \text{FIS} + \varepsilon_{17}$$

$$\text{Equation 18: } \text{CDV} = \alpha_{18} + \beta_{130} \text{LMV} + \beta_{131} \text{CEP} + \beta_{132} \text{MCT} + \beta_{133} \text{CCM} + \beta_{134} \text{MCI} \\ + \beta_{135} \text{TMN} + \beta_{136} (\text{LMV} * \text{TMN}) + \beta_{137} (\text{CEP} * \text{TMN}) \\ + \beta_{138} (\text{MCT} * \text{TMN}) + \beta_{139} (\text{CCM} * \text{TMN}) + \beta_{140} (\text{MCI} * \text{TMN}) \\ + \beta_{141} \text{RLA} + \beta_{142} \text{FIS} + \varepsilon_{18}$$



$$\begin{aligned}\text{Equation 19: CLC} = & \alpha_{19} + \beta_{143}\text{LMV} + \beta_{144}\text{CEP} + \beta_{145}\text{MCT} + \beta_{146}\text{CCM} + \beta_{147}\text{MCI} \\ & + \beta_{148}\text{TMN} + \beta_{149}(\text{LMV} * \text{TMN}) + \beta_{150}(\text{CEP} * \text{TMN}) \\ & + \beta_{151}(\text{MCT} * \text{TMN}) + \beta_{152}(\text{CCM} * \text{TMN}) + \beta_{153}(\text{MCI} * \text{TMN}) \\ & + \beta_{154}\text{RLA} + \beta_{155}\text{FIS} + \varepsilon_{19}\end{aligned}$$

$$\begin{aligned}\text{Equation 20: CBP} = & \alpha_{20} + \beta_{156}\text{LMV} + \beta_{157}\text{CEP} + \beta_{158}\text{MCT} + \beta_{159}\text{CCM} + \beta_{160}\text{MCI} \\ & + \beta_{161}\text{TMN} + \beta_{162}(\text{LMV} * \text{TMN}) + \beta_{163}(\text{CEP} * \text{TMN}) \\ & + \beta_{164}(\text{MCT} * \text{TMN}) + \beta_{165}(\text{CCM} * \text{TMN}) + \beta_{166}(\text{MCI} * \text{TMN}) \\ & + \beta_{167}\text{RLA} + \beta_{168}\text{FIS} + \varepsilon_{20}\end{aligned}$$

$$\begin{aligned}\text{Equation 21: CCC} = & \alpha_{21} + \beta_{169}\text{LMV} + \beta_{170}\text{CEP} + \beta_{171}\text{MCT} + \beta_{172}\text{CCM} + \beta_{173}\text{MCI} \\ & + \beta_{174}\text{TMN} + \beta_{175}(\text{LMV} * \text{TMN}) + \beta_{176}(\text{CEP} * \text{TMN}) \\ & + \beta_{177}(\text{MCT} * \text{TMN}) + \beta_{178}(\text{CCM} * \text{TMN}) + \beta_{179}(\text{MCI} * \text{TMN}) \\ & + \beta_{180}\text{RLA} + \beta_{181}\text{FIS} + \varepsilon_{21}\end{aligned}$$

$$\begin{aligned}\text{Equation 22: COP} = & \alpha_{22} + \beta_{182}\text{LMV} + \beta_{183}\text{CEP} + \beta_{184}\text{MCT} + \beta_{185}\text{CCM} + \beta_{186}\text{MCI} \\ & + \beta_{187}\text{TMN} + \beta_{188}(\text{LMV} * \text{TMN}) + \beta_{189}(\text{CEP} * \text{TMN}) \\ & + \beta_{190}(\text{MCT} * \text{TMN}) + \beta_{191}(\text{CCM} * \text{TMN}) + \beta_{192}(\text{MCI} * \text{TMN}) \\ & + \beta_{193}\text{RLA} + \beta_{194}\text{FIS} + \varepsilon_{22}\end{aligned}$$

Where,

- CDV = Customer Database Value
- CLC = Customer Learning Continually
- CBP = Customer Based Participation
- CCC = Customer Communication Channel
- COP = Customer-Organizations Partnership
- SCA = Service Creativity
- SIN = Service Innovation
- SEC = Service Excellence
- SCP = Service Competitiveness
- MSV = Marketing Survival
- LMV = Long-term Marketing Vision
- CEP = Collaborate Experience
- MCT = Market Culture



CCM	=	Customer Commitment
MCI	=	Competitive Intensity
MMN	=	Market Munificence
TMN	=	Technology Munificence
RLA	=	Relationship Age
FIS	=	Firm Size
β	=	Regression Coefficient
ε	=	Error

Summary

This chapter detailed the research methods for data collection and examined all indicating variables in the conceptual model to answer the research questions. The contents involve the population, sample selection and data collection procedure, including a test of non-response bias. The population was drawn from the 723 beauty clinic businesses in Thailand listed in the database of the Department of Business Development, Ministry of Commerce, Thailand, which are displayed on the website: www.dbd.go.th and a sample of 118 respondents were used. The data collection procedure was a questionnaire survey mailed to marketing director or marketing manager of each firm, and these individuals were the key informants. Descriptive, correlation, and multiple regression analyses were processed on the received data to test the 24 hypotheses. All of the variable measurements followed from each of the variables in the conceptual model. In addition, instrumental verification, including the test of validity and reliability, and the statistical analyses were presented. Finally, table 7 concludes with the definition of each construct, operational definitions and scale sources. Following this chapter, chapter 4 performs hypotheses testing and presents the results.



Table 7: Definitions and Operational Variables of Constructs

Constructs	Definitions	Operational Variables	Scale Sources
Dependent Variable			
Marketing Survival (MSV)	Sustainable of marketing growth , firm's profitability and long-time business	Stability, sustainable marketing growth firm's profitability and long-time business.	New scale
Independent Variables			
Customer Database value (CDV)	Customer database value is an ability of the firm to create creditability customer database to make quality customer information and analyzed customer database effectively, which identifying customers, define customer segment, customize for customer that lead to building long term relationship with customer and create profitability for the firm	The firm's practices that include: create creditability customer database, analyze customer database to potential information, and use customer information effectively.	New scales

Table 7: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Customer Learning Continuity (CLC)	Process of continuously improving through better knowledge and understanding of customer needs and managing knowledge from customer to develop a strategy which will meet customer needs, and implements what to be able to respond to customer needs for create superior customer value.	The organization's process of continuous learning with customer, use of customer knowledge effectiveness.	New scale
Customer Based Participation (CBP)	Firm's ability to motivate customer to participation with firm and create firm's potential to facilitate their participation that lead to customer's effort and involvement related to production and delivery service	Degree of firm' motivation to achieve consumer's effort and involvement relates to the production and delivery of a service.	New scale
Customer Communication Channel (CCC)	Ability of firm to create, the design, deployment, an evaluation of channels to enhance customer value through effective customer acquisition, retention, development and lead to long-term relationship"	Effective of communication message and communication channel that make customer receive information from firm and lead to build relationship with them.	New scale

Table 7: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Customer Organization Partnership (COP)	The perception of firm that relate to awareness the customer as partnership of the firm by encouraging customer behavior to helpful discretionary behaviors of customer that support the ability of the firm to delivery service quality customer behaviors indicating active and responsible involvement in the governance and development of the organization	Degree of firm's perception awareness about customer as partnership and perceive of behaviors of customer that support the ability of the firm to delivery service quality customer behaviors indicating active and responsible involvement in the governance and development of the organization.	New scale
Service Creativity (SCA)	The production of novel and useful idea for business such as create new idea for service production.	The degree to evaluate of the effectiveness of commercializing new ideas for services, the degree of service creativity that meet with customer needs, new service uniqueness, new service techniques to meet with customer satisfaction, efficient use of resources, and organizational image..	New scale

Table 7: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Service Innovation (SIN)	firm's achievement in consistently creating new forms of service, superior than competitors and for the competitive advantage	The degree to evaluate of the effectiveness of commercializing new services, the degree of service innovation that meet with customer needs, new service uniqueness, new service techniques to meet with customer satisfaction, efficient use of resources, and organizational image.	Adapt from Miller et al., 2007; Hjalager, 2010; Agarwal and Selen, 2011; CaminsÓn and Monfort-Mir, 2012; Carlisle et al., 2013
Service Excellence (SEC)	Service features greatness, best, and superiority than the competition and beyond expectations of the customer	Firm can create new service. Service excellence characteristic involves greatness, best, and superiority.	Akkarawimut and Ussahawanitchakit (2011)
Service Competitiveness (SCP)	The ability of firm to perform better than competitors, which includes developing, and maintaining a profitable, market share that has advantages and superiority over other firms in the industry	Firm have outstanding service performance that is superior to their competitors and other firms in the industry, and can maintain profitability and market share	Intarapanich and Ussahawanitchakit (2011)

Table 7: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Long-term Marketing Vision (LMV)	Perspective of executive who views and describes future marketing strategy and goal of the firm which intension, desire and direction marketing plan on the future state of the firm as objective and strategic direction, in which marketing long term vision is the direction of marketing operations of an enterprise in order to capable of rapidly adapting to respond to change and achieve long – term success	fundamental objective and/or strategic direction in customer relationship management	Adapt from Pothong and Ussahawanitchakit, 2011)
Collaborate Experience (CEP)	The aspects of a firm's partnership history that collaboration with others and the knowledge in cumulative experience which is a guideline for the firm to enhance customer benefit and improve customer relationship	The firm's experience to collaborate with others partner or customer and knowledge that receive form collaboration.	New scale

Table7: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Market Culture (MCT)	The pattern of shared values and beliefs that help individuals understand the marketing function and provide them with norms for behavior in the firm that is focus in customer relationship and customer value.	Values and beliefs of employee that focus and awareness in customer value and customer relationship.	Mack, Mayo and Khare (2005)
Customer Commitment (CCM)	Ability of firm to building psychological bond consumers feel toward their service providers might lead them to believe that they ought to stay with that service provider or attitude that reflects the desire to maintain a valued relationship.	A capacity of firm to building good customer feeling and attitude toward their service provider	Bansal, Irving and Taylor(2004)
competitive intensity (CIT)	The degree of the intensity of competition which the firm must confront in industry, involving competitive actions such as pricing, promotion, product development, and distribution.	The firm's perception concerning diversity, uncertainty, and instability of the market components, such as the changing of marketing strategies, market demand diversity, increasing of competitor numbers, and new competitor's entry in the market.	Charpavang and Ussahawanitchakit, 2010

Table 7: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Moderator Variables			
Technology Munificence (TMN)	Abundance of technology support needed by firm operating to support sustained growth	The extent to which the technology environment provides sufficient resources for firms such as technology hardware and software support	New scale
Market Munificence (MMN)	Abundance of marketing resource that need by firm operating to support sustain growth.	The extent to which the marketing environment provides sufficient resources for firms such as rate of market growth or decline and industrial sales growth	Adapted from Tang, (2008)
Control Variables			
Relationship age (RLA)	Time period of CRM practice that firm do for make relationship with customers.	Dummy variable 0 = 11 years or less 1 = more than 11 years	New scale
Firm Size (FSI)	Capital of the firm that invest in business.	Dummy variable 0 = 40 million baht or less, 1 = more than 40 million baht	New scale

CHAPTER IV

RESULTS AND DISCUSSION

The previous chapter presented the research methods which engage the sample selection and data collection procedure, including the population and sample, the data collection, and the test of non-response bias. Absolutely, the process should be done more carefully. After the questionnaires were returned, all raw data were checked to detect the incomplete answers. Thus, with the raw data completed, it was encoded and recorded in a data file. This chapter presents the results and discussion that involve respondent characteristics and descriptive statistics, correlation analysis, hypotheses testing, and results which are organized as follows. First, the respondents and the firms' characteristics are presented. Second, the hypothesis testing and the results are detailed. Finally, the summary of all hypotheses testing and conclusions is included in Table 20.

Respondent Characteristic of and Descriptive Statistics

In this research, the key informants are the marketing director or marketing managers who involve the relationship between customer relationship management capability and marketing survival from beauty clinic businesses in Thailand. The respondents' characteristics are explained by the demographic characteristics of the marketing director/ manager's information; including gender, age, marital status, level of education, work experience, current salary average per month, and the current position. Furthermore, the business information is described by the demographic characteristics of the firm; namely, the forms of the business, the type of beauty clinics business, service type of beauty clinics business, location, operating periods, working capital, number of full-time employees, the firm's average revenue per year, time period that firm's use CRM and the CRM reward.



Respondent Characteristics

Table 1B (see Appendix B) shows the demographic characteristics of 118 respondents who returned the mail surveys, and presents in detail the demographic information as follows. The result showed that 71.19 percent of respondents are female. The span of age participants is 30-40 years old (48.30 percent). Most respondents are married (54.24 percent). The majority level of education of participants is higher than a bachelor's degree (69.49 percent). Respondent working experience is higher than 15 years (50.85 percent) and lower than 15 years (49.15 percent). Moreover, the key informants received salary less than 50,000 baht per month (35.60 percent). Finally, most of the respondents hold the position of marketing manager (71.19 percent).

In addition, Table 1C (see Appendix C) shows the particular characteristics of the beauty clinic businesses in Thailand. The maximum percentage of business characteristics are as follows: most forms of business are the companies limited (90.67 percent). The business type is medical beauty clinic (85.59 percent). The main services of the businesses are skin care treatment (64.41 percent). Bangkok is the location of the most firms (64.41 percent). Most of operating periods in business is more than 15 year (50.85 percent). In addition, approximately 44.07 percent of working capital of beauty clinics business is less than 20,000,000 baht. The number of full-time employees in the businesses is less than 50 employees (52.54 percent). The firm's average revenue per year is less than 50,000,000 baht (52.5 percent). Duration of firm's apply CRM is more than 11 year (44.89 percent). Lastly, firms receive the reward about CRM practice is 24.6 percent.

Correlation Analysis

This research was concerned about the multicollinearity problem of the independent variable. Thus, the bivariate correlation analysis of Pearson product-moment correlation is conducted on all variables. It was used for exploring the relationships between independent variables to ensure that those variables had a reciprocal relationship that was not excessive. The reason is the high correlation coefficient between the independent variables indicating the multicollinearity problem. Multicollinearity problem is detected when independent variables have inter-correlation exceeds less than 0.80 (Hair et al., 2010). Accordingly, table 8 shows the results of the



correlation analysis, in which five dimensions of customer relationship management capability were treated as independent variables that have a correlation between 0.586 and 0.819 that didn't exceed 0.8, which can imply that each variable is independent of each other. Thus, the results confirm that multicollinearity is not a problem for the analysis of this construct. The results show that most dimensions of customer relationship management capability have a significant positive relationship with service creativity, service innovation, service excellence, service competitiveness, and marketing survival ($r = 0.156, p < 0.05$ - $0.725, p < 0.01$). The antecedent variables, including long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity are significantly related to most dimensions of customer relationship management capability ($r = 0.265$ - $0.691, p < 0.01$). Furthermore, the correlations between moderating variables (technology munificence) and the antecedents in the correlation matrix show a significant correlation of 0.307 - $0.694, p < 0.01$. Moreover, the correlations between moderating variables (market munificence) and the consequences in the correlation matrix show a significant correlation of 0.310 - $0.337, p < 0.01$. However, this research is concerned about multicollinearity problems which occur from a high intercorrelation of independent variables. Thus, this research reports the correlation coefficient along with the position of the conceptual model when they were treated as independent variables.



Table 8: Descriptive Statistics and Correlation Matrix of Customer Relationship Management Capability and All Constructs

	CDV	CLC	CBP	CCC	COP	SCA	SIN	SEC	SCP	MSV	LMV	CEP	MCT	CCM	MCI	MMN	TMN	RLA	FIS
Mean	4.15	4.20	3.99	4.32	4.29	3.82	3.87	3.83	3.97	3.98	4.21	4.14	4.18	4.33	4.35	4.40	4.27	N/A	N/A
S.D.	.655	.659	.776	.543	.590	.765	.743	.654	.588	.596	.557	.612	.640	.584	.453	.463	.600	N/A	N/A
CLC	.812***	1																	
CBP	.596***	.769***	1																
CCC	.720***	.713***	.655***	1															
COP	.638***	.776***	.722***	.652***	1														
SCA	.616***	.742***	.632***	.588***	.611***	1													
SIN	.554***	.644***	.536***	.476***	.500***	.785***	1												
SEC	.228***	.356***	.398***	.181**	.277***	.545***	.672***	1											
SCP	.219***	.252***	.319***	.049	.232**	.499***	.468***	.747***	1										
MSV	.484***	.495***	.426***	.384***	.346***	.574***	.489***	.596***	.666***	1									
LMV	.678***	.613***	.585***	.594***	.594***	.649***	.465***	.305**	.333***	.592***	1								
CEP	.523***	.567***	.515***	.528***	.528***	.574***	.643***	.529**	.384**	.602**	.774***	1							
MCT	.572***	.676***	.632***	.545***	.545***	.630***	.530***	.495***	.358**	.570***	.726***	.813***	1						
CCM	.461***	.462***	.542***	.388***	.388***	.398***	.505***	.398**	.376**	.526***	.663***	.554***	.472***	1					
MCI	.364***	.355***	.270***	.477***	.447***	.492***	.247***	.083	.020	.129	.462***	.522***	.514***	.221***	1				
MMN	.241***	.266***	.394***	.371***	.355***	.247***	.239***	.247***	.172	.276**	.466***	.554***	.579***	.230**	.754***	1			
TMN	.404***	.347***	.327***	.537***	.440***	.434***	.419***	.102	.058	.289**	.434***	.419***	.390***	.308***	.636***	.707***	1		
RLA	.002	.096	.084	.122	.010	.075	.080	.170	.226**	.063	.004	.003	.080	.072	-.125	.071	.122	1	
FIS	-.168	-.208**	-.226**	-.106	-.081	-.178	-.107	-.114	-0.062	.103	-.065	.060	.056	-.309	.071	.208**	.032	-.003	1

*** p<0.01, ** p<0.05, *p<0.1

Hypothesis Testing and Results

The hypothesis testing in this research uses the multiple regression analysis to test all hypotheses following the conceptual model. It is deemed an appropriate method to examine the relationships between the independent variables and the dependent variables in that all variables because the independent and dependent variables are in the metric scales, which are demonstrated as 24 hypotheses in the model. Furthermore, relationships age and firm size are dummy variables which are combined into those equations for testing as shown below.

The Effects of Each Dimension of Customer Relationship Management Capability on Its Consequences

Figure 8: The Effects of Each Dimension of Customer Relationship Management Capability on Its Consequences

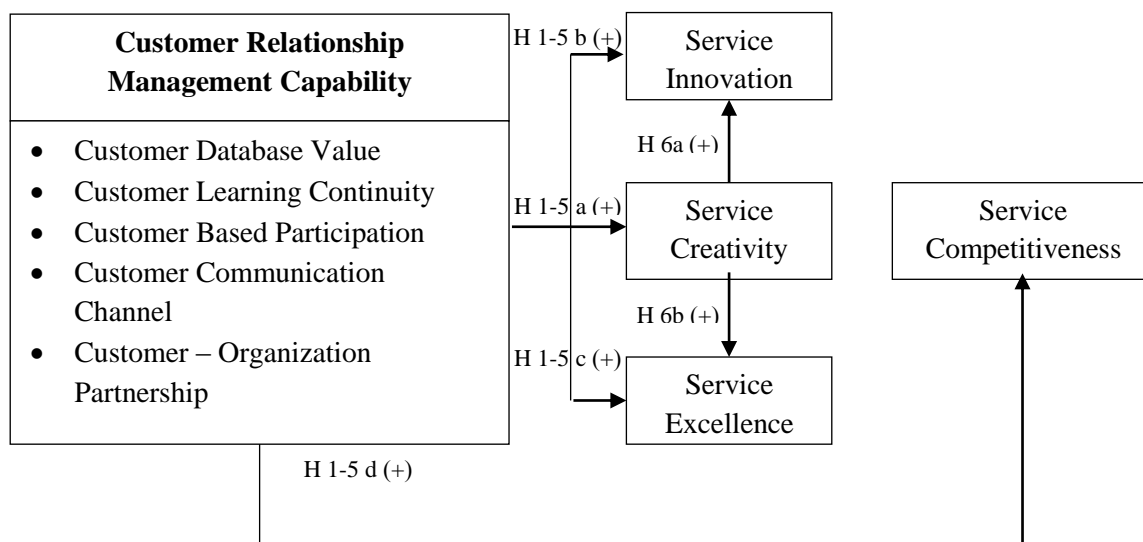


Figure 8 shows the relationships between the five dimensions of the customer relationship management capability that are an influence on its consequences and which are comprised of service creativity, service innovation, service excellence, and service competitiveness. These underlie hypotheses 1a-1d, 2a-2d, 3a-3d, 4a-4d, and 5a-5d, which propose that there are positive relationships among all.



Table 9: Descriptive Statistics and Correlation Matrix for Customer Relationship Management Capability and Its Consequences.

	CDV	CLC	CBP	CCC	COP	SCA	SIN	SEC	SCP	MSV	RLA	FIS
Mean	4.15	4.20	3.99	4.32	4.29	3.82	3.87	3.83	3.97	3.98	N/A	N/A
S.D.	.655	.659	.776	.543	.590	.765	.743	.654	.588	.596	N/A	N/A
CDV	1											
CLC	.812***	1										
CBP	.596***	.769***	1									
CCC	.720***	.713***	.655***	1								
COP	.638***	.776***	.722***	.652***	1							
SCA	.616***	.742***	.632***	.588***	.611***	1						
SIN	.554***	.644***	.536***	.476***	.500***	.785***	1					
SEC	.228***	.356***	.398***	.181**	.277***	.545***	.672***	1				
SCP	.219***	.252***	.319***	.049	.232**	.499***	.468***	.747***	1			
MSV	.484**	.495**	.426**	.384**	.346**	.574**	.489***	.596**	.666***	1		
RLA	.002	.096	.084	.122	.010	.075	.080	.170	.226**	.063	1	
FIS	-.168	-.208**	-.226**	-.106	-.081	-.178	-.107	-.114	-0.062	.103	-.003	1

***p<0.01, **p<0.05

The correlations among each dimension of customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel, and customer-organization partnership), its consequences (service creativity, service innovation, service excellence and service competitiveness), and marketing survival are shown in Table 9. In this research, the relationships between each dimension of customer relationship management capability are proposed as the independent variables. The results of the correlation analysis show that the intercorrelation coefficient of each dimension is 0.596-0.812, which border on 0.8 (Hair et al., 2010). Thus, it can imply that it does not have multicollinearity problem. Moreover, the variance inflation factors (VIF) in equation models 1, 2, 3, and 4 indicate the maximum value as 5.540, which are presented in Table 10. Also, for the VIF in equation model 5, 6, 7, 8, 9, 10, 11, 12 and 13, the maximum values are 1.039, 3.365, 1.058, and 4.035 respectively, which are presented in Table 10, 11, and 12. As mentioned earlier, the VIF value was lower than 10 as recommended by Neter et al. (1985), meaning that the independent variables are not correlated with each other. Hence, multicollinearity is not problematic for this research.



Next, Table 10 exhibits the multiple regression analysis of the relationships among customer relationship management capability (customer database value, customer learning continuity, customer base participation, customer communication channel, and customer –organization partnership), its consequences (service creativity, service innovation, service excellence, and service competitiveness) as shown below.

Table 10: Results of Regression Analysis for the Effects of Each Dimension of Customer Relationship Management Capability on Its Consequence Constructs

Independent Variables	Dependent Variables			
	SCA	SIN	SEC	SCP
	H1-5a	H1-5b	H1-5c	H1-5d
	Equation 1	Equation 2	Equation 3	Equation 4
Customer database value (CDV)	.011 (.121)	.120 (.137)	.192 (.160)	.343** (.157)
Customer learning continuity (CLC)	.553*** (.150)	.502*** (.169)	.111 (.198)	-.097 (.193)
Customer base participation (CBP)	.114 (.108)	.134 (.122)	.399*** (.142)	.424*** (.139)
Customer communication channel (CCC)	.086 (.109)	-.027 (.123)	-.301*** (.144)	-.511*** (.140)
Customer - organization partnership (COP)	.111 (.034)	-.042 (.126)	-.002 (.147)	.144 (.115)
Relationship age (RLA)	.002 (.131)	.024 (.148)	.162* (.172)	.260*** (.169)
Firm size (FIS)	-.023 (.133)	.042 (.150)	.070 (.176)	.028 (.172)
Adjusted R ²	.538	.389	.170	.197
Maximum VIF	5.540	5.540	5.540	5.540

Beta coefficients with standard errors in parenthesis, *** p < 0.01, **, p < 0.05, * p < 0.10

First, the results in Table 10 according to customer database value (Hypotheses 1a-1d). The findings illustrate that customer database value has no significant positive impact on service creativity ($\beta_1 = 0.011$, $p > 0.10$), service innovation ($\beta_8 = 0.120$,



$p > 0.10$) and service competitiveness ($\beta_{815} = 0.192$, $p > 0.10$). The results consistent with Payne (2006) suggest that lack of skills in building and using CRM systems support of employee who are use database to create CRM that lead to unsuccessful CRM. Moreover, Tarafdar et al. (2015) indicate that employee cannot use customer information database effectiveness that may be the cause of service firm is less creativity. **Hence, Hypothesis 1a is not supported.** In addition, Payton and Zahay (2003) suggested that quality of data that leads to CRM success and leads to innovation and excellence to the firm. The result assumes that the process of collecting data: people may lie for protect themselves or make them feel good such as lie about income. Then firm that cannot collect the valuable data that cannot enhance to innovation and firm's excellence. **Therefore, Hypothesis 1b and 1c are not supported.** The results reveal that customer database value has a significant positive impact on service competitiveness ($\beta_{22} = 0.343$, $p < 0.05$). This is congruent with Ray, Muhanna and Barney (2005) indicated that potential customer and it systems support are the key element to make CRM success and lead firm to gain more competitiveness. **Therefore, Hypothesis 1d is supported.**

Second, the results in Table 10 relate to customer learning continuity (Hypotheses 2a-d). The results show that customer learning continuity has a significant relationship with service creativity ($\beta_2 = 0.553$, $p < 0.01$). The finding interprets that customer learning process that can create service creativity. Consistent with Gustaffson, Ekdahl and Edvardsson (1999) stated that the success in customer knowledge depends on the learning of customer behavior analysis requiring a deep understanding of customer needs, expectations, and preferences. Supporting with Eskildken, Dahlgard and NØrgaard (1999) suggested that learning concern with creativity. In addition, Jirawuttinunt and Ussahawanitchakit (2011), found that learning about the customer is able to provide knowledge about customers' needs and wants. If firm can know about customer needs and wants, which can lead to service creativity. **Thus, Hypothesis 2a is supported.** Furthermore, the results illustrate that customer learning continuity has a significant relationship with service innovation ($\beta_9 = 0.502$, $p < 0.01$). Leventhal (2008) suggested that the service industry is complex and has rapid changes, with customer expectations of service differences. Therefore, the effective information about customers will be accurate, relevant, and consistent and has provided



clear signals and important details to create innovation to customer (Bonner, 2010).

Therefore, Hypothesis 2b is supported. The findings demonstrate that customer learning continuity has no significant positive effect on service excellence ($\beta_{16} = 0.111$, $p > 0.1$). This is congruent with Klarner and Raisch (2013) and Feng et al. (2012) indicate that firms that are not flexibility to change to environment although firms have continuity to learning with customers; firms are not able to use information of customer to create excellence of the firm. Thus, continuity learning of customers does not lead firm's excellence. ***Therefore, Hypothesis 2c is not supported.*** In line with value development success, this research found that customer learning continuity has no significant positive impact on service competitiveness ($\beta_{23} = -0.097$, $p > 0.1$). Consistent with Zollo and Winter (2002) found that the continuous learning of customer behavior improves services and will affect the effectiveness of the service, but it does not affect the advantage of the service. It can be interpreted that effectiveness does not provide direct effect on marketing advantage, but it has an indirect effect on marketing performance. Effectiveness focuses on the quality of products and service, efficiency focuses on reduced cost, labor, and time, which result in advantage. Thus, the firms that continuously analyze customer behavior do not guarantee the achieving competitive advantage. ***Therefore, Hypothesis 2d is not supported.***

Thirdly, the results in Table 10 are associated with customer base participation (Hypotheses 3a-3d). In addition, the relationship of customer base participation has a significant positive influence on service excellence ($\beta_3 = 0.399$, $p < 0.01$) and the relationship of customer base participation shows a significant positive influence on the service competitiveness ($\beta_{24} = 0.424$, $p < 0.01$). The results imply that customer base participation focus affects service excellence and service competitiveness due to firms accomplishing and applying knowledge form customer base participation to create service excellence and competitiveness. Consist with study of Wiertz et al. (2004) and Claycomb et al. (2001) suggested that participation between customer and service provider lead firm to provide superior service to customer that can create service excellence and service competitiveness of firm. ***Therefore, Hypothesis 3c and 3d is supported.***

However, the results illustrate that customer base participation has no significant relationship with service creativity ($\beta_3 = 0.114$, $p > 0.10$). According to Lewis



(2005) indicate that firms provide the profit to customer that lead customer to participation with firms but firms do not provide the enough profit to customer that lead customer not willingness to participate and give their information to firm. So, firms cannot collect data from customer that they do not willingness and no information to build creativity and innovation. **Therefore, Hypothesis 3a is not supported.** The results exhibit that the relationship of customer base participation has no significant positive impact on service innovation ($\beta_{10} = 0.134, p > 0.10$). This finding is associated with Chan, Yim, and Lam (2010) and Hsieh, Yen, and Chin (2004) founded firm are extremely of customer participation-orientation, firm need co-creation with customer but firm must face with conflict when they work together. Failed of innovation that from conflict opinion. Consisted with Heidenreich et al. (2015) suggested that service with high customer co-creation leads to negative effect to innovation because firm disconfirmations with customer expectation. **Thus, Hypothesis 3b is not supported.**

Fourth, in this research, the findings illustrate that customer communication channel has no significant positive effect on service creativity ($\beta_4 = -0.086, p > 0.10$), and service innovation ($\beta_{11} = -0.027, p > 0.10$). Customer's interaction with firm can be join through various channels such as website, fan page, direct mail, call center and etc. Different channels have different goals which may not optimization at the customer level. This result is consistent with Winer (2001) indicate that the touch point between customer and firm such as communication channel had the potential to gain benefit to business such as receive information from customer to create innovation or to have the opposite effect such as customers tell the fake information for gaining more customer's profit. Firm receives fake information then the fake data cannot lead to creativity or innovation. **Therefore, Hypothesis 4a and 4b are not supported.** Nevertheless, it was found that customer communication channel has a significant negative effect on service excellence ($\beta_{18} = -0.301, p < 0.01$) and service competitiveness ($\beta_{25} = -0.511, p < 0.01$). From the result, various messages and more communication channel that make customer confusing in information and make customer change their decision to others service provider (Sheth and Sisodia, 2006). Moreover, many of customer communication channels lead to negative effect because customer may share negative experience about service with others more easily. Then negative message effect to service competitiveness (Wang, 2011). **Thus, Hypothesis 4c and 4d are not supported.**



Fifth, the results in Table 10 relate to customer-organization partnership (Hypotheses 5a-5d). The results exhibit that customer-organization partnership has no significant positive effect on all of the consequences; service creativity ($\beta_5 = 0.111$, $p > 0.1$), service innovation ($\beta_{12} = -0.042$, $p > 0.1$), service excellence ($\beta_{19} = -0.002$, $p > 0.1$), and service competitiveness ($\beta_{26} = 0.144$, $p > 0.1$). The result can assume that customer-organization partnership cannot lead to service creativity, service excellence and service competitiveness because firm cannot inviting customer to become firm's partnership. Consist with Campbell (2007) indicated that customer no need to concern with firm that take advantage from them and lead to negative attitude to firm. Customer's negative attitude is effect to customer's partnership behavior such as unwilling to give their information or not support firm's activity. Then, firm cannot collect significant information for building creativity and innovation. Moreover, Campbell and Cooper (1999) shown that not all innovation is improved by customer partnership. Moreover, some service provider lack of skill, service experience and resource to find the right partner to co-creation that make firm loss of time and money, receive non-potential data that cannot to enhance to service innovation (Noble, Sinha and Kumar, 2002). ***Therefore, Hypothesis 5a ,5b,5c and Hypothesis 5d are not supported.***

Surprisingly, control variables such as relationship age has a statistically, significant influences on service excellence ($\beta_{20} = 0.162$, $p < 0.1$), and service competitiveness ($\beta_{27} = 0.260$, $p < 0.01$). This can be interpreted that the firms that apply CRM capability for retaining customer more than 11 years affects service excellence and service competitiveness, whereas apply CRM capability to firm less than 11 years did not. The possible reason is that firms have been applying CRM capability for long-time lead to build customer loyalty more than firms apply in short time. Customer loyalty can effect to firm in willingness to support firms that can lead to excellence and creativity of firm. In terms of firm size no effected.

The Effects of Service Creativity, Service Innovation, and Service Excellence on Service Competitiveness



Figure 9: The Effects of Service Creativity, Service Innovation, and Service Excellence on Service Competitiveness

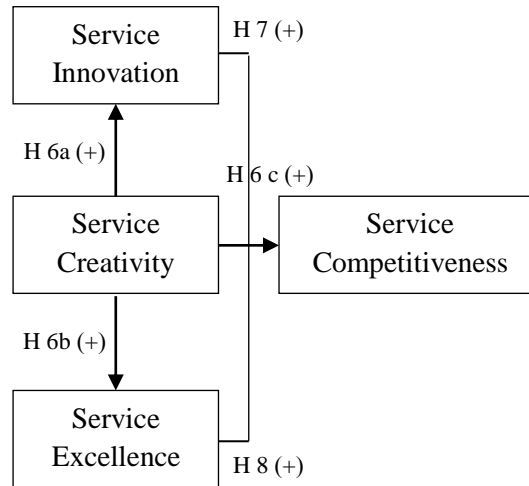


Table 11: Results of Regression Analysis for the Effects of Service Creativity, Service Innovation, and Service Excellence on Service Competitiveness

Independent Variables	Dependent Variables		
	SIN	SEC	SCP
	H6a	H6b	H6c, H7, H8
	Equation 5	Equation 6	Equation 7
Service creativity (SCA)	.789*** (.058)	.532*** (.078)	.315*** (.095)
Service innovation (SIN)			-.292** (.108)
Service excellence (CBP)			.760*** (.081)
Relationship age (RLA)	.021 (.115)	.130 (.154)	.097 (.119)
Firm size (FIS)	.033 (.117)	-.020 (.157)	.050 (.120)
Adjusted R ²	.607	.296	.589
Maximum VIF	1.039	1.039	3.365
Beta coefficients with standard errors in parenthesis, *** p < 0.01, **, p < 0.05			



First, the results in Table 11 relate to service creativity (Hypothesis 6a-c), service innovation (Hypothesis 7), and service excellence (Hypothesis 8). The results exhibit that service creativity has a significant positive effect on service innovation ($\beta_{29} = 0.789$, $p < 0.01$), service excellence ($\beta_{32} = 0.532$, $p < 0.01$) and service competitiveness ($\beta_{35} = 0.315$, $p < 0.01$). The result shows that firms with service creativity tend to achieve service innovation, service excellence and service competitiveness. This is consistent with Peters and Austin, (1985) suggested that superior service to customers and constant innovation, both based on consistent creativity by everyone in the company. In addition, the result consisted with Wirtz, Heracleous and Pangarkar, (2008) study in HR department of Singapore Airlines. They founded firm that practice or effort their employee to deliver superior service (service excellence) to customer that can achieve competitive advantage. **Thus, Hypothesis 6a, 6b and 6c are supported.**

Second, the results show that service innovation has a significant negative effect on service competitiveness ($\beta_{36} = -0.292$, $p < 0.05$). The result indicates that service creativity is inadequate to gain service excellence. This result contrasts with prior research such as study of Menor, Tatikonda and Sampson (2002) suggest that innovation as a key success of service competitiveness. Whereas, Herbig and Day (1992) explain the assumption of customer acceptant of innovation, they founded an important reason for the failure of innovation is the lack acceptant. Customers see the cost of how to use innovation far outweighing any benefits the innovation may have to offer them. Then if customer does not confidence to innovation, they do not accept innovation. Moreover, form the diffusion innovation theory suggested that customer will accept innovation when they feel less risk and innovators have around 2.5 percent of customer (Rogers, 2010). If firm cannot provide innovation that being consistent with the existing values, past experiences, and needs of potential adopters, it can be the cause of acceptant innovation failures. Thus, more innovation may the cause of less competitiveness. **Hence, Hypothesis 7 is not supported.**

Lastly, the finding demonstrates that service excellence has a significant positive effect on service competitiveness ($\beta_{37} = 0.760$, $p < 0.01$). The result shows that service excellence can enhance the competitiveness (Horwitz and Neville, 1996). Moreover, Christophe and Marc (2010) founded that firm can improve competitiveness by focusing all business operations on delivering the highest quality of service to end



users at all times. Delivering superior value to customers is a key factor for business success and provides competitive advantage (Guenzi and Troilo, 2007; Nasution and Mavondo, 2008). **Thus, Hypothesis 8 is supported.** Additionally, findings show that relationships age and firm size has no statistically significant. Therefore, the influences of this control variable do not affect the relationships among service creativity, service innovation, service excellence, and service competitiveness.

Effects of Service Competitiveness on Marketing Survival

Figure 10: The Effects of Service Competitiveness on Marketing Survival

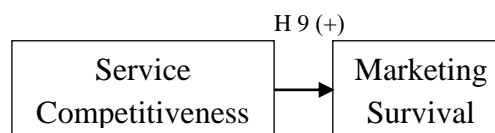


Table 12: Results of Regression Analysis for the Effects of Service Competitiveness on Marketing Survival

Independent Variables	Dependent Variables
	MSV
	H 9
	Equation 8
Service Competitiveness (SCP)	.673*** (.073)
Relationship age (RLA)	-.035 (.143)
Firm size (FIS)	-.020 (.140)
Adjusted R ²	.430
Maximum VIF	1.058
Beta coefficients with standard errors in parenthesis, *** p < 0.01	

The results in Table 12 relate to service competitiveness (Hypothesis 9). The results exhibit that service competitiveness has a significant positive effect on marketing



survival ($\beta_{40} = 0.673$, $p < 0.01$). The results indicated that service competitiveness likely to enhance marketing survival. Accordingly, Mei and Nie (2008) suggest that firm's capability affect to competitiveness and enhance to firm performance, which lead to marketing survival. **Thus, Hypothesis 9 is supported.**

Besides, the result found that relationship age ($\beta_{41} = -0.035$, $p > 0.10$) and firm size ($\beta_{42} = -0.020$, $p > 0.10$) has no statistically significant influences on marketing survival. Therefore, the influences of this control variable do not affect the relationships between service competitiveness and marketing survival.

The Effects of Antecedences on Customer Relationship Management Capability

Figure 11: The Effects of Antecedence on Customer Relationship Management Capability

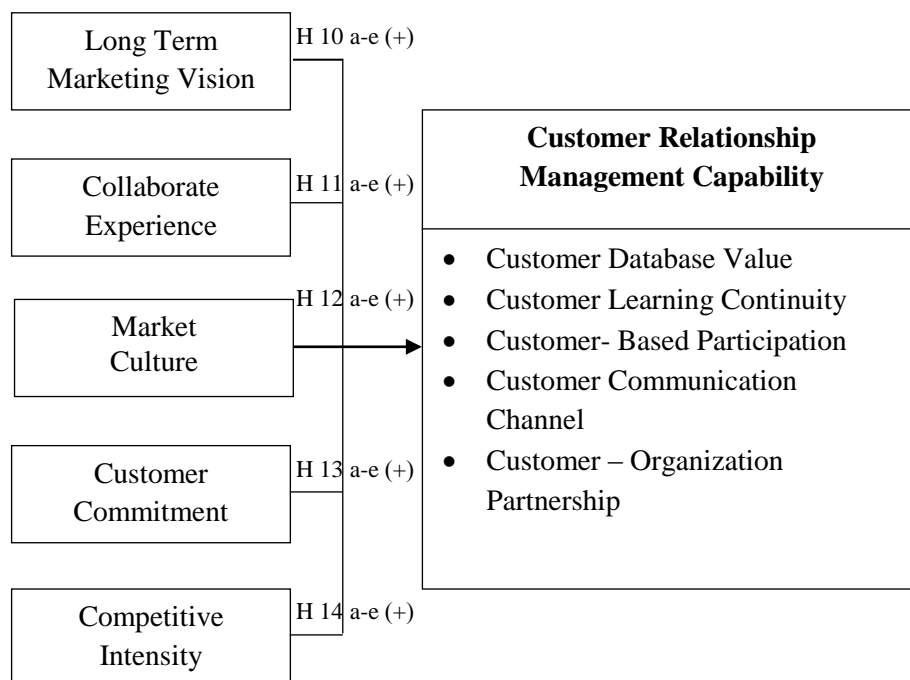


Figure 11 shows the relationships between the five antecedences (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity) and customer relationship management capability, which are based on hypotheses 10a-e, 11a-e, 12a-e, 13a-e, and 14a-e, which propose that there are positive relationships among all.



Table 13: Descriptive Statistics and Correlation Matrix for Customer Relationship Management Capability Constructs and Its Antecedences.

	CDV	CLC	CBP	CCC	COP	LMV	CEP	MCT	CCM	MCI	RLA	FIS
Mean	4.15	4.20	3.99	4.32	4.29	4.21	4.14	4.18	4.33	4.35	N/A	N/A
S.D.	.655	.659	.776	.543	.590	.557	.612	.640	.584	.453	N/A	N/A
CDV	1											
CLC	.812***	1										
CBP	.596***	.769***	1									
CCC	.720***	.713***	.655***	1								
COP	.638***	.776***	.722***	.652***	1							
LMV	.678***	.613***	.585***	.594***	.594***	1						
CEP	.523***	.567***	.515***	.528***	.528***	.774***	1					
MCT	.572***	.676***	.632***	.545***	.545***	.726***	.813***	1				
CCM	.461***	.462***	.542***	.388***	.388***	.663***	.554***	.472***	1			
MCI	.364***	.355***	.270***	.477***	.447***	.462***	.522***	.514***	.221***	1		
RLA	.002	.096	.084	.122	.010	.004	.003	.080	.072	-.125	1	
FIS	-.168	-.208**	-.226**	-.106	-.081	-.065	.060	.056	-.309	.071	-.003	1

***p<0.01, **p<0.05

The correlations among each dimension of the customer relationship management capability (customer database value, customer learning continuity, customer based participation, customer communication channel, and customer-organization partnership), its antecedences (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity), and the customer relationship management capability dimensions are shown in Table 13. The results of the correlation analysis show that the intercorrelation coefficient of each variables is 0.221-0.813, which border on 0.8 (Hair et al., 2010). Moreover, the variance inflation factors (VIF) in equation models 9, 10, 11, 12 and 13 indicate the maximum value as 4.035, which are presented in Table 14. As mentioned earlier, the VIF value was lower than 10 as recommended by Neter, Wasserman and Kurtner (1985) meaning that the independent variables are not correlated with each other. Hence, multicollinearity is not a problem in this research.

Next, Table 14 exhibits the multiple regression analysis of the relationships among customer relationship management capability (customer database value,



customer learning continuity, customer base participation, customer communication channel, and customer –organization partnership), its antecedences (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity) as shown below

Table 14: Results of Regression Analysis for the Effects of Antecedences on Customer Relationship Management Capability

Independent Variables	Dependent Variables				
	CDV	CLC	CBP	CCC	COP
	H10-14a	H10-14b	H10-14c	H10-14d	H10-14e
	Equation 9	Equation 10	Equation 11	Equation 12	Equation 13
Long Term Marketing Vision (LMV)	.584*** (.124)	.200* (.119)	.163 (.125)	.394*** (.127)	.420*** (.122)
Collaborate Experience (CEP)	-.146 (.133)	-.074 (.128)	-.162 (.134)	.030 (.136)	-.064 (.132)
Market culture (MCT)	.265** (.124)	.577*** (.119)	.584*** (.125)	.147 (.127)	.315** (.122)
Customer Commitment (CCM)	-.026 (.097)	.078 (.093)	.205** (.098)	-.054 (.099)	-.070 (.096)
Competitive Intensity (MCI)	.049 (.084)	-.028 (.081)	-.052 (.085)	.212*** (.086)	.194*** (.083)
Relationship age (RLA)	-.014 (.146)	.039 (.131)	-.016 (.138)	.138* (.140)	.013 (.135)
Firm size (FIS)	-.149** (.136)	-.198* (.141)	-.173** (.148)	-.122 (.150)	-.104 (.145)
Adjusted R ²	.470	.517	.488	.398	.480
Maximum VIF	4.035	4.035	4.035	4.035	4.035

Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

First, the results show in Table 14 according to long-term marketing vision (Hypotheses 10a-e). The results reveal that long-term marketing vision has a significant positive impact on customer database value ($\beta_{43} = 0.584$, $p < 0.01$) and the findings illustrate that long-term marketing vision has a significant positive impact on customer learning continuity ($\beta_{50} = 0.200$, $p < 0.1$). As an evidence research of marketing



orientation, top management support is potential to success of any imperative (Jaworski and Kohli, 1993; Kohli and Jaworski, 1990). In addition, top management vision is a critical success to CRM (Bohling et al., 2006). Moreover, firms have a top management that focus on long-term marketing vision, they must concern about investing in CRM activities for creating the customer loyalty. Then executives of firm who focus on customer often set policy that concern with customer such as collecting data from customer and using customer information to create value of firm. **Therefore, Hypothesis 10a and Hypothesis 10b are supported.**

Furthermore, the findings illustrate that long-term marketing vision has a significant positive impact on customer communication channel ($\beta_{64} = 0.394$, $p < 0.01$) and long-term marketing vision has a significant positive impact on customer - organization partnership ($\beta_{71} = 0.420$, $p < 0.01$). Consistent with previous studies stating with Close et al. (2001) collected data from seven industries such as software, brokerage, hardware, chemical, entertainment, banking, and retail to finding the factor that make CRM success. They indicate that success of CRM activities are from executive's vision by set CRM as strategy and interaction with customer for delivery customer value. **Therefore, Hypothesis 10d and Hypothesis 10e are supported.**

The findings illustrate that long-term marketing vision has no significant positive impact on customer base participation ($\beta_{57} = 0.163$, $p > 0.10$). Consistent with previous studies stating Chan, Yim and Lam (2010) indicate that promoting customer participation could be a double-edged sword for firms, customer participation enhances customers' economic value attainment and strengthens the relational bond between customers and employees, but it also increases employees' job stress and hampers their job satisfaction. Then firm has more focused on customer participation that may lead to make job stress and make employee less motivation to make relationship with customer. **Therefore, Hypothesis 10c is not supported.**

Second, the results in Table 14 relate to collaborate experience (Hypotheses 11a-11e). The results show that collaborate experience has no significant relationship with all dimensions of customer relationship management capability. The finding interprets that information of prior research indicated that cross-sector collaboration can gain the value creation such as access to new knowledge, increase customer patronage, technology development, make good communication with influential external parties,



make customer loyalty and lead to strengthen organizational culture and value. The result is consistent with Simonin (1997) indicate that collaborate experience alone is insufficient for the achievement of the greatest benefits from collaboration. Collaborate experience must be internalized first, and collaborative know-how must be developed for this experience to contribute to future collaborative benefits. Although, Murphy, Arenas and Batista (2015), suggest that only past collaboration experience cannot gain to value creation and play as moderator role of relationship between alignment and value creation. ***Therefore, Hypotheses 11a-e are not supported.***

Third, the results in Table 14 are associated with market culture (Hypotheses 12a-12e). In addition, the relationship of market culture has a significant positive influence on customer database value ($\beta_{45} = 0.265$, $p < 0.05$), customer learning continuity ($\beta_{52} = 0.577$, $p < 0.01$), customer based participation ($\beta_{59} = 0.584$, $p < 0.01$), and customer-organization partnership ($\beta_{73} = 0.315$, $p < 0.05$). The results consist with Leisen, Lilly and Winsor (2002) indicated that market culture has positive effect to customer orientation, especially, customer need and satisfaction. Then firm are seeking way to collect customer information to create customer value to reach to customer satisfaction such as create potential database, building customer learning process, and motivate customer to participate with firm. Then market culture affects to customer database value, customer learning continuity and customer base participation.

Therefore, Hypotheses 12a, 12b, 12c and 12e are supported.

The results exhibit that the relationship of market culture has no significant positive impact on customer communication channel ($\beta_{66} = 0.147$, $p > 0.10$). A possible reason is that market culture is focused on internal communication not concern with customer communication. According to Webster (1990) provide original model of market culture and its dimension consist of service quality, interpersonal relationships, management–front-line interaction, selling task, organization internal communication and innovativeness. ***Thus, Hypothesis 12d is not supported.***

Fourth, in this research, it was found that customer commitment has a significant positive effect on customer base participation ($\beta_{60} = 0.205$, $p < 0.05$). If firm can build a good attitude through services that can lead to customer commitment and also, if customers feel good with firm that leads to customer participation consisting of Bagozzi and Dholakia (2006) suggest that customers need to be participated with firm



when firm can provide the good emotion to them. ***Thus, Hypothesis 13c is supported.*** Nevertheless, the findings illustrate that customer commitment has no significant, positive effect on customer database value ($\beta_{46} = -0.026$, $p > 0.10$), customer learning continuity ($\beta_{53} = 0.078$, $p > 0.10$), customer communication channel ($\beta_{67} = -0.054$, $p > 0.10$), and customer base participation ($\beta_{74} = -0.070$, $p > 0.10$). This result is consistent with Bagozzi and Dholakia (2006) indicate that bad attitude of customer can affect to customer commitment for a firm, if a firm cannot build the good emotion and good attitude that failing to achieve participation with customer, customer does not willing to give their information and no need to be partner of the firm. ***Therefore, Hypotheses 13a, 13b, and 13e are not supported.*** Moreover, Harrison-Walker, L Jean (2001) suggest that the high sacrifice commitment would not be relayed to WOM communication, customer is high on high sacrifice commitment that is motive to remain passively with organization then they may ignore the business communication. ***Therefore, Hypothesis 13d is not supported.***

Fifth, the results in Table 14 relate to competitive intensity (Hypotheses 14a-14e). Interestingly, the results exhibit that competitive intensity has a significant positive effect on customer relationship management capability dimension which are discussed as follows. The results show that competitive intensity has a significant positive effect on customer communication channel ($\beta_{68} = 0.212$, $p > 0.01$). Interestingly, the results exhibit that competitive intensity has effect to customer communication channel. The results convergence with the research of Kohli and Jaworski, (1990) demonstrate that the competitive environments that lead firm to monitoring customer needs and become important to be confident that customer will not switch to competitors. For the reasons firm should be monitoring customer behavior or attitude by using the communication channel. Moreover, competitive intensity has a significant positive effect on customer-organization partnership ($\beta_{75} = 0.194$, $p < 0.01$). Consistent with Ang (2008) indicated that firm must find partnership when facing high competitive intensity. Then, competitive intensity that leads a firm to find the customers as partner. ***Therefore, Hypotheses 14d and 14e are supported.*** The relationship between competitive intensity and customer database value has no significant positive effect ($\beta_{47} = 0.049$, $p > 0.1$), customer learning continuity ($\beta_{54} = -0.028$, $p > 0.1$), and customer base participation ($\beta_{68} = -0.052$, $p > 0.1$). Convergence with the study of O'Cass and



Weerawardena (2010), it is mentioned that a past research has failed to examine how the competitive environment affected a firm's abilities to develop a deeper understanding about its customers. The possible explanation is that the heterogeneity of firm characteristics and the strategic type adopted by the firm results to the processes, activities and techniques were used by the firms, which reflects the different outcomes (O'Cass and Ngo, 2007). Firms have different perceptions of risk then firm sets policy to support the CRM is different. In this reason, firms usually do CRM activities such as collect customer data and analyzing data to potential information, learning with customer, set attractive promotion, and motivate customer to participation with firm. Then competitive intensity has no effect on customer database value, customer learning continuity, customer based participation, and customer organization partnership.

Therefore, Hypotheses 14a, 14b and 14c are not supported.

Surprisingly, control variables such as firm size has a statistically, negative significant influences on customer database value ($\beta_{56} = -0.149$, $p < 0.05$), customer learning continuity ($\beta_{56} = -0.198$, $p < 0.1$) and customer base participation ($\beta_{63} = -0.173$, $p < 0.05$). The result may assume that small firm has limit of business resource, then small firm is less effective to create customer database, learning with customer and limit of firm activity to attract customer to participate with firm. Relationship age has a statistically significant influence on customer communication channel ($\beta_{69} = 0.138$, $p < 0.1$). The results show that firms have long- term relationship with customer then can use communication channel more effective than short- term relationship' s firm.

The Effects of the Consequences and Moderating Role of Market Munificence on Each Dimension of Customer Relationship Management Capability



Figure 12: The Effects of the Consequences and Moderating Role of Market Munificence on Each Dimension of Customer Relationship Management Capability

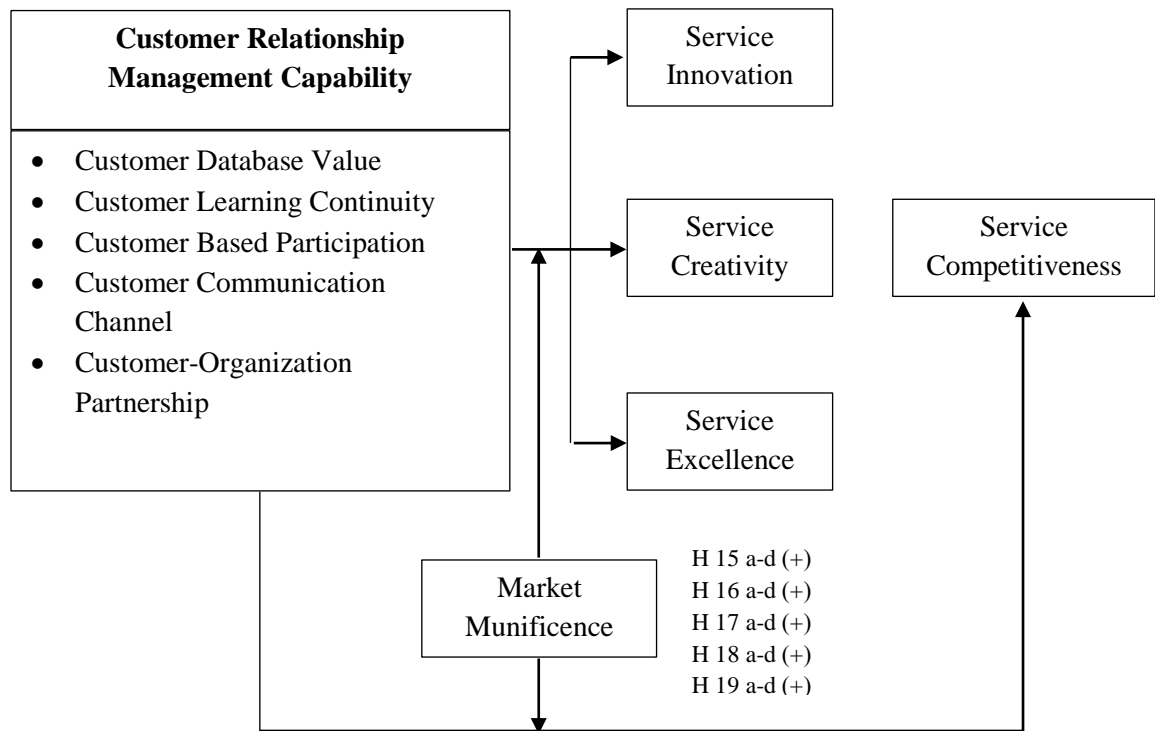


Figure 12 shows the relationships among the customer relationship management capability constructs (customer database value, customer learning continuity, customer base participation, customer communication channel and customer-organization partnership) and the moderating role of market munificence on service creativity, service innovation, service excellence, and service competitiveness, and that the effects of these relationships are based on hypotheses 15a-15d, 16a-16d, 17a-17d, 18a-18d, and 19a-19d, in which this research determines the relationship of all hypotheses as positively.



Table 15: Descriptive Statistics and Correlation Matrix for Antecedent,
Customer Relationship Management Capability and Moderator
Constructs

	CDV	CLC	CBP	CCC	COP	SCA	SIN	SEC	SCP	MSV	MMN	RLA	FIS
Mean	4.15	4.20	3.99	4.32	4.29	3.82	3.87	3.83	3.97	3.98	4.34	N/A	N/A
S.D.	.655	.659	.776	.543	.590	.765	.743	.654	.588	.596	.556	N/A	N/A
CDV	1												
CLC	.812***	1											
CBP	.596***	.769***	1										
CCC	.720***	.713***	.655***	1									
COP	.638***	.776***	.722***	.652***	1								
SCA	.616***	.742***	.632***	.588***	.611***	1							
SIN	.554***	.644***	.536***	.476***	.500***	.785***	1						
SEC	.228***	.356***	.398***	.181**	.277***	.545***	.672***	1					
SCP	.219***	.252***	.319***	.049	.232**	.499***	.468***	.747***	1				
MSA	.484**	.495**	.426**	.384**	.346**	.574**	.489***	.596**	.666***	1			
MMN	.241***	.266***	.394***	.371***	.355***	.247***	.239***	.247***	.172	.276**	1		
RLA	.002	.096	.084	.122	.010	.075	.080	.170	.226**	.063	.071	1	
FIS	-.168	-.208**	-.226**	-.106	-.081	-.178	-.107	-.114	-0.062	.103	.208**	-.003	1

***p<0.01, **p<0.05, *p<0.10

The correlation among market munificence, customer relationship management capability and its consequence is shown in Table 15. The market munificence and the customer relationship management capability dimensions were treated as independent variables which concerned about the multicollinearity problem. The results illustrate that the relationship of market munificence and customer relationship management capability have a significant on independent variables. Accordingly, the result exhibits the correlation coefficient among variable as 0.219-0.812 ($P<0.01$) which, is not over than 0.9 (Hair et al., 2010) that meaning to the relationship those variable is independently of one another and without multicollinearity problem of this research. Moreover, the variance inflation factors (VIF) in equations 14 to 17 have the maximum value as 8.361. Therefore, the findings confirm there is no multicollinearity problem to analyze (Neter, Wasserman and Kutner, 1985).



Table 16: Results of Regression Analysis for the Effects of the Antecedent and Moderator on Each Dimension of Customer Relationship Management Capability

Independent Variables	Dependent Variables							
	SCA		SIN		SEC		SCP	
	Model1	Model14	Model2	Model15	Model3	Model16	Model4	Model17
Customer database value (CDV) H1a-d	.011 (.121)	-.112 (.132)	.120 (.137)	.141 (.139)	.192 (.160)	.153 (.168)	.343** (.157)	.260 (.170)
Customer learning continuity (CLC) H2a-d	.553*** (.150)	.692*** (.157)	.502*** (.169)	.624*** (.166)	.111 (.198)	.268 (.201)	-.097 (.193)	.101 (.203)
Customer base participation (CBP) H3a-d	.114 (.108)	.114 (.113)	.134 (.122)	.133 (.120)	.399*** (.142)	.415*** (.145)	.424*** (.139)	.357** (.146)
Customer communication channel (CCC) H4a-d	.086 (.109)	.060 (.117)	-.027 (.123)	-.062 (.124)	-.301*** (.144)	-.237* (.150)	-.511*** (.140)	-.428*** (.151)
Customer - organization partnership (COP) H5a-d	.111 (.034)	-.029 (.123)	-.042 (.126)	-.228* (.130)	-.002 (.147)	-.309** (.157)	.144 (.115)	-.040 (.159)
Market Munificence (MMN)		.077 (.081)		.068 (.085)		.226* (.103)		.179* (.104)
CDV x MMN (H15a-d)		.251* (.150)		-.001 (.158)		-.091 (.191)		-.137 (.193)
CLC x MMN (H16a-d)		-.315* (.197)		-.242 (.208)		.215 (.251)		.187 (.254)
CBP x MNN (H17a-d)		-.097 (.141)		-.198* (.149)		-.382*** (.180)		-.185 (.182)
CCC x MNN (H18a-d)		.207 (.109)		.429*** (.115)		.341** (.139)		.354** (.140)
COP x MNN (H19a-d)		.040 (.097)		-.199* (.103)		-.170 (.124)		-.057 (.125)
Relationship Age (RLA)	.002 (.131)	-.024 (.131)	.024 (.148)	-.049 (.139)	.162* (.172)	.089 (.167)	.260*** (.169)	.209** (.169)
Firm size (FIS)	-.023 (.133)	.031 (.142)	.042 (.150)	.103 (.150)	.070 (.176)	.050 (.181)	.028 (.172)	.053 (.183)
Adjusted R ²	.538	.567	.389	.500	.170	.273	.197	.249
Maximum VIF	5.540	8.361	5.540	8.361	5.540	8.361	5.540	8.361

Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10



Table 16 shows the results of regression analysis, the role of moderating effect of market munificence has an influence on the relationships among each dimension of customer relationship management capability on consequences variables comprising service creativity, service innovation, service excellence, and service competitiveness are as follows.

Market munificence is included as the moderator to predict Hypotheses 15 (a-d)-19 (a-d). In Table 16, the findings of Hypotheses 15a-15d illustrate that the moderating effect of market munificence have positive impact on the relationship between customer database value and service creativity ($\beta_{84} = 0.251$, $p < 0.10$). This indicates that market munificence moderates customer database value and service creativity. The possible reason is market munificence provided a lot of customer information to firm. Then, firm can collected potential information lead to creativity. **Therefore, Hypothesis 15a is supported.** Whereas, it does not moderate the relationships among customer database value and service innovation ($\beta_{97} = -0.001$, $p > 0.10$), service excellence ($\beta_{101} = -0.091$, $p > 0.10$), and service competitiveness ($\beta_{123} = -0.137$, $p > 0.10$). **Hence, Hypotheses 15b, 15c and 15d are not supported.**

Moreover, the results of Hypotheses 16 a–d demonstrate that the moderating role of market munificence has negative effect on the relationships among customer learning continuity and service creativity ($\beta_{85} = -0.315$, $p < 0.1$). Market munificence provides an opportunity to support sustained growth (Dess and Beard, 1984). Then a lot of market opportunities lead to firm not attempt to provide innovation for response customer need. Therefore, market munificence makes a firm neglect to learning with customer and less creativity. Moreover, market munificence has no moderating effect on the relationships among customer learning continuity and service innovation ($\beta_{98} = -0.242$, $p > 0.1$), and service excellence ($\beta_{111} = -0.215$, $p > 0.1$) and service competitiveness ($\beta_{124} = 0.187$, $p > 0.1$). **Hence, Hypotheses 16a, 16b 16c, and 16d are not supported.**

However, the results of Hypotheses 17a-17d demonstrate that the moderating roles of market munificence have no impact on relationships among customer based participation and service creativity ($\beta_{86} = -0.097$, $p > 0.10$), service competitiveness ($\beta_{125} = -0.185$, $p > 0.10$), and have negative significant impact on relationships among customer based participation and service innovation ($\beta_{99} = -0.198$, $p < 0.1$), service



excellence ($\beta_{112} = -0.382$, $p < 0.01$). **Hence, Hypotheses 17a, 17b, 17c and 17d are not supported.**

The finding of Hypotheses 18a-18d exhibits that the moderating role of market munificence has no impact on the relationships among customer communication channel and service creativity ($\beta_{87} = 0.207$, $p > 0.10$). Moreover, market munificence moderate positive effect on the relationships among customer communication channel and service innovation ($\beta_{100} = 0.429$, $p < 0.01$), and service excellence ($\beta_{113} = 0.341$, $p < 0.05$), and service competitiveness ($\beta_{126} = 0.354$, $p < 0.05$). The results can explain by diffusion innovation theory suggests that communication channel is important to share knowledge that leads to firm can provide innovation and hence to be excellence to get competitiveness. **Therefore, Hypothesis 18a is not supported but Hypotheses 18b, 18c and 18d are supported.**

Furthermore, the results of Hypotheses 19a-19d reveal that the moderating role of market munificence has no effect on the relationships among customer - organization partnership and service creativity ($\beta_{88} = 0.040$, $p > 0.10$), service excellence ($\beta_{114} = -0.170$, $p > 0.10$), and service competitiveness ($\beta_{127} = -0.057$, $p > 0.10$). Therefore, market munificence has negative effect significant on relationship among customer - organization partnership and service innovation ($\beta_{101} = -0.199$, $p < 0.10$). **Hence, Hypotheses 19a- 19d are not supported.**

Although, the finding found that relationship age has a statistically significant influence on moderating effect of market munificence on service competitiveness ($\beta_{128} = 0.209$, $p < 0.05$), but firm size does not have an effect on moderating of market munificence.

The Effects of the Antecedent and Moderating Role of Technology Munificence on Each Dimension of Customer Relationship Management Capability



Figure 13: The Effects of the Antecedent and Moderating Role of Technology Munificence on Each Dimension of Customer relationship management Capability

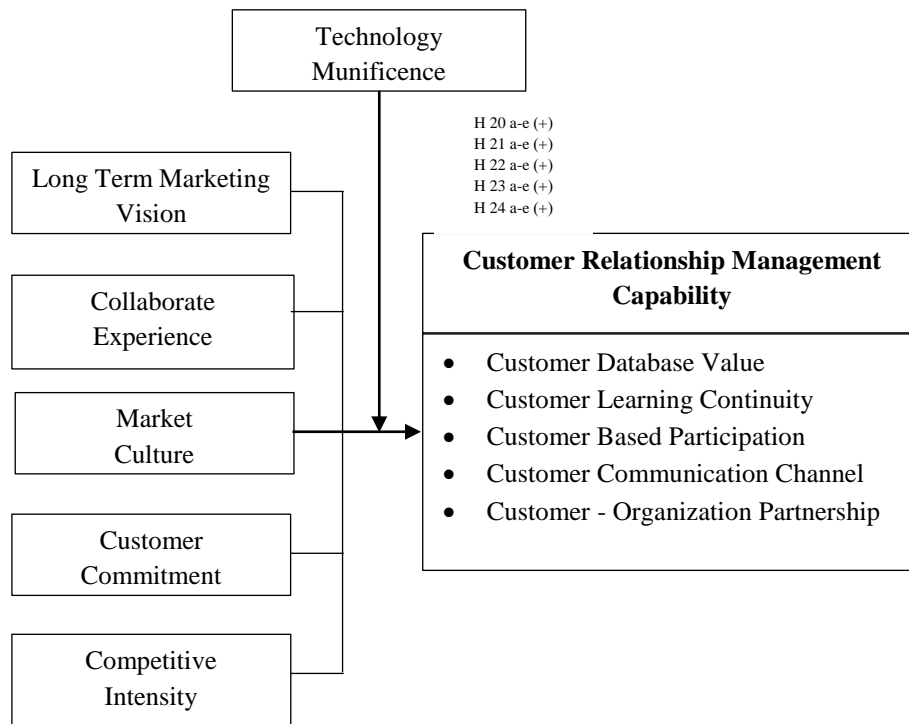


Figure 13 shows the relationships among the antecedent constructs (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity) and the moderating role of technology munificence on each dimension of customer relationship management capability, and the effects of these relationships are based on hypotheses 20a-20e, 21a-21e, 22a-22e, 23a-23e, 24a-24e, and 25a-25e, in which this research determines the relationship of all hypotheses as positively.



Table 17: Descriptive Statistics and Correlation Matrix for Antecedent, Customer Relationship Management Capability and Moderator Constructs

	CDV	CLC	CBP	CCC	COP	LMV	CEP	MCT	CCM	MCI	TMN	RLA	FIS
Mean	4.12	4.18	3.98	4.28	4.30	4.14	4.16	4.21	4.17	4.21	4.36	N/A	N/A
S.D.	.676	.661	.766	.576	.599	.595	.600	.580	.622	.624	.535	N/A	N/A
CDV	1												
CLC	.812***	1											
CBP	.596***	.769***	1										
CCC	.720***	.713***	.655***	1									
COP	.638***	.776***	.722***	.652***	1								
LMV	.678***	.613***	.585***	.594***	.594***	1							
CEP	.523***	.567***	.515***	.528***	.528***	.774***	1						
MCT	.572***	.676***	.632***	.545***	.545***	.726***	.813***	1					
CCM	.461***	.462***	.542***	.388***	.388***	.663***	.554***	.472***	1				
MCI	.364***	.355***	.270***	.477***	.447***	.462***	.522***	.514***	.221***	1			
TMN	.404***	.347***	.327***	.537***	.440***	.434***	.419***	.390***	.308***	.636***	1		
RLA	.002	.096	.084	.122	.010	.004	.003	.080	.072	-.125	.122	1	
FIS	-.168	-.208**	-.226**	-.106	-.081	-.065	.060	.056	-.309	.071	.032	-.003	1

***p<0.01, **p<0.05

The correlation among technology munificence, antecedents, and each dimension of customer relationship marketing capability is shown in Table 17. The technology munificence and the antecedents were treated as independent variables which concerned about the multicollinearity problem. The results illustrate that the relationship of technology munificence and antecedents comprise long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity have a significant on independent variables. Accordingly, the result exhibits the correlation coefficient among variable as 0.307-0.694 ($P < 0.05$) which, is not over than 0.8 (Hair et al., 2010) that meaning to the relationship those variable is independently of one another and without multicollinearity problem of this research. Moreover, the variance inflation factors (VIF) in equations 18 to 22 have the maximum value as 5.634 which Table 18 shows that VIF value has not over than 10 (Hair et al., 2010; Stevens, 2002), meaning the independent variables are not correlated with other. Therefore, the findings confirm there is no multicollinearity problem (Neter, Wasserman and Kutner, 1985).



Table 18 shows the multiple regression analysis of the relationships among the antecedent and the role of moderating variables comprised long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity, and each dimension of customer relationship management capability including customer database value, customer learning continuity, customer based participation, customer communication channel, and customer-organization partnership, which are as follows.



Table 18: Results of Regression Analysis for the Effects of the Antecedent and Moderator on Each Dimension of Customer Relationship Management Capability

Independent Variables	Dependent Variables									
	CDV		CLC		CBP		CCC		COP	
	Model9	Model18	Model10	Model19	Model11	Model20	Model12	Model21	Model13	Model22
Long-term marketing vision (H10a-e)	.584*** (.124)	.470*** (.129)	.200* (.119)	.168 (.128)	.163 (.125)	.150 (.133)	.394*** (.127)	.304** (.128)	.420*** (.122)	.424*** (.127)
Collaborate experience (H11a-e)	-.146 (.133)	-.125 (.151)	-.074 (.128)	-.062 (.141)	-.162 (.134)	-.157 (.146)	.030 (.136)	-.041 (.141)	-.064 (.132)	.008 (.139)
Market culture (H12a-e)	.265** (.124)	.297** (.135)	.577*** (.119)	.561*** (.133)	.584*** (.125)	.499*** (.138)	.147 (.127)	.175 (.133)	.315** (.122)	.361*** (.131)
Customer commitment (H13a-e)	-.026 (.097)	.008 (.108)	.078 (.093)	.106 (.105)	.205** (.098)	.275** (.109)	-.054 (.099)	-.012 (.105)	-.070 (.096)	-.153 (.104)
Competitive intensity (H14a-e)	.049 (.084)	-.086 (.104)	-.028 (.081)	.020 (.113)	-.052 (.085)	-.125 (.117)	.212*** (.086)	-.039 (.113)	.194*** (.083)	.265** (.112)
Technology munificence (H15a-e)		.039 (.101)		.009 (.103)		.110 (.107)		.378*** (.103)		-.041 (.102)
LMV x TMN (H20a-e)		-.021 (.116)		.133 (.123)		.104 (.128)		-.314*** (.123)		.302*** (.122)
CEP x TMN (H21a-e)		-.163 (.166)		-.101 (.166)		-.207 (.173)		.003 (.166)		.004 (.165)
MCT x TMN (H22a-e)		.192 (.143)		.040 (.140)		-.048 (.145)		.064 (.140)		.008 (.138)
CCM x TMN (H23a-e)		-.106 (.084)		-.133 (.103)		-.040 (.107)		.293** (.103)		-.368*** (.102)
MCI x TMN (H24a-e)		-.175* (.071)		-.142 (.098)		.107 (.102)		.053 (.098)		-.131 (.097)
Relationship age (RLA)	-.014 (.146)	.027 (.156)	.039 (.131)	.079 (.151)	-.016 (.138)	-.024 (.157)	.138* (.140)	.040 (.151)	.013 (.135)	.110 (.150)
Firm size (FIS)	-.149** (.136)	-.153* (.184)	-.198* (.141)	-.197** (.154)	-.173** (.148)	-.107 (.160)	-.122 (.150)	-.105 (.154)	-.104 (.145)	-.090 (.152)
Adjusted R ²	.470	.495	.517	.517	.488	.496	.398	.467	.480	.516
Maximum VIF	4.035	5.634	4.035	5.634	4.035	5.634	4.035	5.634	4.035	5.634

Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Table 18 shows the results of regression analysis, the role of moderating effect of technology munificence has an influence on the relationships among the antecedent variables comprising long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity on each dimension of customer relationship management capability are as follows.

The technology munificence is included as the moderator to predict Hypotheses 20(a-e)-24(a-e). In Table 18, the findings of Hypotheses 20(a-e)-24(a-e) illustrate that the moderating effect of technology munificence have positive impact on the relationship between long – term marketing vision and customer organization-partnership ($\beta_{188} = 0.302, p < 0.01$). Moreover, the result of the moderating effect of technology munificence has a significant positive effect on the relationship among customer commitment and customer communication channel ($\beta_{178} = 0.293, p < 0.05$). ***Therefore, Hypotheses 20e and 23d are supported.***

Surprisingly, technology munificence as moderator, lead to negative effect significant relationship between long-term marketing vision and customer communication channel ($\beta_{175} = -0.314, p < 0.01$), for negative effect when technology munificence are moderator consist of the Frow et al. (2011) demonstrate that customer can receive the bad attitude of firm very easy through communication channel such as social media and communities. Moreover, the moderating effect of technology munificence have negative impact on the relationship between customer commitment and customer–organization partnership ($\beta_{191} = -0.368, p < 0.01$). Furthermore, the moderating effect of technology munificence has negative impact on the relationship between competitive intensity and customer database value ($\beta_{140} = -0.175, p < 0.1$).

Whereas, it does not moderate the relationships among long-term marketing vision and customer data value ($\beta_{136} = -0.021, p > 0.10$), customer learning continuity ($\beta_{149} = 0.133, p > 0.10$), customer base participation ($\beta_{162} = 0.104, p > 0.10$), Furthermore, it does not moderate the relationship among collaborate experience and customer database value ($\beta_{137} = -0.163, p > 0.10$), customer learning continuity ($\beta_{150} = -0.101, p > 0.10$), customer learning continuity ($\beta_{162} = -0.207, p > 0.10$), customer base participation ($\beta_{163} = -0.207, p > 0.10$), customer communication channel ($\beta_{176} = 0.003, p > 0.10$), and customer-organization partnership ($\beta_{189} = -0.207, p > 0.10$). In addition,



it does not moderate the relationship among market culture and customer database value ($\beta_{138} = 0.192, p > 0.10$), customer learning continuity ($\beta_{151} = 0.040, p > 0.10$), customer base participation ($\beta_{164} = -0.048, p > 0.10$), customer communication channel ($\beta_{177} = 0.064, p > 0.10$), and customer-organization partnership ($\beta_{190} = 0.008, p > 0.10$). Also, it does not moderate the relationship among customer commitment and customer database value ($\beta_{139} = -0.106, p > 0.10$), customer learning continuity ($\beta_{152} = -0.133, p > 0.10$), and customer base participation ($\beta_{165} = -0.040, p > 0.10$). Moreover, it does not moderate the relationship among competitive intensity and customer learning continuity ($\beta_{153} = -0.142, p > 0.10$), customer base participation ($\beta_{165} = 0.107, p > 0.10$), customer communication channel ($\beta_{179} = 0.053, p > 0.10$), and customer – organization partnership ($\beta_{190} = -0.131, p > 0.10$). The result convergence with Jayam and Radha (2013) indicated the success factor and failures factor of CRM. They founded the failure of CRM capability of firm is from many factors such as leadership does not involvement in CRM activities then they do not support CRM activities, failing to involve user to use CRM technology and lack to skill of technology. As the result the munificence of technology cannot work if leader does not involvement and user cannot use exist technology effectiveness. **Hence, Hypotheses 20a-d, H21a-e, H22a-e, H23a-c and H23e, and Hypotheses 24a-e are not supported.** In terms of control variables, including relationship age and firm size, the results found that firm size provide negative effect influences on the moderating effect of technology munificence on customer database value and customer learning continuity.

Summary

This chapter presented ordinary regression analysis. The results of testing 24 hypotheses showed three fully supported hypotheses (Hypotheses 6, 8, and 9), thirteen partially-supported hypotheses (Hypotheses 1, 2, 3, 4, 10, 12, 13, 14, 15, 18, 20, and 23) and six non-supported hypotheses (Hypotheses 5, 7, 11, 16, 17, 19, 21, and 24). However, the research indicated that customer relationship management capability comprised of customer database value, customer learning continuity, customer based participation, customer communication channel, and customer - organization



partnership which has a partial direct effect on service creativity, service innovation, service excellence and service competitiveness, but customer - organization partnership has no supported with its consequence. However, the service creativity has fully significant effect on service innovation, excellence and competitiveness. Moreover service excellence has direct effect to service competitiveness. Also, service competitiveness has direct effect to marketing survival.

According to the aforementioned findings, the results found that the partial mediating effects of service creativity, service innovation, service excellence and service competitiveness, have a partial direct effect on customer relationship management capability and direct full effect on marketing survival. Moreover, the antecedents of customer relationship management capability comprised of long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity have a partial direct effect on each dimension of customer relationship management capability. Hence, it is noted that long-term marketing vision, market culture, customer commitment, and competitive intensity play the role as key drivers of customer relationship management capability. Moreover, as to the moderating effect, market munificence has both negative and positive moderates' effect on customer database value, customer learning continuity, customer based participation, and customer-organization partnership. However, the moderating effect of market munificence does not influence the customer communication channel. Furthermore technology munificence has both negative and positive moderates effect on long-term marketing vision, collaborate experience, customer commitment, and competitive intensity. The summary of the results of hypotheses testing are shown in Table 19 below.



Table 19: The Summary of Results of Hypothesis Testing

Hypothesis	Description of Hypothesized Relationships	Results
H1a	Customer database value will positively relate to service creativity.	Not Supported
H1b	Customer database value will positively relate to service innovation.	Not Supported
H1c	Customer database value will positively relate to service excellence.	Not Supported
H1d	Customer database value will positively relate to service competitiveness.	Supported
H2a	Customer learning continuity will positively relate to service creativity.	Supported
H2b	Customer learning continuity will positively relate to service innovation.	Supported
H2c	Customer learning continuity will positively relate to service excellence	Not Supported
H2d	Customer learning continuity will positively relate to service competitiveness.	Not Supported
H3a	Customer based participation will positively relate to service creativity.	Not Supported
H3b	Customer based participation will positively relate to service innovation	Not Supported
H3c	Customer based participation will positively relate to service excellence	Supported
H3d	Customer based participation will positively relate to service competitiveness.	Supported
H4a	Customer communication channel will positively relate to service creativity.	Not Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H4b	Customer communication channel will positively relate to service innovation.	Not Supported
H4c	Customer communication channel will positively relate to service excellence.	Not Supported
H4d	Customer communication channel will positively relate to service competitiveness.	Not Supported
H5a	Customer-organization partnership will positively relate to service creativity.	Not Supported
H5b	Customer-organization partnership will positively relate to service innovation.	Not Supported
H5c	Customer-organization partnership will positively relate to service excellence.	Not Supported
H5d	Customer-organization partnership will positively relate to service competitiveness.	Not Supported
H6a	Service creativity will positively relate to service innovation.	Supported
H6b	Service creativity will positively relate to service excellence.	supported
H6c	Service creativity will positively relate to service competitiveness.	Supported
H7	Service innovation will positively relate to service competitiveness.	Not Supported
H8	Service excellence will positively relate to service competitiveness.	Supported
H9	Service competitiveness will positively relate to marketing survival.	Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H10a	Long-term marketing vision will positively relate to customer database value.	Supported
H10b	Long-term marketing vision will positively relate to customer learning continuity.	Supported
H10c	Long-term marketing vision will positively relate to customer based participation.	Not Supported
H10d	Long-term marketing vision will positively relate to customer communication channel.	Supported
H10e	Long-term marketing vision will positively relate to customer-organizations partnership.	Supported
H11a	Collaborate experience will positively relate to customer database value.	Not Supported
H11b	Collaborate experience will positively relate to customer learning continuity.	Not Supported
H11c	Collaborate experience will positively relate to customer base participation.	Not Supported
H11d	Collaborate experience will positively relate to customer communication channel.	Not Supported
H11e	Collaborate experience will positively relate to customer organizations partnership.	Not Supported
H12a	Market culture will positively relate to customer database value.	Supported
H12b	Market culture will positively relate to customer learning continuity.	Supported
H12c	Market culture will positively relate to customer base participation.	Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H12d	Market culture will positively relate to customer communication channel.	Not Supported
H12e	Market culture will positively relate to customer - organization partnership.	Supported
H13a	Customer commitment will positively relate to customer database value.	Not Supported
H13b	Customer commitment will positively relate to customer learning continuity.	Not Supported
H13c	Customer commitment will positively relate to customer base participation.	Supported
H13d	Customer commitment will positively relate to customer communication channel.	Not Supported
H13e	Customer commitment will positively relate to customer - organization partnership.	Not Supported
H14a	Competitive intensity will positively relate to customer database value.	Not Supported
H14b	Competitive intensity will positively relate to customer learning continuity.	Not Supported
H14c	Competitive intensity will positively relate to customer base participation.	Not Supported
H14d	Competitive intensity will positively relate to customer communication channel.	Supported
H14e	Competitive intensity will positively relate to customer - organization partnership.	Not Supported
H15a	Market munificence positively moderates the relationships between customer database value and service creativity	Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H15b	Market munificence positively moderates the relationships between customer database value and service innovation.	Not Supported
H15c	Market munificence positively moderates the relationships between customer database value and service excellence.	Not Supported
H15d	Market munificence positively moderates the relationships between customer database value and service competitiveness.	Not Supported
H16a	Market munificence positively moderates the relationships between customer learning continuity and service creativity	Not Supported
H16b	Market munificence positively moderates the relationships between customer learning continuity and service innovation	Not Supported
H16c	Market munificence positively moderates the relationships between customer learning continuity and service excellence.	Not Supported
H16d	Market munificence positively moderates the relationships between customer learning continuity and service competitiveness.	Not Supported
H17a	Market munificence positively moderates the relationships between customer based participation and service creativity	Not Supported
H17b	Market munificence positively moderates the relationships between customer based participation and service innovation	Not Supported
H17c	Market munificence positively moderates the relationships between customer based participation and service excellence.	Not Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H17d	Market munificence positively moderates the relationships between customer based participation and service competitiveness.	Not Supported
H18a	Market munificence positively moderates the relationships between customer communication channel and service creativity.	Not Supported
H18b	Market munificence positively moderates the relationships between customer communication channel and service innovation.	Supported
H18c	Market munificence positively moderates the relationships between customer communication channel and service excellence.	Not Supported
H18d	Market munificence positively moderates the relationships between customer communication channel and service competitiveness.	Supported
H19a	Market munificence positively moderates the relationships between customer - organization partnership and service creativity.	Not Supported
H19b	Market munificence positively moderates the relationships between customer - organization partnership and service innovation.	Not Supported
H19c	Market munificence positively moderates the relationships between customer - organization partnership and service excellence.	Not Supported
H19d	Market munificence positively moderates the relationships between customer - organization partnership and service competitiveness.	Not Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H20a	Technology munificence positively moderates the relationships between long-term marketing vision and customer database value.	Not Supported
H20b	Technology munificence positively moderates the relationships between long-term marketing vision and customer learning continuity.	Not Supported
H20c	Technology munificence positively moderates the relationships between long-term marketing vision and customer based participation.	Not Supported
H20d	Technology munificence positively moderates the relationships between long-term marketing vision and customer communication channel.	Not Supported
H20e	Technology munificence positively moderates the relationships between long-term marketing vision and customer - organization partnership.	Supported
H21a	Technology munificence positively moderates the relationships between collaborate experience and customer database value.	Not Supported
H21b	Technology munificence positively moderates the relationships between collaborate experience and customer learning continuity.	Not Supported
H21c	Technology munificence positively moderates the relationships between collaborate experience and customer based participation.	Not Supported
H21d	Technology munificence positively moderates the relationships between collaborate experience and customer communication channel.	Not Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H21e	Technology munificence positively moderates the relationships between collaborate experience and customer - organization partnership.	Not Supported
H22a	Technology munificence positively moderates the relationships between market culture and customer database value.	Not Supported
H22b	Technology munificence positively moderates the relationships between market culture and customer learning continuity.	Not Supported
H22c	Technology munificence positively moderates the relationships between market culture and customer based participation.	Not Supported
H22d	Technology munificence positively moderates the relationships between market culture and customer communication channel.	Not Supported
H22e	Technology munificence positively moderates the relationships between market culture and customer - organization partnership.	Not Supported
H23a	Technology munificence positively moderates the relationships between customer commitment and customer database value.	Not Supported
H23b	Technology munificence positively moderates the relationships between customer commitment and customer learning continuity.	Not Supported
H23c	Technology munificence positively moderates the relationships between customer commitment and customer based participation.	Not Supported



Table 19: The Summary of Results of Hypothesis Testing (Continued)

Hypothesis	Description of Hypothesized Relationships	Results
H23d	Technology munificence positively moderates the relationships between customer commitment and customer communication channel.	Supported
H23e	Technology munificence positively moderates the relationships between customer commitment and customer - organization partnership.	Not Supported
H24a	Technology munificence positively moderates the relationships between competitive intensity and customer database value.	Not Supported
H24b	Technology munificence positively moderates the relationships between competitive intensity and customer learning continuity.	Not Supported
H24c	Technology munificence positively moderates the relationships between competitive intensity and customer based participation.	Not Supported
H24d	Technology munificence positively moderates the relationships between competitive intensity and customer communication channel.	Not Supported
H24e	Technology munificence positively moderates the relationships between competitive intensity and customer - organization partnership.	Not Supported



CHAPTER V

CONCLUSION

The previous chapter has described the characteristics of both respondents and firms as well as the results of the descriptive statistical analysis. Moreover, the results of the hypothesis testing have been revealed in the prior chapter as well. Therefore, this chapter summarizes the conclusions and explains the theoretical and managerial contributions, limitations, and useful suggestions for further research.

This research has proposed five dimensions of customer relationship management capability (including customer database value, customer learning continuity, customer based participation, customer communication channel, and customer - organization partnership), which allow creation of a better understanding relating to the components of the customer relationship management capability. Moreover, this research has investigated the influence of customer relationship management capability on service creativity, service innovation, service excellence, service competitiveness and marketing survival. The population was from a database of beauty clinic businesses in Thailand, of which 16.32 percent were sampled and studied. Furthermore, this research has also investigated the relationships among each dimension of customer relationship management capability (including customer database value, customer learning continuity, customer based participation, customer communication channel, and customer - organization partnership), with service creativity, service innovation, service excellence, service competitiveness and marketing survival. In addition, the relationships among service creativity, service innovation, service excellence, service competitiveness, and marketing survival are also examined.

Subsequently, the effects of five antecedents (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity) on the five dimensions of customer relationship management capability are also investigated. Moreover, this research examined the moderating role of market munificence on the relationships among five dimensions of customer relationship management capability and the outcomes of customer relationship management capability (including service creativity, service innovation, service excellence, service



competitiveness, and marketing survival). Finally, technology munificence is examined as a possible moderator on the relationships among the antecedents of customer relationship management capability namely; long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity and each of dimensions of the customer relationship management capability.

The key research question is how a customer relationship management capability affects to the marketing survival. Additionally, this research has seven specific research questions which are in: 1). How do the five dimensions customer relationship management capability have an influence on service creativity, service innovation, service excellence, service competitiveness, and marketing survival? 2). How does service creativity have an influence on service innovation, service excellence and service competitiveness? 3). How do service innovation and service excellence have an influence on service competitiveness? 4). How does service competitiveness have an influence on marketing survival? 5). How do the antecedents (long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity) have an influence on five dimensions of customer relationship management capability? 6). How do five dimensions of customer relationship management capability have an influence on service creativity, service innovation, service excellence and service competitiveness via the moderating effects of market munificence? 7). How do the antecedents (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity) have an influence on five dimensions of customer relationship management capability via the moderating effects of technology munificence?

In this research, two theoretical perspectives were integrated to draw the conceptual model and support how a customer relationship management capability affects to the marketing survival. These theories were social exchange theory and contingency theory. Moreover, this research selected a sample from the population of beauty clinic businesses in Thailand as a way to test the positive influence of a customer relationship management capability on to the marketing survival. The beauty clinic businesses were the choice of this focus based on the high competitive and similarly product and they are in high contact service. The sample was chosen from the online database of the Department of Business Development, Ministry of Commerce in



Thailand (<http://www.dbd.go.th> last accessed May 2015). The data collection tools were self-administered questionnaires, which were directly distributed to 723 marketing director or marketing manager of these beauty clinic businesses.

The conceptual model was tested by the use of the collected data which were received from 118 mailed surveys. Then, multiple regression analyses were used to test and examine all hypotheses following the conceptual model after the measurements had been successfully tested for validity and reliability. The results of the OLS regression analyses indicate that some of the hypotheses derived from the conceptual model have been fully supported, some had been partially supported and some is unsupported.

With regard to the key research question, the results reveal that the customer relationship management capability has a significant positive influence on the marketing survival through service creativity, service innovation, service excellence and service competitiveness.

In the first specific research question, the results indicate that three of the five dimensions of the customer relationship management capability (including customer database value, customer learning continuity, customer based participation) have a significant positive association with service creativity, service innovation, service excellence and service competitiveness. Moreover, the customer communication channel has significant negative association with service excellence and service competitiveness. In contrast, customer - organization partnership has no significant influence on to any of the outcomes of the customer relationship management capability. In addition, the findings indicate that the service creativity has a significant positive impact on service innovation and service excellence and service competitiveness. In answering the third specific research question, the results show that the service innovation and service excellence have a significant positive effect on the service competitiveness. With regards to the fourth research question, the findings indicate that the service competitiveness have significantly and positively influences to the marketing survival.

For the fifth research question, the findings are mixed. The data show that the long-term marketing vision has a significant and positive influence on the customer database value, customer communication channel and customer - organization partnership. In addition, market culture has a significant and positive influence



customer database value, customer based participation and customer - organization partnership. More customer commitment has a significant and positive influence on customer base participation and competitive intensity has a significant and positive influence on customer communication channel. On the other hand, collaborate experience has no influence on any five dimensions of a customer relationship management capability.

For the sixth specific research question, the moderating effect of market munificence has a significant positive influence on the relationship among customer database value and service creativity, customer learning continuity and service competitiveness. In addition, customer base participation has a significant positive influence service innovation and service excellence. Moreover, customer - organization partnership has a significant positive influence service innovation.

Finally, for the seventh research question, the findings reveal the moderating effect of technology munificence on the relationship between the antecedents of customer relationship management capability (long-term marketing vision, collaborate experience, market culture, customer commitment and competitive intensity), and five dimensions of customer relationship management capability (including customer database value, customer learning continuity, customer based participation, customer communication channel, and customer - organization partnership). Technology munificence was shown to have a significant and positive moderating effect on the relationships among customer commitment and the customer communication channel, and the long-term marketing vision have a significant negative on the customer communication channel. Furthermore, technology munificence was shown to have a significant and positive moderating effect on the relationships among collaborate experience and competitive intensity, and customer base participation. Likewise, technology munificence was shown to have a significant and positive moderating effect on the relationships between long-term marketing vision and customer - organization partnership. Neither, technology munificence was shown to have a significant and negative moderating effect on the relationships between long-term marketing visions collaborate experience and customer commitment. Furthermore, for two control variables; relationship age and firm size, the result indicates that neither one had a significant effect.



In summary, the key research question is partially supported by the empirical evidence. The supported hypotheses are summarized and illustrated in Figure 15 as shown below. The conclusion from the data is that the firms which have implemented a customer relationship management capability can encourage service creativity, service innovation, service excellence to increase service competitiveness and marketing survival.

Table 20: The Summary of Results in All Hypotheses Testing

Research Questions	Hypothesis	Results	Conclusion
<u>Specific Research Question</u>			
(1) How do the five dimensions of customer relationship management capability have an influence on service creativity, service innovation, service excellence, service competitiveness?	H1a-d H2a-d H3a-d H4a-d H5a-d	<ul style="list-style-type: none"> - Customer database value has a positive influence on service competitiveness only. - Customer learning continuity has a positive influence on service creativity and service innovation. - Customer base participation has a positive influence on service excellence and service competitiveness. - Customer communication channel has a negative influence on service excellence and service competitiveness. - Customer - organization partnership has no influence on all consequences. 	Partially Supported



Table 20: The Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusion
(2) How does service creativity have an influence on service innovation, service excellence and service competitiveness?	H6a-c	- Service creativity has a positive influence on service innovation, service excellence and service competitiveness.	Fully Supported
(3) How do service innovation and service excellence have an influence on service competitiveness?	H7, H8	- Service innovation and service excellence have a positive influence on service competitiveness.	Partially Supported
(4) How does service competitiveness have an influence on marketing survival?	H9	- Service competitiveness has a positive influence on marketing survival.	Supported
(5) How do the antecedents (long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity) have an influence on five dimensions of customer relationship management capability?	H10a-e H11a-e H12a-e H13a-e H14a-e	- Long-term marketing vision has significant positive on customer database value, customer learning continuity and customer - organization partnership. - Collaborate experience has no significant effect on five dimensions of customer relationship management capability. - Market culture has a significant positive effect on customer database value, customer base	Partially Supported



Table 20: The Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusion
		<p>participation and customer - organization partnership.</p> <p>- Customer commitment has a significant positive on customer communication channel only.</p> <p>- Competitive intensity has a significant positive on customer communication channel only.</p>	
(6) How do five dimensions of customer relationship management capability have an influence on service creativity, service innovation and service excellence via the moderating effects of market munificence?	H15a-d H16a-d H17a-d H18a-d H19a-d	<p>- Market munificence has a significant positive moderate effect on the relationship between customer database value and service creativity and relationship between customer learning continuity and service competitiveness.</p> <p>- Market munificence has a significant negative moderate effect on the relationship between customer base participation and service innovation and service competitiveness. Moreover, it has significant negative moderate effect on the relationship between customer base participation and service innovation.</p>	Partially Supported

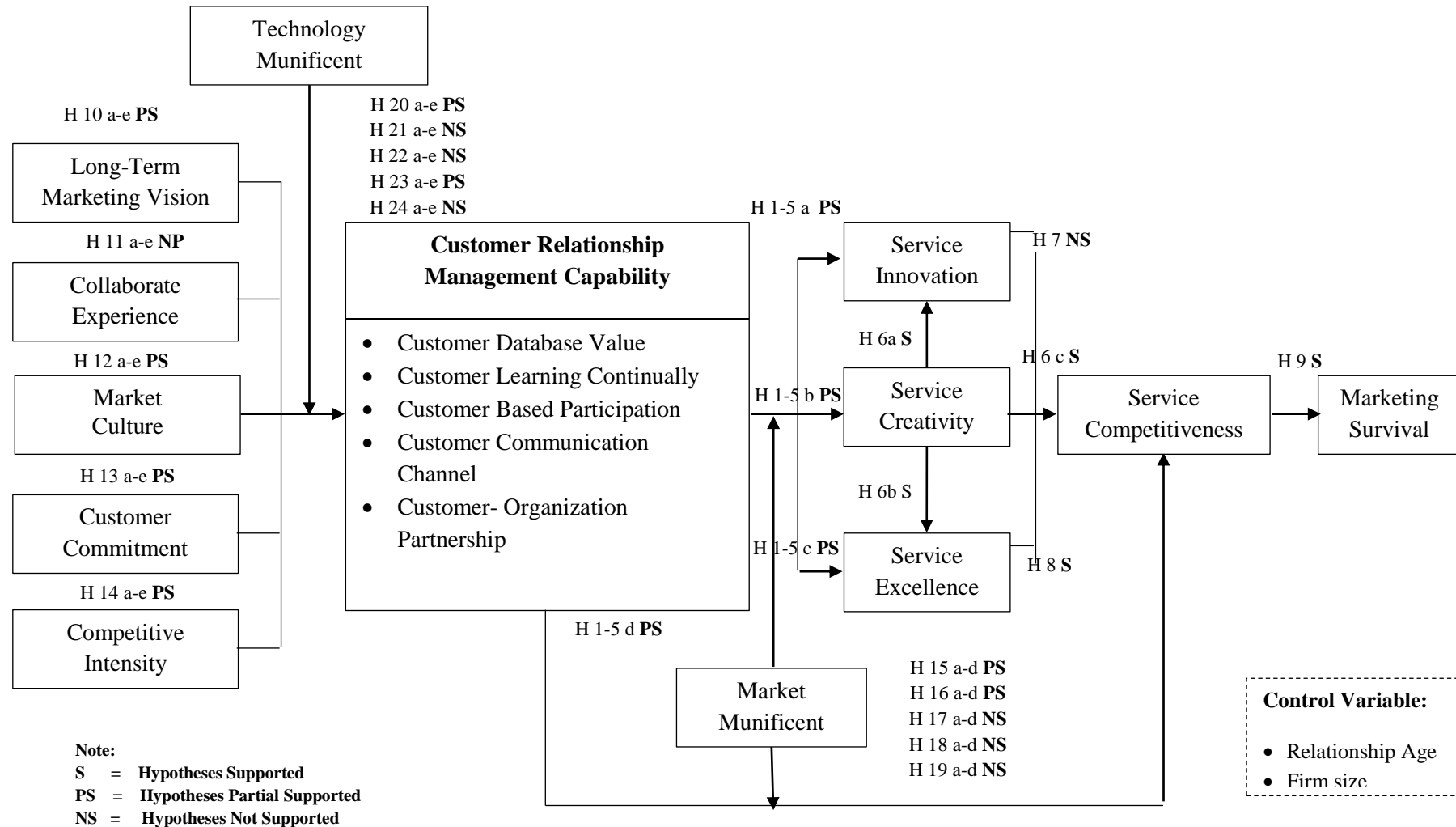


Table 20: The Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusion
(7) How do the antecedents (long-term marketing vision, collaborate experience, market culture, customer commitment, and competitive intensity) affect five dimensions of customer relationship management capability and have an influence via the moderating effects of technology munificence?	H20a-e H21a-e H22a-e H23a-e H24a-e	<p>- Technology munificence has a significant positive moderate effect on the relationships among long-term marketing vision and customer base participation, customer commitment and customer communication channel, and relationship between competitive intensity and customer base participation.</p> <p>- Technology munificence has a significant negative moderate effect on the relationships long-term marketing vision, collaborate experience and customer base participation, and customer-organization partnership. Also, it has negative significant between customer commitment and customer communication channel.</p>	Partially Supported



Figure 14: Results of All Tested Hypotheses of the Conceptual Model.



Theoretical and Managerial Contributions

Theoretical contribution

This study is carried out to gain more understanding of CRM capability and its consequence. Prior research indicates that the various CRM components and most results concern with customers such as customer satisfaction, customer value and customer profit. Thus, this research can explain a CRM capability in an organization and focuses on the firm value more than customers such as creativity, innovation, excellence and competitiveness of firm.

Second, this research provides the new dimensions of CRM capability that include: customer database value, customer learning continuity, customer communication channel, and customer-organization partnership and provide antecedents, its consequence and moderator that effect to the CRM capability.

Third, the scale of CRM capability dimensions, antecedents, and its consequence are adapted and create new scale from the prior literature review. These scales have achieved a high level of validity and reliability. The items scale would apply in various studies.

Fourth, this research provides a notion of the relationship in CRM capability. Customer database value, customer learning continuity, and customer base participation elements influence to the marketing outcome. In the other hand, customer communication channels are negative influence to service excellence and service competitiveness. Moreover, market munificence have promoted CRM capability such as customer database value and customer communication channel to lead a firm enhancing the service creativity, service innovation and service competitiveness, In addition, technology munificence provides a moderating effect between long-term marketing vision and customer-organization partnership, and relationship between customer commitment and customer communication channel.

Finally, this research is expanded understanding of the social exchange theory and contingency theory to support phenomenal of this research. Customer needs to make relationship with firms when a firm can provide the benefit to customer, and firm needs potential information of customer to make firm's benefit. Although the uncertain environment such as business environment change, high competitive situation, and



unpredicted of customer needs, the firm has to response or make relationship with customer by using a CRM capability in order to fit in any situations.

Managerial Contribution

The present study helps marketing director, manager and CRM manager on applying CRM capability component in their businesses to make higher and effective performance. They are important challenges for deploying customer relationship management capability in a changing situation to gain marketing survival. Besides, the result can help manager to identify a making decision for CRM strategy. Managerial contribution is followed that:

First, from the result, manager should be pay attention in customer learning process that can lead to service creativity and innovation. The reason is firm receive customer knowledge from learning and use potential knowledge to crate innovation. Moreover, customer based participation that leads to service excellence and competitiveness. The results show that firm can observe and follow customer behavior by which a customer participation. Then, a firm receives the real feeling and knows customer's attitude via activities that customer participates with the firm. Also, the potential data can make firm crate superior service to customer and enhance to competitiveness. In addition, customer data can lead a firm to obtain competitiveness, so manager should attention to collect customer data.

Whereas, this research have unexpected result, some of CRM capability dimension has a negative effect to service creativity, innovation, excellence and service competitiveness such as customer communication channel. Then, manager should be careful about communicate with customers. Lot of communication channels that make customers received information very easy. Fake information or information about bad side of a firm can disseminate and leads to bad attitude with firm. Then, manager should be circumspect of information before sending to customers. Moreover, the innovation may lead to less of business competitiveness; the innovation may make up for consumers to be not confident. Especially, the beauty business, customer may use several times in innovation adoption stage, if a firm introduces an innovation, a customer may change to the other rival.



However, one of the CRM capability dimensions has no significant effect to the CRM capability consequence. Customer - organization partnership has no relationship with consequence, the possibility reason is on a manager does not concern with customer as a partner because they are not recognized the profit that customer provides for the firm. Furthermore, when a firm has the market munificence as moderate role, the result shows that directors must concern with customer as a partnership. Customers participate with a firm because they need the highest profit. Customers have to participate but a firm cannot responses. It leads to decrease service creativity and innovation of the firm. Then manager should pay attention to information from the potential customers. Moreover, the market culture makes a firm to be aware in customer as a partnership.

Second, the effect of market munificence as moderator leads a firm to use information effectively that helps a firm enhanced to service creativity. Additionally, a firm can use customer communication channel to create competitiveness. Thus, manager should use communication channel to provide firm's information to create good customer attitude such as review success case or answer the question immediately when customer ask and collect the potential data through customer communication channel that lead to firm create service creativity.

Finally, technology munificent can make both positive and negative effect to business. Increasing of technology makes a firm can access to competitive information easier. Managers have more information to use for decision making and lead manager to concern with an important customer as a partnership of the firm. Moreover, technology munificence provides the various communications with customers. Firms should connect with customers via exist channels such as call center, and use technology channel such as Line, Facebook fan page or others internet communities. Thus, manager should concern about and use new communication channel to connect with customers.

Furthermore, the negative side of technology munificence as moderator makes confusing for a firm to communicate with customers if the leader cannot be clearly of CRM policy. Thus, manager should make clearly of CRM policy before communication with customers. Moreover, technology munificence makes customer know about other



collaborate experiences with the firm. If customer knows about bad side, it is able to make customer less interest in participating with the firm.

Limitations and Future Research Directions

Limitations

There are two issues of the limitations. First, database of the Department of Business Development, Ministry of Commerce, Thailand are not up to date about address. The undelivered mail survey was returned to researcher. Moreover, some mail from undelivered mail is rejected by a firm which does not have a marketing director or a marketing manager. Second, the beauty clinics and other medical clinics register the same digit that make confusing data.

Future Research Directions

For future research ideas, first, this study provides general results that have been collected by a quantitative method. Future research is needed to confirm the generalizability and the reliability of the results by changing targeted populations to other groups. The population that is suitable for CRM capability approach is in the business that has similar product and service. A customer has sensitive feelings when they choose a product or service, if the product or service has the same benefit, it leads customer changed their choices easily. Moreover, retaining customers is important to the service business. Thus, the business can retain the customers by using of CRM for creating a relationship between customers and businesses. As a result, the business needs to adjust its CRM capability to retain customers (Parvatiyar and Sheth, 2001). Thus, the personal service such as spa, hospital is suitable. Second, the present study is restricted to beauty clinics businesses in Thailand only. Future research should use other populations and samples either within or outside Thailand for a comparative study to broaden the perspective. Finally, the future research should re-examine the research hypotheses that are not statistically significant and should consider seeking to study other potential moderating variables.



Conclusions

This paper has intended to provide an obvious understanding of the relationships between customer relationship management capability and marketing survival. Moreover, this paper is focused on five dimensions of customer relationship management capability namely customer database value, customer learning continuity, customer-based participation, customer communication channel, and customer - organizational partnership. Additionally, this paper proposes customer relationship management capability and its consequences which will positively influence on the marketing survival.

However, prior study suggests the various dimensions of CRM capability but does not cover the dimensions in which this paper presented as a wide aspect of CRM capability influences on the marketing survival. Likewise, the empirical research at the firm level requires providing evidences. One expects that this paper will create interest in the marketing research field, which is appropriated for the changing business environment.

Summary

This chapter has revealed the effects of the customer relationship management capability on to the marketing survival of the sample of beauty clinic businesses in Thailand. The contents involve both theoretical and managerial contributions. Moreover, limitations and future research directions have been presented. The conceptual model of the customer relationship management capability and the marketing survival of beauty clinics in Thailand: an empirical investigation of the antecedents and consequents is supported by the theoretical frameworks including social exchange theory and contingency theory. Customer relationship management capability has been analyzed in five dimensions namely customer database value, customer learning continuity, customer based participation, customer communication channel, and customer - organization partnership. Meanwhile, the consequences of the customer relationship management capability compose of service creation, service innovation, service excellence, service competitiveness, and marketing survival. Furthermore, the factors such as a long-term marketing vision, collaborate experience,



market culture, customer commitment and competitive intensity are also assumed to act as the antecedents in the conceptual model. In addition, technology munificence and market munificence have been studied as the possible moderator variables in this research model. Finally, Figure 14 has shown above concludes resulted from all tested hypotheses of this research.



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APPENDICES



APPENDIX A
Non-Response Bias Tests



Table 1A: Non-Response Bias Tests

Comparison	N	Mean	Std. deviation	t-test for Equality of Means	
				t	Sig.
Business owner types:					
• Early group	59	1.20	.406	1.846	.067
• Late group	59	1.08	.281	1.846	.068
Location of business:					
• Early group	59	1.98	1.613	-.177	.859
• Late group	59	2.03	1.497	-.177	.859
Duration of business operations:					
• Early group	59	2.98	1.025	-.795	.428
• Late group	59	3.14	1.058	-.795	.428
Number of full-time employees:					
• Early group	59	2.17	1.367	-.201	.841
• Late group	59	2.22	1.378	-.201	.841
Firm's average revenue per year:					
• Early group	59	2.05	1.305	-.201	.834
• Late group	59	2.10	1.322	-.201	.834



APPENDIX B

Respondent Characteristics



Table 1B: Demographic Characteristics of Respondents

Descriptions	Categories	Frequency	Percentage
Gender	Male	34	28.81
	Female	84	71.19
Total		118	100.00
Age	Less than 30 years old	5	4.24
	30 - 40 years old	57	48.30
	41 - 50 years old	27	22.88
	More than 50 years old	29	24.58
Total		118	100.00
Marital Status	Single	50	42.37
	Married	64	54.24
	Divorced	4	3.39
Total		118	100.00
Education level	Bachelor's degree or lower	36	30.51
	Higher than Bachelor's degree	82	69.49
Total		118	100.00
Experience in Work	Less than 5 years	5	4.23
	5 - 10 years	36	30.51
	11 - 15 years	17	14.41
	More than 15 years	60	50.85
Total		118	100.00
Average Revenue per Month	Less than 50,000 Baht	42	35.59
	50,000 - 100,000 Baht	40	33.91
	100,001 - 150,000 Baht	7	5.93
	More than 150,000 Baht	29	24.57
Total		118	100.00
Current Position	Marketing manager	84	71.2
	Marketing executive	34	28.8
Total		118	100.00



APPENDIX C
Beauty Clinic Businesses Characteristics



Table 1C: Characteristics of Beauty Clinic Businesses in Thailand

Descriptions	Categories	Frequency	Percentage
Business Owner Types	Company limited	107	90.68
	Partnership	11	9.32
Total		118	100.00
Type of Business	Medical clinics	101	85.59
	Beauty centers	17	14.41
Total		118	100.00
Type of Service	Skin treatment	76	64.41
	Body shaping	8	6.78
	Others	34	28.81
Total		118	100.00
Location of Business	Bangkok	76	64.41
	Northern region	5	4.24
	Central part	14	11.86
	Eastern region	13	11.02
	North – eastern region	3	2.54
	Southern region	7	5.93
Total		118	100.00
Duration of Business Operations	Less than 5 years	8	6.78
	5 - 10 years	38	32.20
	11 - 15 years	12	10.17
	More than 15 years	60	50.85
Total		118	100.00
Operational Capital	Less than 20,000,000 Baht	52	44.07
	20,000,001 – 40,000,000 Baht	27	22.88
	40,000,001 – 60,000,000 Baht	2	1.69
	More than 60,000,000 Baht	37	31.36
Total		118	100.00



Table 1C: Characteristics of Beauty Clinic Businesses in Thailand (Continued)

Descriptions	Categories	Frequency	Percentage
Number of Full-time Employees	Less than 50 employees	62	52.54
	50 – 100 employees	9	7.63
	101 – 150 employees	9	7.63
	More than 200 employees	38	32.30
Total		118	100.00
Firm's Average Revenue per Year	Less than 50,000,000 Baht	62	52.54
	50,000,000 – 75,000,000 Baht	21	17.79
	75,000,001 – 100,000,000 Baht	9	7.63
	More than 50,000,000 Baht	26	22.04
Total		118	100.00
Durations of firm's apply CRM	Less than 3 years	16	13.56
	3-7 years	30	25.42
	8-11 years	19	16.10
	More than 11 years	53	44.92
Total		118	100.00
Firm receive reward of CRM	Ever receive CRM reward	29	24.58
	Never receive CRM reward	89	75.42
Total		118	100.00



APPENDIX D
The Original Items



Original Items in Scales

Constructs	Items
Customer Database Value (CDV)	
CDV 1	Business believes it has a good customer database will allow the business to perform better and more efficiently.
CDV 2	Business focuses on the analysis of customer data in a systematic. It allows for better customer response
CDV 3	Business focuses on continued invest in preparing and updating the customer database to provide a modern and efficient.
CDV 4	Business encourage the application of modern technology to prepare the database to make the data analysis quickly and timely.
Customer Learning Continuity (CLC)	
CLC1	Business believes that continued learning to their business customers will develop products and services effectively.
CLC2	Business focuses on the behavior of customers continuity. This help marketing plan more effectively.
CLC3	Business focuses on continuous customer needs monitoring will help satisfying customer with ever-changing demand.
CLC4	Business encourage customer learning in a systematic. This will allow the business to develop better service than their competitors.
Customer Based Participation (CBP)	
CBP1	Business believes that customer based participation in marketing activities will help businesses succeed in marketing management easier.
CBP2	Business focuses on working together with their customers' continuity. This allows for better development customer service.
CBP3	Business always encourage customer to develop and participate in recommendations to improve quality of service. This enables service more efficient.
CBP4	Business always encourage discuss in ideas between business and customer.
Customer Communication Channel (CCC)	
CCC1	Business believes that efficient of customer communication channel will help business succeed on the market even more.
CCC2	Business focuses on creating communication channel for a wide range. This will help communication between business and customer faster and better response
CCC3	Business focuses on applied modern communication technology to communicate with customer. This will help business reach their target group more effectively.
CCC4	Business focuses on investing in new marketing communication in order to exchange knowledge between business and customer more convenient and efficient.
CCC5	Business encourage regular contact between business and customer. This will make customer loyal to business.



Original Items in Scales

Constructs	Items
Customer Organization Partnership (COP)	
COP1	Business believes that customer as part of business. This will make customer loyal to business.
COP2	Business always aware that customer as part of business. This can increase customer satisfaction.
COP3	Business realizes the importance of customer in all aspects emotions and comments. This will help customer have more deep connection and love in business.
COP4	Business encourage customer to love, to have a deep connection and loyal to business
Service Creativity (SCA)	
SCA1	Business initiative service designed to provide a unique and outstanding service from competitors.
SCA2	Business have concept to develop a unique service. This can create a competitive advantage
SCA3	Business has increasing potential and developing new service in order to have various and different service from market.
SCA4	Business continues researching new service, which can be developed into an excellent service in the future.
Service Innovation (SIN)	
SIN1	Business offers new service in accordance with customer needs as well.
SIN2	Business is investing in applied new and modern technology to provide service for customer.
SIN3	Business offers a unique and different service from competitors
SIN4	Business developed a new service in accordance with changing market requirements as well.
Service Excellence (SEC)	
SEC1	Business has been recognized by customer as having excellence and efficient service. Customer can remember business more than their competitors
SEC2	Businesses have clearly unique and different service more than their competitors.
SEC3	Businesses have a standard service that fast and over expectation of customer.
SEC4	Business offers products and service in a new ways and released to market faster than their competitors
Service Competitiveness (SCA)	
SCP1	Business has ability to manage service competitiveness in a lower cost more than their competitors.
SCP2	Business has continued provide unique innovations service.
SCP3	Business has various and good service more than their competitors.
SCP4	Business has a good service that service have standard and more quality than their competitors.



Original Items in Scales

Constructs	Items
Marketing Survival (MSV)	
MSV1	Business have ability to maintain current customer and look for new customers
MSV2	Business increasing market share continually.
MSV3	Business reputation have been recognized by customer from past until now because of their delivering customer service excellence
MSV4	Business researching new service innovations that operate in a stable business.
MSV5	Business is sure to maintain business growth and survival in the future. Despite the obstacle or any crisis.
Long-Term Marketing Vision (LMV)	
LMV1	Business believes in operation with focuses on customer relations that will help business have a competitive advantage in long run.
LMV2	Business focuses on marketing management consistent with situation will help business succeed in operation.
LMV3	Business focuses on to be a leader in delivering service innovations that will help business have a competitive advantage in the long run.
LMV4	Business always encourages staff delivering excellence service to customer that make customer satisfaction and royal to business.
Collaboration Experience (CEP)	
CEP1	Business believes in knowledge arising from experience working with other institutes or other businesses the past. It can operate more efficiently.
CEP2	Businesses encourage experience working with other institutes or other businesses that can applied in organization. It can operate more efficiently.
CEP3	Business continues focusing cooperation development with other organization that contribute to better service development
CEP4	Business encourage collaboration both inside and outside organization that help business achieve a goal.
Market Culture (MCT)	
MCT1	Business believes in market culture that driving marketing operation more efficiently.
MCT2	Business focuses on make customer satisfaction. That make service is always developing.
MCT3	Businesses realize that competitors are importance to marketing operation. That will help to learned behavior of competitors and operate more efficiently.
MCT4	Business focuses on environmental marketing is changing constantly. That help business better respond to the market
Customer Commitment (CCM)	
CCM1	Business believes in customer commitment that helps operation more efficiently.
CCM2	Business focuses on building up confidence, faith and positive attitude towards business. That help customer more easily accept in service.
CCM3	Business focuses on make impression to customer constantly that make customer royal to business.
CCM4	Business encourage customer to have positive attitude in service that help increasing competitiveness of business constantly.



Original Items in Scales

Constructs	Items
Competitive intensity (MCI)	
MCI1	Competitions of businesses today are more violent and more complex. Business develop their potential to raise it up
MCI2	Businesses have more competitors. They created a unique service in order to have different service from their competitors.
MCI3	Competitors were able to match up. Business must develop them in the sense of investment in technological service constantly.
MCI4	Customers are demanding more variety. Businesses are changing their operation to cover their respond of customer needs.
Market Munificence (MMN)	
MMN1	Nowadays market is growing more and more. Business have more channel to offering products and services.
MMN2	Nowadays customer want more various product and service and more safety product. That focuses on developing their high quality service to survive in the market
MMN3	Customer has more knowledge about products and services including more easily access to information. That focuses on useful communication systems.
MMN4	There is more support from government that make business operations more flexible
Technology Munificence (TMN)	
TMN1	Technology is changing and evolving rapidly that business can apply new technology to increase their efficiently.
TMN2	Customer can access to technology easier and can apply technology as a way to communicate with customer easier.
TMN3	Business have communication technology development can applied that technology to access easily in target group.



APPENDIX E
Item Factor Loadings and Cronbach's Alpha Analyses



Table 1E: Item Factor Loadings and Cronbach's Alpha Analyses

Constructs	Items	n = 118	
		Factor Loadings (.613 – .955)	Cronbach's Alpha (.722 – .916)
Customer Database Value (CDV)	CDV1	.613	.829
	CDV2	.908	
	CDV3	.817	
	CDV4	.700	
Customer Learning Continuity (CLC)	CLC1	.695	.865
	CLC2	.880	
	CLC3	.918	
	CLC4	.912	
Customer Based Participation (CBP)	CBP1	.659	.886
	CBP2	.955	
	CBP3	.895	
	CBP4	.796	
Customer Communication Channel (CCC)	CCC1	.635	.784
	CCC2	.872	
	CCC3	.921	
	CCC4	.769	
Customer Organization Partnership (COP)	COP1	.842	.891
	COP2	.690	
	COP3	.855	
	COP4	.789	
	COP5	.896	
Service Creativity (SCA)	SCA1	.912	.892
	SCA2	.901	
	SCA3	.887	
	SCA4	.853	
Service Innovation (SIN)	SIN1	.946	.916
	SIN 2	.833	
	SIN 3	.861	
	SIN 4	.929	
Service Excellence (SEC)	SEC1	.813	.848
	SEC2	.885	
	SEC3	.808	
	SEC4	.832	
Service Competitiveness (SCP)	SCP1	.743	.794
	SCP2	.826	
	SCP3	.862	
	SCP4	.762	



Table 1E: Item Factor Loadings and Cronbach's Alpha Analyses (Continued)

Constructs	Items	n = 118	
		Factor Loadings	Cronbach's Alpha
Marketing Survival (MSV)	MSV1	.707	.842
	MSV2	.845	
	MSV3	.762	
	MSV4	.871	
	MSV5	.856	
Long-Term Marketing Vision (LMV)	LMV1	.681	.805
	LMV2	.885	
	LMV3	.729	
	LMV4	.872	
Collaboration Experience (CEP)	CEP1	.815	.856
	CEP2	.941	
	CEP3	.858	
	CEP4	.842	
Marketing Culture (MCT)	MCT1	.808	.867
	MCT2	.832	
	MCT3	.867	
	MCT4	.888	
Customer Commitment (CCM)	CCM1	.718	.859
	CCM2	.851	
	CCM3	.915	
	CCM4	.932	
Competitive Intensity (MCI)	MCI1	.644	.722
	MCI2	.751	
	MCI3	.822	
	MCI4	.732	
Marketing Munificence (MMN)	MMN1	.740	.724
	MMN2	.818	
	MMN3	.771	
	MMN4	.229	
Technology Munificence (TMN)	TMN1	.878	.853
	TMN2	.883	
	TMN3	.915	

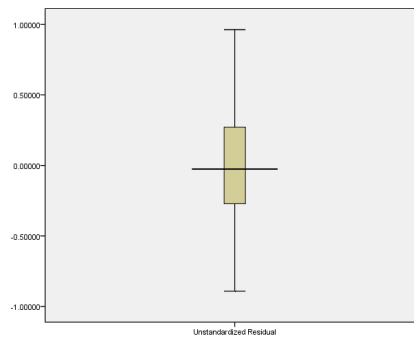


APPENDIX F
The Results of Basic Assumptions Testing



1. Outlier Box Plot

Box Plot



Stem-and-Leaf Plot

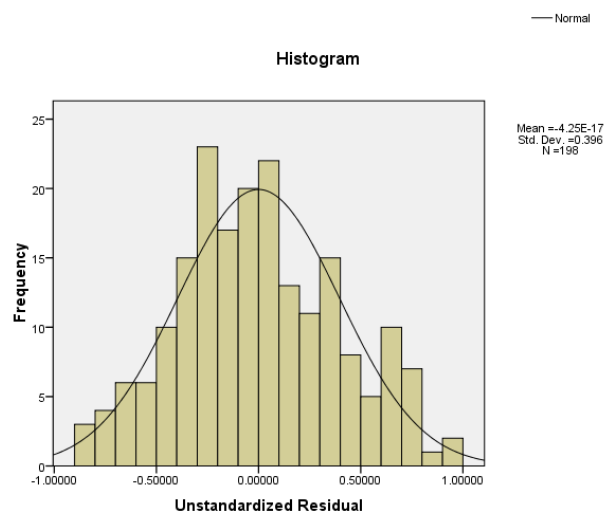
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Frequency   Stem & Leaf  
      2.00    2 . 0  
       .00    2 .  
       .00    2 .  
       .00    2 .  
       .00    2 .  
     74.00    3 . 0000000000000000000000000000000000  
       .00    3 .  
       .00    3 .  
       .00    3 .  
       .00    3 .  
    140.00    4 . 00000000000000000000000000000000000000000000000000000  
       .00    4 .  
       .00    4 .  
       .00    4 .  
       .00    4 .  
     49.00    5 . 0000000000000000000000
```

Stem width: 1
Each leaf: 2 case(s)

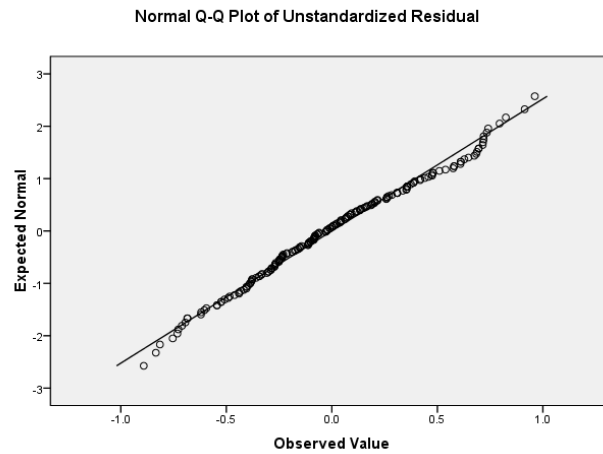
2. Normality

Histogram:

Histogram:

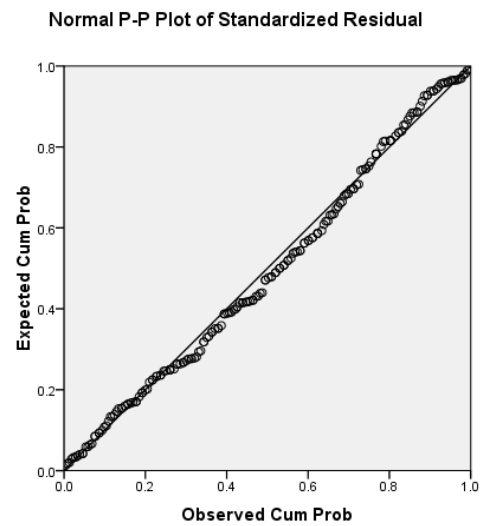


Normal Q-Q Plot



3. Linearity

Normal Probability Plot



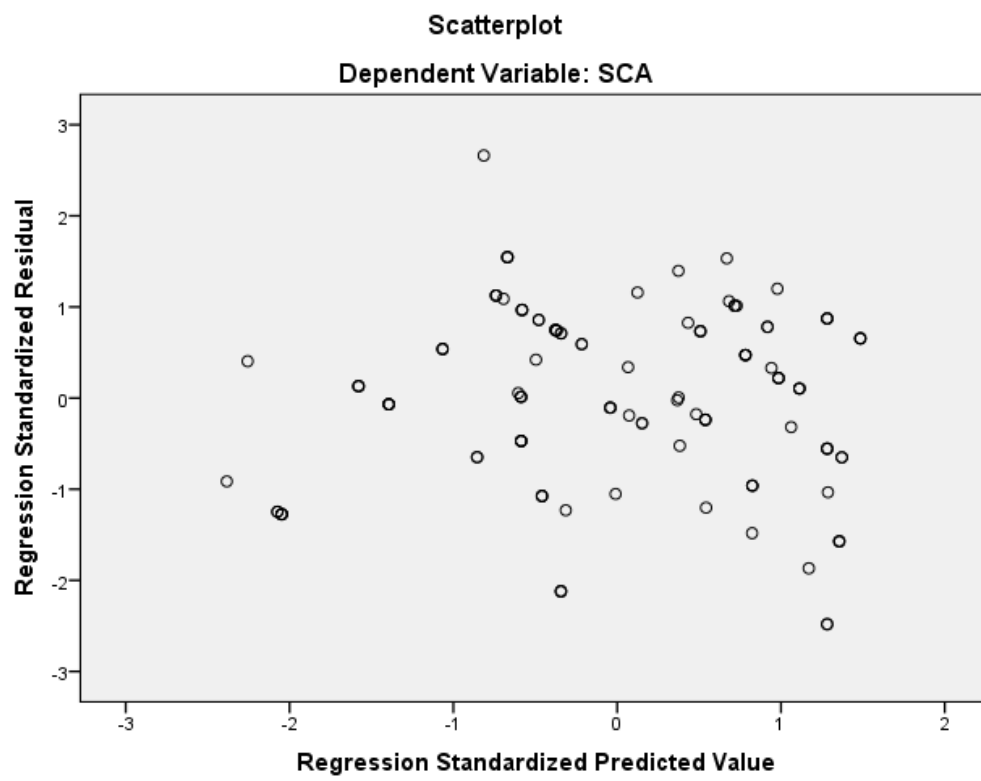
4. Autocorrelation

Equation	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.752	.565	.538	.68349160	2.236
2	.652	.425	.389	.77256164	1.808
3	.469	.220	.170	.9251623	1.827
4	.495	.245	.197	.88290466	1.733
5	.786	.617	.607	.61903491	1.864
6	.561	.314	.296	.83099979	1.916
7	.779	.607	.589	.63134431	1.758
8	.667	.445	.430	.75209448	1.676
9	.708	.501	.470	.71488400	2.037
10	.690	.476	.444	.74551187	1.734
11	.720	.518	.488	.72308094	1.685
12	.659	.434	.398	.73310530	2.050
13	.715	.511	.480	.70767444	1.744
14	.784	.615	.567	.66120908	2.409
15	.745	.555	.500	.69866375	2.100
16	.595	.354	.273	.84465573	1.925
17	.576	.332	.249	.85380170	1.891
18	.742	.551	.495	.69756641	2.106
19	.654	.428	.413	.76617164	1.611
20	.743	.552	.496	.71753788	1.817
21	.726	.526	.467	.68944482	1.862
22	.755	.570	.516	.68218751	1.738



5. Homoscedasticity

Scatter Plot:



APPENDIX G

Cover Letter and Questionnaire: English Version



Questionnaire to the Ph. D. Dissertation Research
“Customer Relationship Management Capability and Marketing Survival: An empirical Investigation of Beauty Clinics Businesses in Thailand”

Dear Sir,

The objective of this research is to examine Customer Relationship Management Capability and Marketing Survival: An empirical Investigation of Beauty Clinics Businesses in Thailand. Your answer is information in preparation for the doctoral dissertation research of Doctor of Philosophy Program in Marketing at the Maharakham Business School, Maharakham University, Thailand. Telephone Number 043-754333

I would like to ask for your aid, please respond to this questionnaire. The questionnaire is divided into 7 parts

- Part 1:** Personal information about executive of beauty clinic businesses in Thailand,
- Part 2:** General information about beauty clinic businesses in Thailand,
- Part 3:** Opinion on customer relationship management capability of beauty clinic businesses in Thailand,
- Part 4:** Opinion on operating results of beauty clinic businesses in Thailand,
- Part 5:** Opinion on internal environmental factors of beauty clinic businesses in Thailand,
- Part 6:** Opinion on external environmental factors of beauty clinic businesses in Thailand, and
- Part 7:** Recommendations and suggestions regarding the operation of beauty clinic businesses in Thailand.

Your answers will be kept with confidentiality and your information will not be shared with any outsider party without your permission.

Do you want a summary of the results?

() Yes, e-mail () No

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly.

Sincerely yours,

(Mrs. Rattanaporn Saelee)
 Ph. D. Student
 Maharakham Business School
 Maharakham University, Thailand

Contact Info:

Office No: 043 – 754333 ext. 3431
 Fax No: 043 – 754422
 Cell phone: 091 – 8094404
 E-mail: rattanaporn.s@acc.msu.ac.th



Part 1 Personal information about executive of beauty clinic businesses in Thailand

1. Gender

☐ Male☐ Female

2. Age

☐ Less than 30 years old☐ 30 – 40 years old☐ 41 – 50 years old☐ More than 50 years old

3. Marital status

☐ Single☐ Married☐ Divorced

4. Education level

☐ Bachelor's degree or lower☐ Higher than Bachelor's degree

5. Experience in work

☐ Fewer than 5 years☐ 5 – 10 years☐ 11 – 15 years☐ More than 15 years

6. Average revenue per month

☐ Less than 50,000 Baht☐ 50,000 – 100,000 Baht☐ 100,001 – 150,000 Baht☐ More than 150,000 Baht

7. Current position

☐ Marketing Manager☐ Marketing Director

Part 2 General information about beauty clinic businesses in Thailand

1. Business owner types

- ☐ Company limited ☐ Partnership

2. Type of business

- ☐ Medical Clinics ☐ Beauty center

3. Type of service

- ☐ Skin treatment ☐ Body shaping (Loss weight)
☐ Others (please specific).....

4. Location of business

- ☐ Bangkok ☐ Northern region
☐ Central part ☐ Eastern region
☐ North – eastern region ☐ Southern region

5. Duration of business operations

- ☐ Fewer than 5 years ☐ 5 – 10 years
☐ 11 – 15 years ☐ More than 15 years

6. Operational capital

- ☐ Less than 20,000,000 Baht ☐ 20,000,001 – 40,000,000 Baht
☐ 40,000,001 – 60,000,000 Baht ☐ More than 60,000,000 Baht

7. Number of full-time employees

- ☐ Fewer than 50 employees ☐ 50 – 100 employees
☐ 101 – 200 employees ☐ More than 200 employees

8. Firm's average revenue per year

- ☐ Less than 50,000,000 Baht ☐ 50,000,000 – 75,000,000 Baht
☐ 75,000,001 – 100,000,000 Baht ☐ More than 100,000,000 Baht

7. Firm has applied the principles and guidelines in building relationship with customer.

- ☐ Less than 3 years ☐ 3 – 7 years
☐ 8 – 11 years ☐ More than 11 years

7. Firm receive customer relationship management reward

- ☐ Ever receive CRM reward ☐ Never CRM reward



Part 3 Opinion on customer relationship management capability of beauty clinic businesses in Thailand

Customer Relationship Management Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Customer Database Value 1. Firm believes it has a good customer database will allow the firm to perform better and more efficiently.					
2. Firm focuses on the analysis of customer data in a systematic. It allows for better customer response.					
3. Firm focuses on continued invest in preparing and updating the customer database to provide a modern and efficient.					
4. Firm encourages the application of modern technology to prepare the database to make the data analysis quickly and timely.					
Customer Learning Continuity 5. Firm believes that continued learning to their firm customers will develop products and services effectively.					
6. Firm focuses on customer's behavior continuity that helps marketing plan more effectively.					
7. Firm focuses on continuous customer needs monitoring will help satisfying customer with ever-changing demand.					
8. Firm encourages customer learning in a systematic. This will allow the firm to develop better service than their competitors.					



Part 3 (Continued)

Customer Relationship Management Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Customer Based Participation					
9. Firm believes that customer based participation in marketing activities will help firm succeed in marketing management easier.					
10. Firm focuses on working together with their customers continuity. This allows for better development customer service.					
11. Firm always encourages customer to develop and participate in recommendations to improve quality of service. This enables service more efficient.					
12. Firm always encourages discuss in ideas between firm and customer.					
Customer Communication Channel					
13. Firm believes that efficient of customer communication channel will help firm succeed on the market even more.					
14. Firm focuses on creating communication channel for a wide range. This will help communication between firm and customer faster and better response.					
15. Firm focuses on applied modern communication technology to communicate with customer. This will help firm reach their target group more effectively					
16. Firm focuses on investing in new marketing communication in order to exchange knowledge between firm and customer more convenient and efficient.					
17. Firm encourages regular contact between firm and customer. This will make customer loyal to firm.					



Part 3 (Continued)

Customer Relationship Management Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Customer Organization Partnership					
18. Firm believes that customer as part of firm. This will make customer loyal to firm.					
19. Firm always emphasizes that customer as part of firm. This can increase customer satisfaction					
20. Firm realizes the importance of customer in all aspects emotions and comments. This will help customer have more deep connection and love in firm.					
21. Firm encourages customer to love, to have a deep connection and loyal to firm.					



Part 4 Opinion on operating results of beauty clinic businesses in Thailand

Service Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Service Creativity 1. Firm has initiative service designed to provide a unique and outstanding service from competitors.					
2. Firm has concept to develop a unique service. This can create a competitive advantage.					
3. Firm has increasing potential and developing new service in order to have various and different service from market.					
4. Firm continues researching new service, which can be developed into an excellent service in the future.					
Service Innovation 5. Firm offers new service in accordance with customer needs as well.					
6. Firm is investing in applied new and modern technology to provide service for customer.					
7. Firm offers a unique and different service from competitors					
8. Firm develops a new service in accordance with changing market requirements as well.					
Service Excellence 9. Firm has been recognized by customer as having excellence and efficient service. Customer can remember firm more than their competitors.					
10. Firm has clearly unique and different service more than their competitors.					
11. Firm has a standard service that fast and over expect action of customer.					
12. Firm offers products and service in a new ways and released to market faster than their competitors.					



Part 4 (Continued)

Service Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Service Competitiveness					
13. Firm has ability to manage service competitiveness in a lower cost more than their competitors..					
14. Firm has continued provide unique innovations service.					
15. Firm has various and good service more than their competitors.					
16. Firm has a good service that service have standard and more quality than their competitors.					
Marketing Survival					
17. Firm has ability to maintain current customer and look for new customers..					
18. Firm has continued increasing market share.					
19. Firm's reputation has been recognized by customer from past until now because of their delivering customer service excellence.					
20. Firm can researching new service innovations that operate in a stable firm.					
21. Firm is sure to maintain firm growth and survival in the future. Despite the obstacle or any crisis.					



Part 5 Opinion on internal environmental factors of beauty clinic businesses in Thailand

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Long-term Marketing Vision					
1. Business believes in operation with focuses on customer relations that will help business have a competitive advantage in long run.					
2. Business focuses on marketing management consistent with situation will help business succeed in operation.					
3. Business focuses on to be a leader in delivering service innovations that will help business have a competitive advantage in the long run.					
4. Business always encourage staff delivering excellence service to customer that make customer satisfaction and royal to business.					
Collaboration Experience					
5. Business believes in knowledge arising from experience working with other institutes or other businesses the past. It can operate more efficiently.					
6. Business encourage experience working with other institutes or other businesses that can applied in organization. It can operate more efficiently.					
7. Business continues focusing cooperation development with other organization that contribute to better service development.					
8. Business encourage collaboration both inside and outside organization that help business achieve a goal.					



Part 5 (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Market Culture					
9. Business believes in market culture that driving marketing operation more efficiently.					
10. Business focuses on make customer satisfaction. That make service is always developing.					
11. Business realize that competitors are importance to marketing operation. That will help to learned behavior of competitors and operate more efficiently					
12. Business focuses on environmental marketing is changing constantly that help business better respond to the market.					
Customer Commitment					
13. Business believes in customer commitment that help operation more efficiently..					
14. Business focuses on building up confidence, faith and positive attitude towards business. That help customer more easily accept in service.					
15. Business focuses on make impression to customer constantly that make customer royal to business.					
16. Business encourage customer to have positive attitude in service that help increasing competitiveness of business constantly.					



Part 6 Opinion on external environmental factors of chemicals and chemical products businesses in Thailand

External Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Competitive Intensity					
1. Competition of businesses today are more violent and more complex. Business develop their potential to raise it up.					
2. Business have more competitors. They created a unique service in order to have different service from their competitors.					
3. Competitors were able to match up. Business must develop themselves in the sense of investment in technological service constantly.					
4. Customers are demanding more variety. Business are changing their operation to cover their respond of customer needs.					
Marketing Munificence					
5. Nowadays market is growing more and more. Business have more channel to offering products and services					
6. Nowadays customer want more various product and service and more safety product. That focuses on developing their high quality service to survive in the market.					
7. Customer has more knowledge about products and services including more easily access to information. That focuses on useful communication systems..					
8. There is more support from government that make business operations more flexible.					



Part 6 (Continued)

External Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Technology Munificence					
9. Technology is changing and evolving rapidly that business can applied new technology to increase their efficiently.					
10. Customer can access to technology easier and can applied technology as a way to communicate with customer easier.					
11. Business have communication technology development can applied that technology to access easily in target group.					

Part 7 Recommendations and suggestions regarding the operation of beauty clinic businesses in Thailand

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Thank you for your time and attention to this matter. Please fold and return in provided envelope and return to me.



APPENDIX H

Cover Letters and Questionnaire: Thai Version





ที่ ศร 0530.10/ 762

คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
อำเภอกันทรวิชัย จังหวัดมหาสารคาม
44150

6 มิถุนายน 2558

เรื่อง ขอบความอนุเคราะห์การออกแบบสอบถาม

เรียน ผู้จัดการฝ่ายการตลาด/ผู้อำนวยการฝ่ายการตลาด

ด้วย นางสาวรัตนภรณ์ แซ่ลี นิสิตระดับปริญญาเอก คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “การบริหารความสัมพันธ์กับลูกค้าและความอยู่รอดทางด้านการตลาดของธุรกิจคลินิกเสริมความงามในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์ หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นางสาวรัตนภรณ์ แซ่ลี ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าจะได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ปัทมาภรณ์ อดุลยเดช)

คณบดีคณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม

สำนักบริหารหลักสูตรระดับบัณฑิตศึกษาและวิจัย

คณะกรรมการบัญชีและการจัดการ โทรศัพท์ (043) 754333 ต่อ 3408



แบบสอบถามเพื่อการวิจัย

เรื่อง ความสามารถในการบริหารความสัมพันธ์กับลูกค้าและความอยู่รอดทางด้านการตลาดของบริษัท:
การตรวจสอบเชิงประจักษ์ของคลินิกเสริมความงามในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง “ความสามารถในการบริหารความสัมพันธ์กับลูกค้าและความอยู่รอดทางด้านการตลาดของบริษัท: การตรวจสอบเชิงประจักษ์ของธุรกิจเสริมความงามในประเทศไทย” เพื่อเป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จังหวัดมหาสารคาม หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

- ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดธุรกิจเสริมความงามในประเทศไทย
- ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจเสริมความงามในประเทศไทย
- ตอนที่ 3 ความคิดเห็นเกี่ยวกับความสามารถในการบริหารความสัมพันธ์กับลูกค้าของธุรกิจเสริมความงามในประเทศไทย
- ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจเสริมความงามในประเทศไทย
- ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้าของ ธุรกิจเสริมความงามในประเทศไทย
- ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้าของ ธุรกิจเสริมความงามในประเทศไทย
- ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับการประกอบธุรกิจเสริมความงามในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใดๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน

ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่

() ต้องการ E-mail

() ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address ของท่าน หรือแนบนามบัตรของท่าน มากับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นางสาวรัตนภรณ์ แซ่ลี้ โทรศัพท์เคลื่อนที่ 083-5458522 หรือ E – mail : rattanaporn.s@acc.msu.ac.th

(นางสาวรัตนภรณ์ แซ่ลี้)

นิสิตปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการตลาด
คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม



ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดธุรกิจเสริมความงามในประเทศไทย

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ น้อยกว่า 30 ปี

☐ 30 – 40 ปี

☐ 41 – 50 ปี

☐ มากกว่า 50 ปี

3. สถานภาพ

☐ โสด

☐ สมรส

☐ หย่าร้าง/หม้าย

4. ระดับการศึกษา

☐ ปริญญาตรีหรือต่ำกว่า

☐ สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

☐ น้อยกว่า 5 ปี

☐ 5 – 10 ปี

☐ 11 – 15 ปี

☐ มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือนที่ได้รับในปัจจุบัน

☐ ต่ำกว่า 50,000 บาท

☐ 50,000 – 100,000 บาท

☐ 100,001 – 150,000 บาท

☐ มากกว่า 150,000 บาท

7. ตำแหน่งงานในปัจจุบัน

☐ ผู้จัดการฝ่ายการตลาด

☐ ผู้อำนวยการฝ่ายการตลาด

ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจเสริมความงามในประเทศไทย



1. รูปแบบธุรกิจ

<input type="checkbox"/> บริษัทจำกัด	<input type="checkbox"/> ห้างหุ้นส่วน
--------------------------------------	---------------------------------------
2. ประเภทธุรกิจ

<input type="checkbox"/> คลินิกเวชกรรม	<input type="checkbox"/> ศูนย์สุขภาพเพื่อความงาม
--	--
3. ประเภทของการบริการในธุรกิจเสริมความงาม

<input type="checkbox"/> ดูแลรักษาผิวพรรณ	<input type="checkbox"/> ดูแลรักษาเรือนร่าง (ลดน้ำหนัก)
<input type="checkbox"/> อื่นๆ (โปรดระบุ).....	
4. ที่ตั้งของธุรกิจ

<input type="checkbox"/> กรุงเทพมหานคร	<input type="checkbox"/> ภาคเหนือ
<input type="checkbox"/> ภาคกลาง	<input type="checkbox"/> ภาคตะวันออก
<input type="checkbox"/> ภาคตะวันออกเฉียงเหนือ	<input type="checkbox"/> ภาคใต้
5. ระยะเวลาในการดำเนินงาน

<input type="checkbox"/> น้อยกว่า 5 ปี	<input type="checkbox"/> 5 – 10 ปี
<input type="checkbox"/> 11 – 15 ปี	<input type="checkbox"/> มากกว่า 15 ปี
6. จำนวนทุนในการดำเนินงาน

<input type="checkbox"/> ต่ำกว่า 20,000,000 บาท	<input type="checkbox"/> 20,000,001 – 40,000,000 บาท
<input type="checkbox"/> 40,000,001 – 60,000,000 บาท	<input type="checkbox"/> มากกว่า 60,000,000 บาท
7. จำนวนพนักงานประจำ

<input type="checkbox"/> น้อยกว่า 50 คน	<input type="checkbox"/> 50 – 100 คน
<input type="checkbox"/> 101 – 200 คน	<input type="checkbox"/> มากกว่า 200 คน
8. รายได้ของกิจการต่อปี

<input type="checkbox"/> ต่ำกว่า 50,000,000 บาท	<input type="checkbox"/> 50,000,001 – 750,000,000 บาท
<input type="checkbox"/> 75,000,001 – 100,000,000 บาท	<input type="checkbox"/> มากกว่า 100,000,000 บาท
9. กิจการมีการประยุกต์ใช้แนวความคิด, หลักการ และแนวทางในการสร้างความสัมพันธ์กับลูกค้า

<input type="checkbox"/> น้อยกว่า 3 ปี	<input type="checkbox"/> 3 – 7 ปี
<input type="checkbox"/> 8-11 ปี	<input type="checkbox"/> มากกว่า 11 ปี
10. กิจการเคยได้รับรางวัลเกี่ยวกับการบริหารลูกค้าสัมพันธ์

<input type="checkbox"/> เคย	<input type="checkbox"/> ไม่เคย
------------------------------	---------------------------------



ตอนที่ 3 ความคิดเห็นเกี่ยวกับความสามารถในการบริหารลูกค้าสัมพันธ์ของคลินิกเสริมความงาม
ในประเทศไทย

ความสามารถในการบริหารความสัมพันธ์กับลูกค้า (Customer Relationship Management Capability)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
คุณค่าฐานข้อมูลของลูกค้า (Customer Database Value)					
1. กิจการเชื่อมั่นว่าการมีฐานข้อมูลลูกค้าที่ดีนั้น จะช่วยให้กิจการมีการดำเนินงานที่ดีและมีประสิทธิภาพ	5	4	3	2	1
2. กิจการให้ความสำคัญกับการวิเคราะห์ข้อมูลของลูกค้าอย่างเป็นระบบ จะช่วยให้การตอบสนองลูกค้าดียิ่งขึ้น	5	4	3	2	1
3. กิจการมุ่งเน้นให้มีการลงทุนในการจัดทำและปรับปรุงฐานข้อมูลลูกค้าอย่างต่อเนื่อง เพื่อช่วยให้ข้อมูลมีความทันสมัย และมีประสิทธิภาพ	5	4	3	2	1
4. กิจการส่งเสริมให้มีการประยุกต์ใช้เทคโนโลยีที่ทันสมัยในการจัดทำฐานข้อมูล เพื่อให้การวิเคราะห์ข้อมูลรวดเร็ว และทันต่อสถานการณ์	5	4	3	2	1
การเรียนรู้ลูกค้าอย่างต่อเนื่อง (Customer Learning Continuity)					
5. กิจการเชื่อมั่นว่าการเรียนรู้ลูกค้าอย่างต่อเนื่อง จะทำให้กิจการสามารถพัฒนาผลิตภัณฑ์และการบริการได้อย่างมีประสิทธิภาพ	5	4	3	2	1
6. กิจการให้ความสำคัญกับการศึกษาพฤติกรรมของลูกค้าอย่างต่อเนื่อง ซึ่งจะช่วยให้การวางแผนการตลาดมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
7. กิจการมุ่งเน้นให้มีการแสวงหาข้อมูลเกี่ยวกับความต้องการของลูกค้าอย่างต่อเนื่อง จะช่วยให้สามารถตอบสนองความต้องการของลูกค้าที่มีการเปลี่ยนแปลงได้ดียิ่งขึ้น	5	4	3	2	1
8. กิจการส่งเสริมให้มีการเรียนรู้ลูกค้าอย่างเป็นระบบ ซึ่งจะช่วยให้กิจการสามารถพัฒนาการบริการได้ดีกว่าคู่แข่ง	5	4	3	2	1
การมีส่วนร่วมของลูกค้า (Customer Based Participation)					
9. กิจการเชื่อมั่นว่าการมีส่วนร่วมของลูกค้าในกิจกรรมทางด้านการตลาด จะช่วยให้กิจการประสบความสำเร็จในการบริหารการตลาดได้ง่ายมากยิ่งขึ้น	5	4	3	2	1
10. กิจการมุ่งเน้นให้มีการทำงานร่วมกันกับลูกค้าอย่างต่อเนื่อง ซึ่งช่วยให้กิจการมีการพัฒนาการบริการลูกค้าได้ดียิ่งขึ้น	5	4	3	2	1
11. กิจการส่งเสริมให้ลูกค้าเข้ามามีส่วนร่วมในการเสนอแนะในการปรับปรุงและพัฒนาคุณภาพการบริการอยู่เสมอ ซึ่งช่วยให้การบริการมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1



ตอนที่ 3 (ต่อ)

ความสามารถในการบริหารความสัมพันธ์กับลูกค้า (Customer Relationship Management Capability)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การมีส่วนร่วมของลูกค้า (Customer Based Participation) 12. กิจกรรมสนับสนุนให้มีการแลกเปลี่ยนความคิดเห็นระหว่างกิจการกับลูกค้าอยู่เสมอ ซึ่งช่วยให้สามารถเข้าใจในพฤติกรรมของลูกค้าได้ดียิ่งขึ้น	5	4	3	2	1
ช่องทางการติดต่อสื่อสารกับลูกค้า (Customer Communication Channel) 13. กิจกรรมเชื่อมั่นว่าการมีช่องทางการติดต่อสื่อสารกับลูกค้าที่มีประสิทธิภาพ ซึ่งจะช่วยให้งานการประสบความสำเร็จทางด้านการตลาดมากยิ่งขึ้น	5	4	3	2	1
14. กิจกรรมให้ความสำคัญกับการสร้างช่องทางการติดต่อสื่อสารให้มีความหลากหลายครอบคลุม ซึ่งช่วยให้การสื่อสารระหว่างกิจการกับลูกค้า มีความรวดเร็ว และตอบสนองลูกค้าได้ดียิ่งขึ้น	5	4	3	2	1
15. กิจกรรมมุ่งเน้นให้มีการประยุกต์ใช้เทคโนโลยีที่ทันสมัยในการสื่อสารกับลูกค้า ซึ่งจะช่วยให้ออกถึงกลุ่มเป้าหมายได้อย่างมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
16. กิจกรรมสนับสนุนให้มีการลงทุนในช่องทางการสื่อสารทางการตลาดใหม่อย่างต่อเนื่อง เพื่อให้การแลกเปลี่ยนเรียนรู้ระหว่างกิจการกับลูกค้าสะดวกและมีประสิทธิภาพ	5	4	3	2	1
17. กิจกรรมส่งเสริมให้มีการติดต่อระหว่างกิจการและลูกค้าเป็นประจำ ซึ่งจะช่วยให้ออกค้าเกิดความจงรักภักดีต่อกิจการมากยิ่งขึ้น	5	4	3	2	1
การเป็นหุ้นส่วนองค์กรของลูกค้า (Customer Organization Partnership) 18. กิจกรรมเชื่อมั่นว่าการให้ความสำคัญต่อลูกค้าเสมือนเป็นส่วนหนึ่งของกิจการ จะช่วยให้ออกค้ามีความจงรักภักดีต่อกิจการมากยิ่งขึ้น	5	4	3	2	1
19. กิจกรรมตระหนักเสมอว่าลูกค้าเปรียบเสมือนหุ้นส่วนของกิจการ ซึ่งจะช่วยให้ออกค้าสามารถสร้างความพึงพอใจต่อลูกค้าได้ดียิ่งขึ้น	5	4	3	2	1
20. กิจกรรมให้ความสำคัญกับลูกค้าในทุกด้านทั้งอารมณ์ ความรู้สึก และข้อคิดเห็นต่างๆอยู่เสมอ ซึ่งจะช่วยให้ออกค้าเกิดความผูกพันและรักในองค์กรมากยิ่งขึ้น	5	4	3	2	1
21. กิจกรรมส่งเสริมให้ออกค้าเกิดความรัก ความผูกพันและความจงรักภักดีต่อองค์กร ซึ่งจะช่วยให้ออกค้าสนับสนุนบุคคลอื่นมาใช้บริการอย่างต่อเนื่อง	5	4	3	2	1



ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจเสริมความงามในประเทศไทย

ผลการดำเนินงาน (Service Outcomes)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความคิดสร้างสรรค์ทางการบริการ (Service Creativity)					
1. กิจกรรมริเริ่มออกแบบการให้บริการที่แปลกใหม่และโดดเด่นจากคู่แข่งอย่างชัดเจน	5	4	3	2	1
2. กิจกรรมมีแนวคิดในการพัฒนาการบริการให้มีเอกลักษณ์ ซึ่งสามารถสร้างความได้เปรียบทางการแข่งขันอย่างต่อเนื่อง	5	4	3	2	1
3. กิจกรรมมีการเพิ่มศักยภาพและพัฒนาการบริการแบบใหม่ๆ ที่หลากหลายและแตกต่างจากตลาดอยู่เสมอ	5	4	3	2	1
4. กิจกรรมมีการคิดค้นและการวิจัยอย่างต่อเนื่อง ในการสร้างการบริการใหม่ๆ ซึ่งสามารถนำมาพัฒนาเป็นการบริการที่เลิศได้ในอนาคต	5	4	3	2	1
นวัตกรรมทางการบริการ (Service Innovation)					
5. กิจกรรมมีการนำเสนอการให้บริการใหม่ๆ ที่สอดคล้องกับความต้องการของลูกค้าได้เป็นอย่างดี	5	4	3	2	1
6. กิจกรรมมีการลงทุนในการประยุกต์ใช้เทคโนโลยีใหม่ๆ และทันสมัย ในการให้บริการแก่ลูกค้าอยู่เสมอ	5	4	3	2	1
7. กิจกรรมมีการนำเสนอการบริการที่โดดเด่นและแตกต่างจากคู่แข่งอยู่เสมอ	5	4	3	2	1
8. กิจกรรมมีการพัฒนาการบริการแบบใหม่ๆ ให้สอดคล้องกับความต้องการทางการตลาดที่เปลี่ยนแปลงไปได้เป็นอย่างดี	5	4	3	2	1
ความเป็นเลิศทางการบริการ (Service Excellence)					
9. กิจกรรมได้รับการยอมรับจากลูกค้าว่ามีการบริการที่ยอดเยี่ยม และมีประสิทธิภาพ เป็นที่จดจำของลูกค้าเหนือคู่แข่ง	5	4	3	2	1
10. กิจกรรมมีการบริการที่โดดเด่น มีความแตกต่างและเหนือกว่าคู่แข่งอย่างชัดเจน	5	4	3	2	1
11. กิจกรรมมีการให้บริการได้อย่างมีมาตรฐาน รวดเร็ว และเหนือกว่าความคาดหวังของลูกค้าอยู่เสมอ	5	4	3	2	1
12. กิจกรรมมีการนำเสนอสินค้าและบริการในรูปแบบใหม่ และออกสู่ตลาดได้รวดเร็วกว่าคู่แข่งเสมอ	5	4	3	2	1
ความสามารถในการแข่งขันทางการบริการ (Service Competitiveness)					
13. กิจกรรมมีความสามารถในการบริหารด้านการบริการให้มีต้นทุนที่ต่ำกว่าคู่แข่งได้อย่างต่อเนื่อง	5	4	3	2	1



ตอนที่ 4 (ต่อ)

ผลการดำเนินงาน (Service Outcomes)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความสามารถในการแข่งขันทางด้านการบริการ (Service Competitiveness)					
14. กิจกรรมนวัตกรรมด้านการบริการที่โดดเด่นอย่างต่อเนื่อง	5	4	3	2	1
15. กิจกรรมการบริการที่มีคุณภาพที่ดี และหลากหลายมากกว่าคู่แข่ง	5	4	3	2	1
16. กิจกรรมการส่งมอบการบริการที่ดี มีมาตรฐาน และมีคุณภาพเหนือกว่าคู่แข่ง	5	4	3	2	1
การอยู่รอดทางด้านการตลาด (Marketing Survival)					
17. กิจกรรมมีความสามารถในการรักษาลูกค้าเก่าและแสวงหาลูกค้าใหม่ๆ เพิ่มขึ้นอย่างสม่ำเสมอ	5	4	3	2	1
18. กิจกรรมมีส่วนแบ่งตลาดเพิ่มสูงขึ้นอย่างต่อเนื่อง	5	4	3	2	1
19. กิจกรรมได้รับการยอมรับจากลูกค้าถึงชื่อเสียงของกิจการจากอดีตถึงปัจจุบัน อันเป็นผลมาจากการนำเสนอการบริการที่ดีเยี่ยม	5	4	3	2	1
20. กิจกรรมสามารถคิดค้นนวัตกรรมด้านการบริการใหม่ๆ อย่างต่อเนื่องทำให้กิจการดำเนินธุรกิจได้อย่างมั่นคง	5	4	3	2	1
21. กิจกรรมมั่นใจว่าจะสามารถรักษาการเติบโตของธุรกิจ และอยู่รอดได้ในอนาคตแม้จะมีอุปสรรคหรือวิกฤตการณ์ใดๆ	5	4	3	2	1

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อความสามารถในการสร้างความสัมพันธ์อันดีกับลูกค้าของธุรกิจเสริมความงามในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้า (Internal Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
วิสัยทัศน์ในระยะยาวทางการตลาด (Long-Term Marketing Vision)					
1. กิจกรรมเชื่อมั่นว่าการดำเนินงานโดยให้ความสำคัญกับความสัมพันธ์กับลูกค้า จะช่วยให้มีความได้เปรียบทางการแข่งขันในระยะยาว	5	4	3	2	1
2. กิจกรรมให้ความสำคัญกับการบริหารการตลาดที่สอดคล้องกับสถานการณ์ ซึ่งช่วยให้เกิดความสำเร็จในการดำเนินงานมากยิ่งขึ้น	5	4	3	2	1
3. กิจกรรมมุ่งมั่นที่จะเป็นผู้นำในการนำเสนอนวัตกรรมทางด้านการบริการใหม่ๆ ซึ่งจะช่วยให้ความได้เปรียบเหนือคู่แข่งในระยะยาว	5	4	3	2	1



ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้า (Internal Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
4. กิจกรรมส่งเสริมให้บุคลากรมีการส่งมอบบริการที่ยอดเยี่ยมแก่ลูกค้าเสมอ ซึ่งจะทำให้ลูกค้าเกิดความพึงพอใจและจงรักภักดีต่อองค์กร	5	4	3	2	1
ประสบการณ์ในการร่วมมือ (Collaboration Experience)					
5. กิจกรรมเชื่อมั่นว่าการนำความรู้ที่เกิดขึ้นจากประสบการณ์ทำงานร่วมกับหน่วยงาน/กิจการอื่นในอดีต จะทำให้สามารถดำเนินงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
6. กิจกรรมสนับสนุนให้มีการนำประสบการณ์ที่ได้จากการร่วมทำงานกับหน่วยงาน/กิจการอื่นๆ มาประยุกต์ใช้ในองค์กร ซึ่งจะช่วยให้การดำเนินงานมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
7. กิจกรรมให้ความสำคัญกับการพัฒนาความร่วมมือกับหน่วยงาน/องค์กรอื่นอย่างต่อเนื่อง ซึ่งช่วยให้เกิดการพัฒนาศักยภาพการบริการที่ดีมากยิ่งขึ้น	5	4	3	2	1
8. กิจกรรมส่งเสริมให้มีการสร้างร่วมมือกันทั้งภายในและภายนอกองค์กร ซึ่งจะช่วยให้การดำเนินงานบรรลุเป้าหมายได้ดียิ่งขึ้น	5	4	3	2	1
วัฒนธรรมทางด้านการตลาด (Market Culture)					
9. กิจกรรมเชื่อมั่นว่าการมีวัฒนธรรมทางด้านการตลาดในองค์กร จะช่วยผลักดันให้การดำเนินงานทางการตลาดมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
10. กิจกรรมมุ่งเน้นให้มีการสร้างความพึงพอใจให้แก่ลูกค้า ซึ่งทำให้มีการพัฒนาการบริการอยู่เสมอ	5	4	3	2	1
11. กิจกรรมตระหนักเสมอว่าคู่แข่งมีความสำคัญต่อการดำเนินงานด้านการตลาดของกิจการ ซึ่งจะช่วยให้เกิดการเรียนรู้พฤติกรรมของคู่แข่งและพัฒนาการดำเนินงานให้ดียิ่งขึ้น	5	4	3	2	1
12. กิจกรรมให้ความสำคัญกับสภาพแวดล้อมทางการตลาดที่มีเปลี่ยนแปลงอย่างต่อเนื่อง ซึ่งช่วยให้สามารถตอบสนองต่อตลาดได้ดียิ่งขึ้น	5	4	3	2	1
ความผูกพันของลูกค้าต่อองค์กร (Customer Commitment)					
13. กิจกรรมเชื่อมั่นว่าความผูกพันของลูกค้าที่มีต่อกิจการ จะช่วยให้การดำเนินการของกิจการมีประสิทธิภาพดียิ่งขึ้น	5	4	3	2	1
14. กิจกรรมให้ความสำคัญกับการสร้างความเชื่อมั่น ความศรัทธาและทัศนคติที่ดีของลูกค้าต่อกิจการ ซึ่งช่วยให้ลูกค้าเกิดการยอมรับในการบริการได้ง่ายยิ่งขึ้น	5	4	3	2	1



ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้า (Internal Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความผูกพันของลูกค้าต่อองค์กร (Customer Commitment)					
15. กิจกรรมมุ่งเน้นให้มีการสร้างความประทับใจต่อลูกค้าอย่างต่อเนื่อง ซึ่งจะทำให้ลูกค้ามีความจงรักภักดีต่อกิจการมากยิ่งขึ้น	5	4	3	2	1
16. กิจกรรมสนับสนุนให้ลูกค้ามีเจตคติที่ดีต่อการบริการ ซึ่งจะช่วยเพิ่มศักยภาพการแข่งขันของกิจการได้อย่างต่อเนื่อง	5	4	3	2	1

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้าของธุรกิจเสริมความงามในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้า (External Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความเข้มข้นในการแข่งขัน (Competitive Intensity)					
1. การแข่งขันของธุรกิจในปัจจุบันมีความรุนแรงและซับซ้อนมากขึ้น ทำให้กิจการต่างๆ ต้องพัฒนาศักยภาพของตัวเองให้มากขึ้น	5	4	3	2	1
2. คู่แข่งขันในการดำเนินธุรกิจมีจำนวนมากขึ้น ทำให้กิจการต่างๆ ต้องสร้างจุดเด่นในด้านการบริการที่เป็นเอกลักษณ์เฉพาะตัวให้แตกต่างจากคู่แข่ง	5	4	3	2	1
3. คู่แข่งทางธุรกิจมีความสามารถสูงขึ้น กิจการต่างๆ ต้องมีพัฒนาตนเอง โดยมีการลงทุนด้านเทคโนโลยีการให้บริการอย่างต่อเนื่อง	5	4	3	2	1
4. ลูกค้ามีความต้องการที่หลากหลายมากยิ่งขึ้น ทำให้กิจการต่างๆ ต้องปรับเปลี่ยนวิธีการดำเนินงานในการตอบสนองความต้องการของลูกค้าให้ครอบคลุมอยู่เสมอ	5	4	3	2	1
การเอื้ออำนวยทางการตลาด (Market Munificence)					
5. ปัจจุบันการเจริญเติบโตของตลาดเพิ่มมากขึ้น ทำให้กิจการต่างๆ มีช่องทางในการนำเสนอสินค้าและบริการได้หลากหลายมากยิ่งขึ้น	5	4	3	2	1
6. ปัจจุบันลูกค้ามีความต้องการสินค้าและบริการที่มีความหลากหลายและปลอดภัยมากยิ่งขึ้น ทำให้กิจการต่างๆ ต้องมุ่งเน้นพัฒนาการบริการให้มีคุณภาพสูง ให้สามารถอยู่รอดในตลาดได้ดียิ่งขึ้น	5	4	3	2	1



ตอนที่ 6 (ต่อ)

ปัจจัยภายนอกที่ส่งผลต่อความสามารถในการบริหารความสัมพันธ์กับลูกค้า (External Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การเอื้ออำนวยทางการตลาด (Market Munificence) 7. ลูกค้ามีความรู้ในเรื่องสินค้าและบริการมากขึ้น รวมถึงการเข้าถึงข้อมูลต่างๆ ที่เป็นจริงง่ายขึ้น ทำให้กิจการต่างๆ มุ่งเน้นในการนำเสนอข้อมูลผ่านระบบการสื่อสารต่างๆ ที่มีประโยชน์	5	4	3	2	1
8. การสนับสนุนจากภาครัฐมีมากขึ้นทำให้กิจการต่างๆ มีการดำเนินงานที่คล่องตัวมากยิ่งขึ้น	5	4	3	2	1
ความเอื้ออำนวยทางด้านเทคโนโลยี (Technology Munificence) 9. เทคโนโลยีมีการเปลี่ยนแปลงและพัฒนาแบบก้าวกระโดด ทำให้กิจการต่างๆ ประยุกต์ใช้เทคโนโลยีใหม่ ๆ มาประยุกต์ใช้เพื่อเพิ่มประสิทธิภาพในการดำเนินงานให้สูงขึ้น	5	4	3	2	1
10. การเข้าถึงเทคโนโลยีที่ง่ายมากขึ้นของลูกค้า ทำให้กิจการต่างๆ สามารถประยุกต์ใช้เทคโนโลยีต่างๆ เป็นช่องทางในการติดต่อกับลูกค้าได้ง่ายมากขึ้น	5	4	3	2	1
11. เทคโนโลยีในการสื่อสารที่มีการพัฒนาอย่างต่อเนื่อง ทำให้กิจการต่างๆ สามารถประยุกต์ใช้เทคโนโลยีให้เข้าถึงลูกค้าเป้าหมายได้ง่ายมากยิ่งขึ้น	5	4	3	2	1

ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับการประกอบธุรกิจธุรกิจเสริมความงามในประเทศไทย

หากท่านมีข้อเสนอแนะเพิ่มเติมเกี่ยวกับการประกอบธุรกิจเสริมความงามในประเทศไทยหรือมีข้อเสนอแนะเกี่ยวกับแบบสอบถาม ได้โปรดเสนอแนะในช่องว่างด้านล่างนี้

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ขอขอบพระคุณท่านที่ได้สละเวลาตอบแบบสอบถามทุกข้อ โปรดพับแบบสอบถามใส่ซองที่แนบมาพร้อมนี้ และส่งคืนตามที่อยู่ระบุไว้



APPENDIX I
Letters to Experts





บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422

ที่ ศธ.0530.10/

วันที่ มิถุนายน 2558

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปทุมภ์บาร์มี อุตสาหกรรมนิคมกิจ

ด้วย นางสาวรัตนกรณณ์ แซ่ลี นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ความสามารถในการบริหารความสัมพันธ์กับลูกค้าและความอยู่รอดทางด้านการตลาดของบริษัท: การตรวจสอบเชิงประจักษ์ของคลินิกเสริมความงามในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.การุณย์ ประทุม)

รองคณบดีฝ่ายบัณฑิตศึกษาและวิจัย

(รองศาสตราจารย์ ดร.ปทุมภ์บาร์มี อุตสาหกรรมนิคมกิจ)

คณบดีคณะการบัญชีและการจัดการ

มหาวิทยาลัยมหาสารคาม





บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422

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เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.สุธนา บุญเหลือ

ด้วย นางสาวรัตนภรณ์ แซ่ลี นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ความสามารถในการบริหารความสัมพันธ์กับลูกค้าและความอยู่รอดทางด้านการตลาดของบริษัท: การตรวจสอบเชิงประจักษ์ของคลินิกเสริมความงามในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.ปัทม์เกษม บารมี อุตสาหพานิชกิจ)

คณบดีคณะการบัญชีและการจัดการ



CURRICULUM VITAE



CURRICULUM VITAE

NAME Mrs. Rattanaporn Saelee
DATE OF BIRTH August 2, 1981
PLACE OF BIRTH Ubon Ratchathani, Thailand
ADDRESS 309 Chayangkul Rd, Amphur Muang,
Ubon Ratchatani, Thailand 63000
POSITION Lecturer and Researcher
OFFICE Ubon Ratchatani Rajabhat University
2 Ratchatani Road, Amphur Muang,
Ubon Rachatani, Thailand 34000

EDUCATION BACKGROUND

2003 Bachelor of Business Administration (Marketing), Ubon
Ratchatani Univesity, Ubon Rachatani, Thailand
2008 Master of Business Administration, Khonkean University,
Khonkean, Thailand
2016 Doctor of Philosophy in Marketing Management,
Mahasarakham University, Mahasarakham, Thailand

RESEARCH

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