

**SERVICE EXCELLENCE STRATEGY AND FIRM PERFORMANCE:  
AN EMPIRICAL INVESTIGATION OF HOTEL BUSINESSES  
IN THAILAND**

**WARAWAN CHUWIRUCH**

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

**June 2016**

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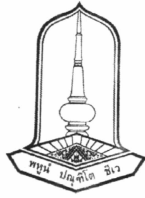
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The examining committee has unanimously approved this dissertation, submitted by Mrs. Warawan Chuwiruch, as a partial fulfillment of the requirements for the degree of Doctor of Philosophy in Marketing Management at Maharakham University.

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**This dissertation was funded by Maharakham Business School,  
Maharakham University Scholarship,  
Academic Year 2015.**





## ACKNOWLEDGEMENTS

This dissertation would not have been accomplished without all the support that I have always received from the following people.

Firstly, I am particularly very grateful to my Dean, Associate Professor Dr. Phaprukebaramee Ussahawanitchakit who provides me the opportunity to enter this Ph.D. program and introduce some useful suggestions in order to improve my academic research. Moreover, I would like to express my sincere thanks to other two persons, my advisor Dr.Prathanporn Jhundra-indra and my co-advisor Dr.Sutana Boonlua, for their intelligent knowledge and supports. I am also grateful to the Mahasarakham Business School, Mahasarakham University for supporting scholarship throughout the period of my study.

Secondly, I am sincerely grateful to all examining committee members for their beneficial advices to complete this dissertation. Also, I would like to thank all respondents of hotel businesses who freely gave their valuable time to answer the questionnaire for this research.

Thirdly, I would like to thank all of my friends in the Ph.D. classes, both Ph.D.7 and Ph.D.8, for their warm friendships, worthy supports, and increasing my spirit during the long hard working. Moreover, I would take this opportunity to thank to supporting staffs at Mahasarakham Business School for their helps.

Most importantly, I am deeply grateful to my parents (Mr.Pairin Waranantakul and Mrs.Prapit Waranantakul), my brother (Mr. WarawutWaranantakul), and my husband (Mr.Nasi Chuwiruch) who has given me every appreciated support. Also, I would like to thank my sweetheart twin (Phupha and Fahsai) and my dearest kid (Sairung) for their encouragement to complete this research and fulfill my life. I love you all, my beloved.

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**TITLE** Service Excellence Strategy and Firm Performance: An Empirical Investigation of Hotel Businesses in Thailand

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**DEGREE** Ph.D. **MAJOR** Marketing Management

**UNIVERSITY** Mahasarakham University **DATE** 2016

### **ABSTRACT**

Firms with traditional approaches are difficult to compete with under changing and intensive competitions. Firms need to emphasize competitive strategies to handle when they face those situations. One of several service strategies, which have an effective way to enhance customer satisfaction and firm performance is service excellence strategy. Hence, this research suggests five new dimensions of service excellence strategy. Drawing on the resource-based view and the contingency theory, the research objective is to investigate the relationships between service excellence strategy and firm performance through the mediating influences; superior customer satisfaction, outstanding customer acceptance, and advanced customer involvement. Moreover, five antecedents of service excellence strategy including proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation and a moderating variable as service market growth are examined. The results were obtained from a survey of 208 hotel businesses in Thailand. The key informant is marketing director or marketing manager. Ordinary Least Square (OLS) regression analysis is employed to analyze the eighteen hypotheses.

The results reveal that service excellence strategy is essential in enhancing firms' outcomes. To be precise, service response orientation is the most influential strategy that not only directly affects firm performance, but also influences the performance indirectly through all the proposed mediators: superior customer satisfaction, outstanding customer acceptance, and advanced customer involvement. Service creativity concern and customer relationship awareness are also considered



important in enhancing outstanding customer acceptance and superior customer satisfaction, which in turn increase firm performance. In addition, proactive business vision, dynamic stakeholder expectation and valuable service competency are found the most considerable factors encouraging service excellence strategy implementation. Moreover, it appears that the influences of dynamic stakeholder expectation and modern technology complementarity on the service excellence strategy can be strengthening by moderating effect of service market growth. Finally, theoretical and managerial contributions and recommendations for future research are provided.



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## CHAPTER 1

### INTRODUCTION

#### Overview

Since the late 20th century, specifically the year 2007 to the present, a large number of countries around the world has faced an economic crisis both in their countries and in the world economic crisis. These situations lead many firms to make decisions in doing something for surviving such as laying employees off or reducing the quality of products and services in order to cut costs. In addition, the changing environment phenomenon, such as technological evolution and globalization as well as changing markets directly affect customer satisfaction, technology competition and the survival of firms (Zhang and Zhang, 2003). Firms with traditional approaches are difficult to compete with under those circumstances. As a result, firms have the necessity to adapt themselves, ensuring survival and reaching their performance in the future (Danneel, 2002). In other words, firms need to emphasize competitive strategies in order to handle when they face those situations.

In the academic view, academics have extensively recognized a developing paradigm shift from a goods-oriented view to a service-oriented view that is intangible, has an exchange process, and has central relationship (Vargo and Lusch, 2004). Likewise, four characteristics that differentiate goods and services are intangibility, heterogeneity, inseparability, and perishability (Yen et al., 2012). Specifically, intangibility is the most natural service business which means that it is difficult to test (Mohammed and Easingwood, 1993). From Vargo and Lusch (2004)'s viewpoints, service denotes an application of specialized knowledge and professional skill through actions, processes, and performances to gain benefits for the firm, customers, and other stakeholders. The service-oriented view also changes in marketing thinking and practice (Kaleka, 2011). Under this circumstance, the field places more emphasis on service strategy and competitive advantage.

Based on the literature review, service strategy refers to an approach of firms regarding analyzing a situation and determining the direction of what they should do





through the process of searching customer needs and wants, market demands, and competitor analysis to seek an opportunity and create service. Owing to endlessly changing of factors and attempting to remain competitive in today's market, service firms need to learn and generate outstanding service or difference from their competitors, which means to be excellent or have higher quality than their competitors. Consequently, service excellence strategy is one of several terms that have an effective way to enhance customer satisfaction. Service excellence is defined as the readiness and capability of service firms in providing best-in-class services (Radomir, 2013). A service firm with excellent service also consists of three elements: a good organization having competencies and knowledge, good processes, and good management system in place. In other words, providing extra services or supplementary, unexpected benefits and basic service which positively surprises customers during their use of the service can increase customer satisfaction (Crotts and Magnini, 2011). Hence, service excellence strategy refers to an approach of firm in providing superior services that surpass their expectations constantly (Hinds, 2006).

Currently, the service sector plays a major role in the world economy. Though marketing scholars do not pay much attention to Asian market regarding the best-in-class or excellent services, meanwhile they are growing speedily (Ozer, 2006). Thailand is one of the Asian countries that focus strongly on services, especially the hotel business. "Amazing Thailand: Always Amazes You" is a slogan that the Tourism Authority of Thailand (TAT) employs to promote and encourage both Thai and international tourists (Tourism Authority of Thailand, 2014). According to the statistics of the Department of Tourism, there were nearly 2.2 million international tourists, in particular East Asian tourists, in October 2014, which is an increase of approximately 6% as of the same period in 2013 (Department of Tourism, 2011a). Moreover, by the end of the year 2014, the European tourists traveled slightly more in Thailand, compared to the previous year (Department of Tourism, 2011b). From these statistics, it can be seen that a large number of tourists causing higher occupancy rates in hotels, which is accordant to a report of TAT Intelligence Center regarding a number of both Thai and international guests. It shows that there are approximately 86 and 101 million guests in 2011 and 2012, respectively (TAT Intelligence Center). Meanwhile, it also results in greater competition in the hotel business. To maintain a position of



competitive advantage, therefore, hotel firms do not only endeavor to deliver service to satisfy customers' needs and demands, but they are also expected to generate and develop a great as well as positively unexpected, new service offerings, processes and even business models so as to compete more effectively and efficiently than the existing and future competitors. Consequently, this research aims to investigate the effects of service excellence strategy on firm performance of hotel business in Thailand. In terms of methodology, researcher collected data via a self-administered questionnaire sent to marketing executives as the key informants. Many statistical criteria are examined: non response bias, reliability and validity of measurement scales.

### **Purpose of the Research**

The purposes of this research are as follows:

1. To examine the effects of service excellence strategy (customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness) on superior customer satisfaction, outstanding customer acceptance, advanced customer involvement and firm performance,
2. To investigate the effect of superior customer satisfaction on outstanding customer acceptance and firm performance,
3. To inquire the effects of outstanding customer acceptance on advanced customer involvement and firm performance,
4. To explore the effects of advanced customer involvement on firm performance,
5. To analyze the effects of proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation on each dimension of service excellence strategy, and
6. To study the moderating influences of service market growth on the relationships among proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, dynamic stakeholder expectation, and each dimension of service excellence strategy.



## Research Questions

The key research question of this research is how service excellence strategy has an impact on firm performance. Moreover, the specific research questions are as follows:

1. How does each dimension of service excellence strategy enhance superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance?
2. How does superior customer satisfaction affect outstanding customer acceptance and firm performance?
3. How does outstanding customer acceptance affect advanced customer involvement and firm performance?
4. How does advanced customer involvement affect firm performance?
5. How do proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation have an influence on each of five dimensions of service excellence strategy?
6. How does service market growth moderate the relationships among proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, dynamic stakeholder expectation, and each of five dimensions of service excellence strategy?

## Scope of the Research

This research employs two theories explaining the marketing phenomena, namely the resource based view (RBV) and contingency theory. As to the first theory used, RBV, its scope is in regards to how to employ existing resources of firms that have four characteristics (rare, valuable, inimitable, and non-substitutable) to create competitive advantage (Wernerfelt, 1984). Resources include intangible and tangible resources. Strategy, which is an intangible resource (Pearson, Pitfield, and Ryley, 2015) plays an important role for being an approach to perform in order to accomplish firms' goals. Thus, firms need to develop good and appropriate strategies in order to gain great outcomes such as satisfaction, acceptance, and involvement of customers as well as firm



performance. Another theory, the contingency theory (Drazin and Van de Ven, 1985) points out that the nature of organizational strategy/performance investigates both internal and external factors due to the fact that there is no best way to manage or to make decisions depending on situations. In other words, it can apply to firms' own styles to operate as to the right situation. This study, hence, employs this concept with even service firms that have proactive business vision, valuable service competency, and competitive resource availability, though they have modern technology complementarity, dynamic stakeholder expectation, and service market growth which continuously change. To conclude, this research uses the contingency theory to demonstrate the variables which are both internal and external factors, as well as a moderator termed "service market growth". The aim of this research is the theoretical model of the relationships of each dimension of service excellence strategy, its antecedents, and consequences that are illustrated in the next chapter. The investigation of its moderator is also examined and presented in the next chapter.

Besides its dimensions, service excellence strategy consists of five dimensions, namely, customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. Service excellence strategy is defined as the way of firms in constantly predicting customer's needs and providing services that surpass their expectation (Hinds, 2006). Customer learning focus refers to enhancing actions continuously through greater knowledge and understanding of customer needs (Cummings and Worley, 1997). Service creativity concern is defined as the generation of a new and valuable service concept or idea (Amabile, 1997). Service diversity concentration is defined as creating a variety of service, which is defined as customization, in order to response the different customers' needs (Robert, 2008). Service response orientation refers to providing speedy services and the willingness to support customers within service delivery processes (Asree, Zain, and Razalli, 2010). Customer relationship awareness refers to an intense process of creation and maintains relationship with customers through identifying, attracting, differentiating and retaining customers (Hassan et al., 2015)

Furthermore, this research comprises numerous of consequences and antecedents of service excellence strategy. In terms of its consequences, it comprises superior customer satisfaction, outstanding customer acceptance, advanced customer



involvement, and firm performance. Another side, service excellence strategy consists of five antecedents in which contain three internal factors and two external factors. Internal factors consist of proactive business vision, valuable service competency, and competitive resource availability; whereas modern technology complementarity and dynamic stakeholder expectation are external factors. Additionally, service market growth is assumed to become the moderator of the model.

With respect to the research objectives and research questions, there are many variables in the research. A variable that plays a major role in the model as independence is service excellence strategy in which is measured by customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. Service excellence strategy is hypothesized as positively to its consequences; superior customer satisfaction, outstanding customer acceptance, advance customer involvement, and firm performance. Beside methodology, hotel business in Thailand is as a target group to investigate regarding service excellence strategy. Moreover, this research employs a self-administered questionnaire sent to collect data with the key informant as marketing director of each hotel.

In conclusion, the scope of this research comprises three major parts. The first part is to examine the effect of service excellence strategy on marketing outcomes. The second part is to investigate the relationships among marketing outcomes. The final part is to investigate the relationships between the antecedents and service excellence strategy including its moderating effects.

### **Organization of the Dissertation**

This dissertation is organized into five chapters. Chapter one provides an overview of the research, purposes of the research, research questions, scope of the research and organization of the dissertation. Then, chapter two reviews the relevant literature, explains the theoretical framework to describe the conceptual model, and develops the related hypotheses for testing. Chapter three discusses the research methods, including sample selection and data collection procedure, the variable measurements of each construct, the instrumental verification, the statistics and



equations to test the hypotheses and the table of summary of definitions and operational variables of constructs. Chapter four presents the empirical results and discussion. Finally, chapter five arrange for the conclusion, theoretical and managerial contributions, limitations, and suggestions for future research directions.



## CHAPTER II

### LITERATURE REVIEWS AND CONCEPTUAL FRAMEWORK

The previous chapter details the overview circumstance regarding service excellence strategy along with research objective, research questions, and scope of research. This chapter, hence, provides more deeply understanding of proposed relationships which focus on the impact of service excellence strategy, its antecedents, and consequences. Theoretical foundation, literature review, conceptual framework, and hypotheses development are also concentrated on.

This chapter consists of three sections. The first section provides two theories, resource based view and contingency theories, explaining the conceptual model in this research. The second section describes relevant literature of all constructs in the conceptual framework, their definitions and evidence from prior research that relate to service excellence strategy. The final section illustrates the summary of hypotheses relationships among service excellence strategy and its antecedents and consequences.

#### **Theoretical foundation**

##### The Resource-Based View (RBV)

The greatest interesting question in strategic management field is how a firm accomplishes competitive advantage and superior performance. The resource-based view (RBV) can be used to clarify this question. The crucial idea of RBV is that firms compete their rivals on the basis of resources and capabilities (Barney, 1991). Resources are elements that the firm owns or controls (Amit and Schoemaker, 1993) or it can be said that resources refer to anything that could be thought of as a strength or valuable thing for a firm (Wernerfelt, 1984), which can be tangible or intangible (Grant, 1991). Tangible resources are firm's assets that can be touched and observed as well as can be quantified such as machinery, capital, land, and money; whereas intangible resources are firm's assets that cannot be touched and observed such as employee knowledge, skills and abilities, and patent of know how. A firm's resources can result in competitive advantage (Grant, 1991) if they have four essential attributes as valuable,



rare, imperfectly imitable, and not substitutable (called shortly VRIN) (Barney, 1991). Ellram, Tate, and Feitzinger (2013) additionally describe that resources could be characterized as both strategic and nonstrategic. Nonstrategic resources (non-VRIN inputs), which regularly are not concerned due to no leading to sustainable advantage by themselves are also significant for successful execution of the firm's strategy. Specifically, in the service industry, Peasron, Pitfield, and Ryley (2015) found that strategy and capability are also concerned to be important top-seven intangible resources as sources of competitive advantage.

Besides capabilities, they are defined as firms' abilities in using the bundles of firms' resource gainfully so as to reach a desired end (Amit and Schoemaker, 1993). According to Day (1994), capabilities are the integrated combination of skills and knowledge that enable firms to utilize their resources and bring activities together such as order fulfillment, new product development, and service delivery. Dierckx and Cool (1989) also mention that capabilities cannot be imitated as they are deep-rooted to the firms' routines and practices, similar to Teece, Pisano, and Shuen (1997), which state that capabilities cannot easily bought, they must be built. In other words, the capabilities are special type of resources that are fixed nontransferable firm-specific resource with the aim of enhancing the productivity of firms' resources (Makadok, 2001).

In relation to Costa, Cool, and Dierickx (2013), obtaining sustainable competitive advantage and superior performance are caused by the possession of unique resource that are characterized as 1) heterogeneous, enabling firms to perform more efficiently or to provide customers a greater perceived quality, 2) imperfectly mobile, 3) imperfectly imitable including substitutable that other firms replicate difficultly the resources on their own and in developing strategically equivalent resources, and 4) an imperfectly competitive accumulation process. In other words, firms with their unique resources help to determine their value and then generate superior performance and competitive advantage. From the perspective of resource-based on our understanding, sources of advantage relate to both the obtainable resources of the firms and the capabilities in transforming these resources into valuable outcomes through marketing strategy.

Subsequently, this research implies that the premise of resource-based view describes the nature of service excellence strategy and related. Along with the resource-





based view, it implies an explanation of relationship between service excellence strategy and its outcomes. According to Pe arson, Pitfield, and Ryley (2015), in service context, strategy is an important top-seven intangible resource that leads to competitive advantage. Consequently, this research views service excellence strategy containing customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness as an essential resource of firms that can improve higher firm performance. In other words, following the strategy to create and introduce brilliant services that are beyond customer expectations possibly leads to three important outcomes; satisfaction, acceptance, and involvement of customers. Lastly, it also leads to firm performance. In addition, this research conceptualizes superior customer satisfaction and outstanding customer acceptance in terms of effectiveness advantage, whereas advanced customer involvement is perceived as efficiency advantage.

### Contingency Theory

Contingency theory is the origin of the behavioral theories' classification which recommends that no one best way in the organization style leading to competitive advantage. The contingency theory has employed commonly in management research, such as strategic management, marketing, information technology, international business, entrepreneurship, human resource management, and change management (Augusto and Coelho, 2009). It is compatible with a statement of Nath and Sudharshan (1994) details that contingency theory has dominated strategic management and organizational theory, especially in context, structure, and performance relationships. The premise of contingency theory postulates that structure and process of a firm must fit its context (characteristics of firm's culture, environment, technology, size, or task) if the firm wants to survive or achieve business effectively (Drazin and Van de Ven, 1985). Besides of fit concept, furthermore, it can be divided into three approaches: selection, interaction and system. Firstly, the selection approach focuses on the congruence between structure and context, whereas the interaction approaches emphasis on understanding and explaining how the difference of firm performance depends on the interaction between structure and context. Finally, the system approach concentrates on the interdependencies of numerous contingent variables holistically presented in a



firm. It seems that there is no strategy is completely greater regardless of the environment and/or organizational context. Therefore, the effectiveness of firm performance, especially adaptation and survival, is caused by the appropriate matching of contingency variables and internal organizational design (Sausser, Reilly, and Shenhar, 2009; Zeithaml, Varadarajan, and Zeithaml, 1988).

Essentially, contingency theory argues that corporate performance depends upon a variety of factors. Definitely, firms must consider their internal capabilities and external conditions in plotting their path (strategy) for success (Shenhar, 2001). In other words, firms must appropriately fit between their strategy and structure if they desire to improve performance (Miller, 1988). Based on contingency theory, this research implies the premise of contingency theory to explain the two roles of variables; antecedent and moderating roles. These variables should fit together service excellence strategy. Five antecedents (proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity and dynamic stakeholder expectation) are expected to affect the greater usage of service excellence strategy. Firms with critical internal factors (proactive business vision, valuable service competency, and competitive resource availability) and external factors (modern technology complementarity and dynamic stakeholder expectation) are expected to affect the greater usage of service excellence strategy. Specially, under more strong service market growth, this research assumes that both internal and external factors influence positively the use of service excellence strategy in order to win competitors and meet customers' needs than less service market growth. The underlying logic is that increasing service market growth seems to be an opportunity for firms to find out and generate a new and different service, compared with rivals. In other words, firms attempt to encourage their employees to serve customers effectively by learning, creating, and responding novel and diverse service as well as making a pleasant relationship with customers in order to improve firm performance.

### **Relevant Literature Reviews and Research Hypotheses**

With regard to the literature, this research attempts to conceptually link the relationships among the antecedents and the consequences of service excellence



strategy through two theories, namely, the resource-based view and contingency theory. The model that demonstrates those relationships is divided into three parts as follows.

Firstly, this research focuses on the main effect of service excellence strategy, namely, customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness with a positive effect on superior customer satisfaction, outstanding customer acceptance, advance customer involvement, and firm performance.

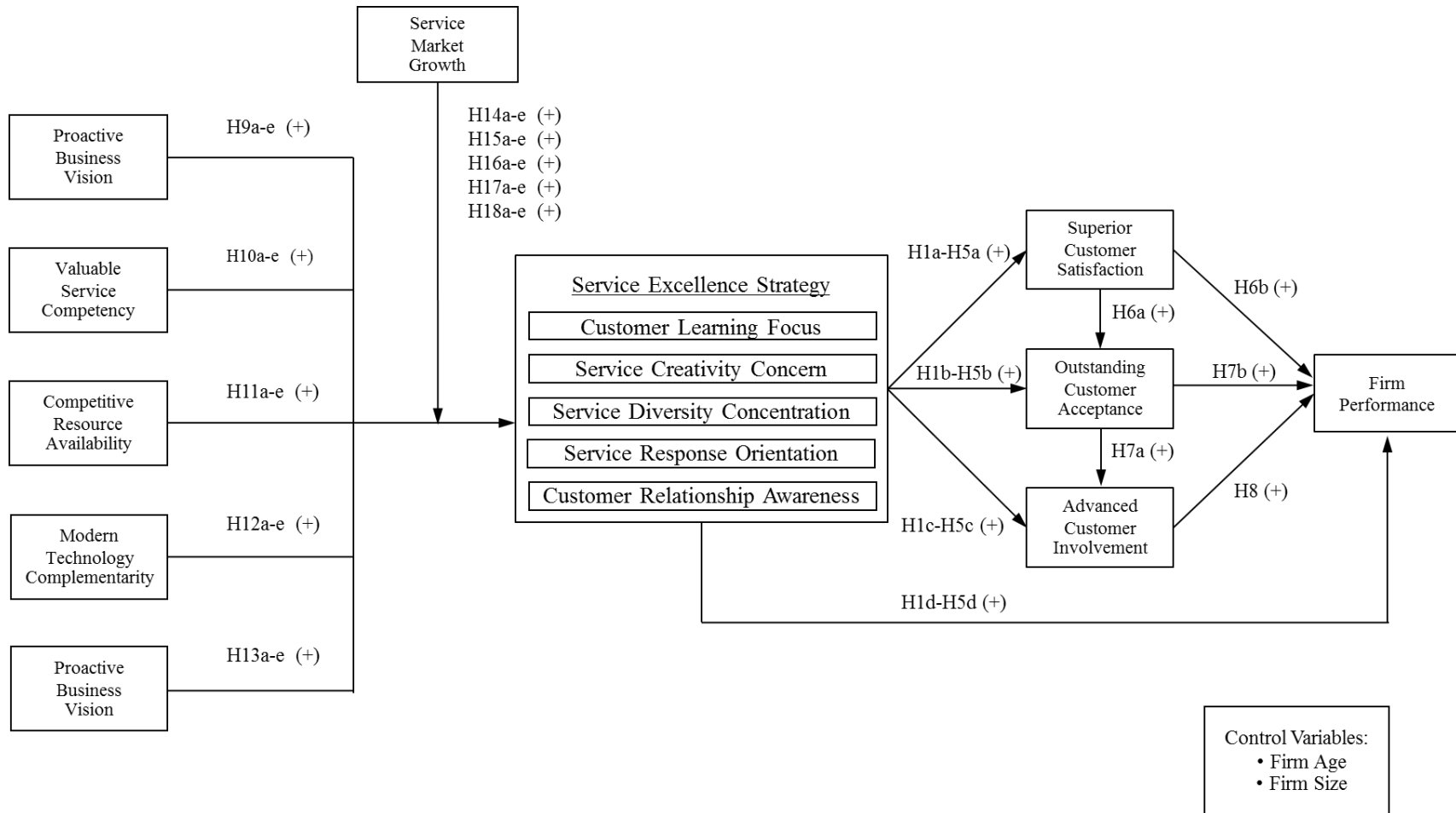
Secondly, this research examines the antecedent variables of service excellence strategy containing proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation, which are examined and expected to have a positive relationship with the five dimensions of service excellence strategy.

Finally, this research postulates moderating effects, namely, service market growth. It has positive moderating effects which are supposed to increase the relationships among the antecedents of service excellence strategy and each dimension of service excellence strategy.

All together, a developed conceptual model in this research is shown in Figure 1. Hence, the next section details the literature reviews and the hypotheses of service excellence strategy to be discussed and proposed.



Figure 1: Conceptual model of Service Excellence Strategy, Marketing Outcomes, and Firm Performance



### Service Excellence Strategy

To compete with rivals in intensive competition presently, employing appropriate strategy is extremely important for firm due to resulting in firm performances (Aulakh and Kotabe, 1997; Kotey and Meredith, 1997), especially in service industries which involve with various emotions of customers as well as their different perceptions. The difficulty of offering services is that services are intangible as well as production and consumption of services occurs simultaneously which customers participate dynamically in the production of many of their services (Bowen and Schneider, 1988). As a result, the strategy of firms should be recognized and should be done by top management teams following their vision and trend (Leskovar-Spacpan and Bastic, 2007). To gain competitive advantage, managers will leverage their firm's resources because they have a responsibility in strategic management for identifying, sustaining and generating core capabilities. Regards to performing strategy, however, firms can practice in different ways that are suitable for them. They are likely to attempt to find different strategies so as to enter market and achieve competitive advantage.

In terms of the word strategy, it originates from the Greek word "strategos" which means "general in command of an army" (stratus: army, ag: guide) (Ronda-Pupo and Guerras-Martin, 2011). In terms of the strategy concept, it was developed in the late twenty century. Ronda-Pupo and Guerras-Martin (2012) state that strategy was addressed as a management term by Chandler (1962), Ansoff (1965), and Learned et al. (1969). The literature to date provides a wide range of strategy definitions. Strategy refers to the essential pattern of present and planned resource deployments and environmental interactions that indicate how the firm can accomplish its goals (Hofer and Schendel, 1978); especially, its shorter-term goals (Enz, 2010). Likewise, Hart and Banbury (1994) describe strategy as the rule or practice of firms to reach firm's objective and a suitable internal and external environment of firm. Additionally, strategy is one of means for the firm in dealing with modification in the situation of business. In other words, strategy is the way of firm which attempts to alter its objective into the firm's capability so as to obtain of external chances (O'Regan and Ghobadian, 2004), similar to the strategy's definition provided by Barney (1996) as the pattern of resource allocation enables firms to maintain or enhance their performance. Such these definitions, strategy can be seen as one type of capability of firms (Das and Teng, 2000)



or be the ability of firm regarding to analyze situations and determine how the firms direct in doing businesses. In addition to strategy, Ronda-Pupo and Guerras-Martin (2012) examine the essence of the strategy concept and then define it by combining the terms being the central of definition of strategy ('firm', 'environment', 'actions', and 'resources') and the importance of terms 'goals' and 'performance'. It could be supported that the essence of strategy concept is "the dynamics of the firm's relation with its environment for which the necessary actions are taken to achieve its goals and/or to increase performance by means of the rational use of resources" (p.180).

The critical strategy for the profitability and further for the survival of the firms is service excellence. Kim and Kleiner (1996) state that the service excellence desires commitments from every level of the firm including the firm's culture (herein, bank's culture), the senior management, the employees (empowerment by enhancing knowledge and skills), and process (excellence through technological support). Similar to Wirtz and Johnston (2003), service excellence requires a total approach such as from the right strategic focus and service culture, to a clear understanding of the service, to good training and people, to good systems and processes. Voon et al. (2014) also stress that service culture of firm is so important for generating service excellence owing to fostering the delivery of quality service. However, firms can make more profit because service excellence can help not only cut costs, but also boost revenues. For example, Three approaches to cut cost comprising creating employees to more concentrate on details, reducing errors, and the related corrections. Moreover, increasing customer loyalty is an approach to increase revenues for firms.

Service excellence can be done by following five steps provided by Cina (1990) as well. The first step, firms have to know their moments of truth (customer contacts) to get a handle on where they are occurring and who is responsible for managing these moments of truth. This is because if the firms are not aware of the magnitude of their customer contacts, the idea of customer satisfaction and serving service do not clearly see in a tangible way how to apply to the firms. Secondly, the firms take an inventory of their moments of truth due to eye opening of serving excellent service. The third step is an evaluation the importance and performance at each moment of truth in order to look at satisfaction from customers' point of view. These results in obtaining customers' mind and the firms can use this knowledge to



benefit to both the firms and their customers. After that, the firms need to establish a service management discipline to create a service strategy and action plan. Furthermore, Service strategy of the firms should differentiate them from others. The last step is to implement the action plan. Achieving all five steps to service excellence is not easy task; hence firms should keep on performing for several years due to improving the failures found.

According to the study of Alin et al. (2009), customer service excellence and high customer satisfaction have become main concerns for operation management in service industries. With the aim to satisfy customers' needs or wants, there are four elements about service excellence containing 1) delivering the promise, 2) providing a personal touch, 3) going the extra mile, and 4) dealing well with problems and queries (Johnston, 2004). There is several instances regard to these elements in different businesses' types. Luxury hotels, for examples, as Ritz Carlton routinely prepares each room consistent with the specific needs of the guest who will stay in that room as same as Four seasons do habitually well (listening and recording customer preferences, empowering employees to solve a customer problem and/or exceed a customer's expectation) (Solnet and Kandampully, 2008). In addition, Hilton hotel promotes the Hilton Club concept, which is designed to meet the regular international users' exacting needs and requirements (Teare, 1992). In the bank business, shifting from a focus on organization to a focus on process, how the work is to be done to satisfy customers' needs or a target market, is a circumstance that occurs in high-performance banks (Kim and Kleiner, 1996). Banks improve their process by effective using of technology to gain more information on what customers need and when they satisfy those needs resulting in banks' competitive advantages. Moreover, service excellence can be result from service quality, partnership quality and image quality, while it causes behavioral intention (Wiertz et al., 2004). The results demonstrate that service excellence has a positively effect on satisfaction and trust, which can state that firms with high service excellence are likely to accomplish better customer satisfaction and customer acceptance.

Besides the word service excellence, there are a number of authors that provide its definitions in the same ways, but do change a little. Service excellence refers to anticipating the customers' needs and surpassing their expectations constantly (Hinds,



2006). Similarly, it is defined as the service features greatness and superiority than the firms' rivals and higher customers' expectations (Limpsurapong and Ussahawanitchakit, 2011), resulting in not only customer satisfaction but also customer delight and hence greater customer loyalty (Gouthier, Giese, and Bartl, 2012) as well as long-term profitability (Edvardsson and Enquist, 2011). In other words, it is defined as a firm's capability to provide best-in class service (Radomir, 2013). Likewise, Ngowsiri, Ussahawanitchakit, and Pratoon (2013) define it as a firm's capability to generate different service that meet the expectations of customers and is greater than competitors. In another view, service excellence refers to being "easy to do business with" (Johnston, 2004), delivers promises and is an expression of very high satisfaction (Hariandja et al., 2014). The following section, the definitions of service excellence, its dimensions, literature review and empirical studies of service excellence are presented in Table 1-4 respectively as below:

Table 1: Summary of Definitions of Service Excellence

<b>Author(s)</b>	<b>Definitions</b>
Johnston (2004)	Being "easy to do business with".
Hinds (2006)	Anticipating the customers' needs and surpassing their expectations constantly.
Edvardsson and Enquist (2011)	Delivering brilliant services that result in customer delight, loyalty, and long-term profitability.
Limpsurapong and Ussahawanitchakit (2011)	The service features greatness and superiority than the competitors and beyond expectations of the customers.
Gouthier, Giese, and Bartl (2012)	The provision of excellent service quality through a management system, exceeding a customer's previous expectations, to result in not only customer satisfaction but also customer delight and therefore greater customer loyalty.





Table 1: (Continued)

<b>Author(s)</b>	<b>Definitions</b>
Ngowsiri, Ussahwanitchkit, and Pratoom (2013)	The capability of a firm to build different services which meet with customers' expectations and are superior to competitors.
Radomir (2013)	An organization capability to provide best-in class service
Hariandja et al.(2014)	Being "easy to do business with", delivers promises and is an expression of very high satisfaction.

Table 2: Summary of Dimensions of Service Excellence

<b>Author(s)</b>	<b>Dimensions</b>
Hariandja et al. (2014)	Service delivery, services capes, customer participation, service responsiveness
Voon et al. (2014)	Employee orientation, patient orientation, competitor orientation



Table 3: Summary of Relative Literature Review on Service Excellence

Author(s)	Title	Key Content
Cina (1990)	Five Steps to Service Excellence	This article suggests following five steps comprising 1) knowing a company's moments of truth (customer contacts), 2) gaining inventory the company's moments of truth, 3) assessing importance/performance of each contact, 4) establishing a service management discipline, and 5) implementing the company's action plan in order to accomplish service excellence. In other words, the key to win customer satisfaction is long-lasting customer satisfaction program, which consists of listening on a regular basis to what customers have to say, training and empowering employees to meet those needs, and measuring and rewarding their efforts toward agreed-upon standards of performance.

Table 3: (Continued)

Author(s)	Title	Key Content
Kim and Kleiner (1996)	Service Excellence in the Banking Industry	Understanding how banks change themselves to cope with changes in the marketplace is the purpose of this article. There are many ways regard to the adaptability to the changes in the banking industry, but the basic idea is the bank's cultural change towards customer satisfaction. According to three banks examined (Citi Bank, Bank of America, and One Valley Bank), service excellence is the ultimate differentiator for the future success. To achieve this service excellence, the most important way is through people- empowered employees who improve knowledge and skills for customer satisfaction, and build up relationship banking. To gain service excellence, improving operating processes and gathering more information for the customers are results of using applications of modern technology. Those banks share the same common elements of service excellence.

Table 3: (Continued)

Author(s)	Title	Key Content
Hartog and Verburg (2002)	Service Excellence from the Employees' Point of View: the Role of First Line Supervisors	<p>The aim of this paper is to provide more insight into the relationship between perceived leader behavior and employees' willingness to provide excellent service as well as their perceptions of service quality. Questionnaires were sent to employees of a large food services company. The results illustrate that perceived managerial behavior importantly affects to the two service related outcomes (quality of service and service consciousness). More details; stimulation of service, providing employees with support and information are most significant. Providing feedback does not predict to both of two outcomes. Even though fairness of evaluation is not important for the prediction of service quality, it is important in the prediction of felt responsibility. It means that a fairness of evaluation impacts employees' willingness to provide good service.</p>

Table 3: (Continued)

Author(s)	Title	Key Content
Zeithaml (2002)	Service Excellence in Electronic Channels	The premise of this article is to understand how the customer evaluates electronic service quality as a foundation for improving delivery. To begin with this article, the definition of electronic service quality (e-SQ) is provided as the extent to which a Web site facilitates efficient and effective shopping, purchasing and delivery. E-SQ contains seven dimensions (one from the core e-SQ scale and one from a recovery scale). Efficiency, fulfillment, reliability, and privacy are dimensions from the core e-SQ; whereas responsiveness, compensation, and contact are three dimensions from the recover e-SQ scale.
Bates, Bates, and Johnston (2003)	Linking Service to Profit: the Business Case for Service Excellence	This article aims to understand the relationship between service excellence and financial performance. The article emphasizes three questions: 1) Does size matter?, 2) Are the better organizations more productive?, and 3) Are the better organizations more profitable?. To answer those questions, the findings were found that both large and small firms are capable of being both excellence and poor, whereas the better service providers have significantly better ROE (return on equity) and ROTA (return on total assets) than the poorer ones.

Table 3: (Continued)

Author(s)	Title	Key Content
Wirtz and Johnston (2003)	Singapore Airlines: What It Takes to Sustain Service Excellence – a Senior Management Perspective	<p>This paper details the results of in-depth interview with Singapore Airlines' (SIA) senior management on their views regarding to what made SIA a service champion and what it will take to maintain its lead in the industry. SIA seems to follow many of the normative models which focus on customers. Listening to customers and front-line staff, understanding lifestyles, and taking compliments and complaints seriously are considered. To be service excellence, SIA employs a total approach such as the right strategic focus and service culture, clear understanding of the service, good training and people as well as good systems and processes.</p>

Table 3: (Continued)

Author(s)	Title	Key Content
Johnston (2004)	Towards a Better Understanding of Service Excellence	The aim of this paper is to understand what “service excellence” is appropriately in order to help marketer and managers to design and deliver it. By the term service excellence, “exceeding expectation” was considered unhelpful. Therefore, here in, it should be as “being easy to do business with”, which may really exceed expectation. To identify its characteristics, the author do focus group resulting in classifying into 4 key elements (delivering the promise, providing a personal touch, going the extra mile, and resolving problems well).
Hinds (2006)	Achieving Service Excellence in Barbados – the Service Leadership Factor	The aim of this article is to examine the topic of service leadership and the role the three leaders must play in achieving service excellence. The finding found that Barbadians must determine the factors for a foundation that the country needs if it is to have a service excellence culture. The foundation for Barbados might be found in the people of Barbados and in the church which is an influential institution in Barbados.

Table 3: (Continued)

<b>Author(s)</b>	<b>Title</b>	<b>Key Content</b>
Solnet (2008)	How Some Service Firms Have Become Part of “Service Excellence” Folklore	The key purpose of this paper is to identify firms that are frequent subjects of positive customer storytelling, and to examine these firms for common practices. The paper consists of two-stage design: 1) to identify a set of companies that are frequently the subject of customer service storytelling, and 2) to take a grounded theory approach, utilizing a thematic analysis of data collected in relation to the exemplar firms. The findings were found that a majority of the practices and philosophies which have guided these exemplar firms were not related to cost or product status. In other words, not only do the exemplar firms seem to practice basic management and service management principles, but they do this consistently well. Furthermore, they have the ability of balancing short-term productivity requirement with long-term focus.



Table 3: (Continued)

Author(s)	Title	Key Content
Edvardsson and Enquist (2011)	The Service Excellence and Innovation Model: Lessons from IKEA and Other Service Frontiers.	The objective of this paper is to succeed a better understanding of the role of ethical values in forming and directing a strategy for service excellence, service innovation, and value-in-context. It suggests that the key drivers of value resonance and service excellence are sustainability and corporate social responsibility. Furthermore, a new framework known as ‘The business model of service excellence and innovation (SEIB)’ is developed. This model is built upon 1) central challenge, 2) required competencies, and 3) innovation opportunities.
Gouthier, Giese, and Bartl (2012)	Service Excellence Models: a Critical Discussion and Comparison	This article aims to focus on expanding and extending what companies can do to achieve service excellence by comparing and evaluating three popular approaches to excellence (Johnston’s conceptualization of service excellence, the EFQM model, and the Kano model). The finding found that they share applicability to service. Each model and approach adds and contributes valuable information to the concept of service excellence.

Table 3: (Continued)

Author(s)	Title	Key Content
Radomir (2013)	Service Quality and Process Maturity Assessment	The aim of this article is to find a methodology for evaluation of a service organization's readiness and capability to provide best quality services, so called service excellence. In addition, the correlation between process maturity and employee satisfaction was examined. As a result, it does not confirm this correlation directly but seems to be promising for the future studies.
Voon et al. (2014)	Developing a HospiSE Scale for Hospital Service Excellence	This article aims to identify the dimensions of hospital service excellence by using qualitative and quantitative approaches. The finding found that there are three dimensions (employee orientation, patient orientation, and competitor orientation). Firstly, EO is likely to possess a service culture where employees are well-trained and work as a team with good coordination and communication as well as are motivated and joyful in serving both internal and external customers; whereas PO is the shared norms and values in the organization which focus on patient first to deliver excellent service such as knowing the needs of patients and being able to solve their problems effectively and efficiently. Lastly, CO involves knowing what and how the competitors are having or performing the various kinds of healthcare services.

Table 4: Summary of Empirical Studies on Service Excellence

<b>Author(s)</b>	<b>Title</b>	<b>Independent Variables</b>	<b>Dependent Variables</b>	<b>Results</b>
Caruana, Pitt, and Berthon (1999)	Excellence-Market Orientation Link: Some Consequences for Service Firms	Excellence, market orientation, management of expectation, service reliability	Business performance	The analysis confirms a significant direct link between the excellence and market orientation constructs, but no support for a direct link between excellence and business performance. In addition, management of expectations plays a major role in moderating the relationship between excellence and business performance.
Hariandja et al. (2014)	Dynamic Marketing and Service Innovation for Service Excellence	Dynamic marketing capability, service innovation capability	Service excellence	A dynamic capability and a service innovation capability partially affected service excellence, yet this relationship had more influence when the dynamic capability and service capability interacted.

Table 4: (Continued)

<b>Author(s)</b>	<b>Title</b>	<b>Independent Variables</b>	<b>Moderating Variables</b>	<b>Dependent Variables</b>	<b>Results</b>
Limpsurapong and Ussahawanitchakit (2011)	Dynamic Service Strategy and the Antecedents and Consequences: Evidence from Spa Businesses in Thailand	Goal achievement focus, valuable employee competency, intelligent customer learning, complex business competition, dynamic service strategy, service advantage, service effectiveness	Corporate flexibility implementation, organizational adaptation capability	Customer satisfaction, customer acceptance, firm performance, corporate survival	The hypotheses were partial supported. Dynamic service strategy affects significant to all its consequences, but organizational adaptation capability does not play a major role in moderating effect. However, corporate flexibility implementation was partial significant moderating effects on antecedent-dynamic service strategy. Customer satisfaction and customer acceptance result in firm performance, and it also cause corporate survival.

Table 4: (Continued)

<b>Author(s)</b>	<b>Title</b>	<b>Independent Variables</b>	<b>Moderating Variables</b>	<b>Dependent Variables</b>	<b>Results</b>
Ngowsiri, Ussahawanitchakit, and Pratoom (2013)	Strategic Knowledge Management Creativity and Service Performance: An Empirical Research of Hotel Businesses in Thailand	Executive transformational leadership, organizational knowledge culture, organizational learning capability, information technology growth, competitive environmental force, strategic knowledge management creativity, new service development competence	Organizational experience, employee-organization relationship management capability	Service performance	Two dimensions of strategic knowledge management creativity (SKMC), namely knowledge sharing orientation and knowledge utilization awareness, have a full positive significant influence on the consequences. All antecedent variables have a partial positive significant impact on SKMC. However, employee-organization relationship management capability and organizational experience are poor moderating variables in this research

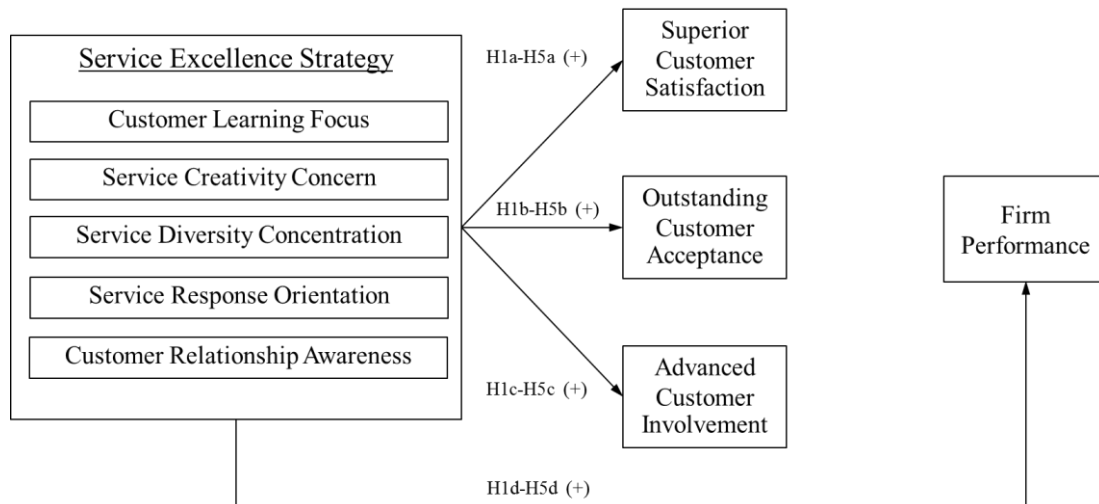
In relation to these definitions, the firms tend to increase more acceptance and satisfactions from customers. Subsequently, they attempt to provide best service as well as they can. To gain more competitive advantage, the firm should set a strategy that differentiates the firm from its rivals such as serving different and new services in order to obtain more competitive advantage, then compete with their rivals. To be more specific, in this paper, the term 'service excellence strategy' is described as an approach of firms in providing superior services that surpass customers' expectations constantly (Hinds, 2006). Its concept is developed from integrating previous literature, mainly relevant to service excellence and strategy.

Hariandja et al. (2014) suggest four components, which consist of service delivery, service capes, customer participation, and service responsiveness. Voon et al. (2014) introduce three dimensions; employee orientation, patient orientation, and competitor orientation. This research develops five dimensions of service excellence strategy, which comprise customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. To compare with the study of Hariandja et al. (2014), it can be stated that service response orientation is similar to service delivery and service responsiveness. Besides Voon et al. (2014)'s study, customer learning focus, service response orientation, and customer relationship awareness are in the vein of patient orientation, which seems to emphasize customers of hospitals. Hence, another two dimensions (service creativity concern and service diversity concentration) are recently developed.

The following section shows the investigation of the relationships among each dimension of service excellence strategy and four main consequences; superior customer satisfaction, outstanding customer acceptance, advance customer involvement, and firm performance. These relationships are presented as below:



Figure 2: The Relationships among Service Excellence Strategy, Superior Customer Satisfaction, Outstanding Customer Acceptance, and Advanced Customer Involvement



#### Customer Learning Focus

Organization learning is a natural phenomenon that can happen in all organizations. According to the viewpoint of organizational behavior, individual learning occur as individuals remain to integrate new knowledge through experience in their daily lives and from other sources (Yeung, Lai, and Yee, 2007). Learning can be categorized into two types; know why and know how. Know why refers to the conceptual understanding of an experience, whereas know how refers to operative abilities to carry out activities with respect to that experience (Kim, 1993). Learning orientation is defined as the activities of the organization to add and use knowledge in order to increase competitiveness (Calantone, Cavusgil, and Zhao, 2002). Learning orientation comprising commitment to learning, shared vision, and open-mindedness (Nasution et al., 2011) seems to be a reflection of the efforts increased of employees regarding to expand his or her existing collection of technical and social skills, and then to learn new and better ways of collaboration with customers (Henning-Thurau and Thurau, 2004). In particular, if firms emphasize on customer orientation (the degree to which the hotel gain and employ information from customers to develops a strategy that will meet customer needs, and to implements that strategy by being responsive to customers' needs and wants (Ruekert, 1992)), they will concern on customer interests



first. Wiertz et al. (2004) define customer orientation as the continuing tracking and responsiveness to altering customer needs in order to deliver high-quality service.

Therefore, this research applies frameworks of learning orientation and customer orientation from prior research and then defines customer learning focus as enhancing actions continuously through greater knowledge and understanding of customer needs (Cummings and Worley, 1997). Customer learning focus will be effective depending on three critical factors: management customer orientation (organizational values), customer feedback, and employee learning orientation (Bernard, Osmonbekov, and McKee, 2011). Disney and Ritz Carton are examples of concentrating on customer learning (Solnet and Kandampully, 2008). Disney is never-ending quest to know and understand their customers, defined by the term “guestology” describing as the art of knowing and understanding customers. In addition to another example, Ritz Carlton, which is high-end luxury hotels, employs the term “customer customization” to communicate the importance focused on personalized service. It also utilizes various methods to effectively listen to their customers’ preferences such as training their staffs to collect on cues from customers that can later be used to surprise the customer as well as empower employees to solve a customer problem and/or exceed his/her expectations. Learning and approaching service from providing customers’ needs is a basis of functionality; nevertheless if firms desire to be greater hotels in customers’ eyes, they should do more like Ritz Carlton does. Such these practices, it could result in generating delight or impressive feeling of customers and also greatly satisfying their needs/wants. From the aforementioned arguments on customer learning focus, the first hypothesis can be proposed as:

***Hypothesis 1 : Customer learning focus is positively related to (a) superior customer satisfaction, (b) outstanding customer acceptance, (c) advanced customer involvement, and (d) firm performance.***

#### Service Creativity Concern

Nowadays, three core competitive elements that can push firms to success comprise information, knowledge, and creativity (Ki-Wha, 2002). Campeanu-Sonea et al. (2010) found that firms with high level of quality focus on creativity. In terms of





creativity, there are a number of definitions provided. Creativity can be seen as primarily divergent which consists of novelty, aesthetic representation, newness, and difference (Till and Baack, 2005). Divergence is often discussed regard to creativity. Its character is as novelty (Ang, Lee, and Leong, 2007), however, can also be seen as differences, flexibility, or originality (McCrae, 1987). The factors of divergence are grouped in different ways. Begin with the study of Guilford (1956), divergence has seven factors containing sensitivity, fluency, novelty, flexibility, synthesis, redefinition/reorganization, and complexity; whereas Smith et al. (2007) classify divergence into five modules comprising originality, flexibility, synthesis, elaboration, and artistic value. Firstly, originality is elements of rarity and infrequency. Next, flexibility involves with how creative ideas are able to change viewpoints by permitting a different perspective. Synthesis refers to the ability of creative ideas in combining other objects or ideas, while elaboration reflects the ability of creativity to expand or remove from the normal beginning. Lastly, artistic value indicates the aesthetic element of creative thinking.

Moreover, creativity can be seen as ability of firms. Chiu and Tu (2014) state that creativity is the ability to link among concepts and to improve original and appropriate ideas. In line with Colurcio (2005), creativity is the ability to influence, exploit, and link knowledge with the aim of generating new ideas that are unexpected and made surprising in their originality. However, creativity can be seen in simple way as the generation of new and useful ideas (Dahlen, 2008). Similarly, creativity is the improvement of ideas about practices, procedures, products or services that are importantly useful to a firm (Shalley, 2004). Based on a product-oriented approach, creativity refers to generating a useful and novel idea or product (Sternberg and Lubart, 1999). This is presumed to occur in service-oriented as well. In the service context, customers frequently advise or inform what they expect and what their perceptions regarding the service and the service process are such as comments to frontline employees or complaints (Gouthier and Schmid, 2003). Such circumstances, the customers should be considered as important sources for planning and introducing new services as well as improving the services to be better. In other words, gaining new ideas from customers to generate innovative services and serve customers new



experiences should be focused. In terms of service creativity concern, it is the generation of a new and valuable service concept or idea (Amabile, 1997).

Creating innovative services stemming from customers' ideas, advises or comments may help firms to meet their expectations easily resulting in higher customer satisfaction as well as customer acceptance. Especially, if service firms pay attention dramatically to seek the creative services and serve them in excess of customers' expectations, it is likely to increase superior customer satisfaction and the acceptance of customer. At the same time, service firms may obtain customers to be as co-development (Anderson and Crocca, 1993) or knowledge co-creation (Blazevic and Lievens., 2008). This is a result of outstanding customer involvement. From a strategic-management perspective, the ability to implement strategy (take action) produces enhanced firm financial performance (Govindarajan, 1988). Likewise, from the innovation-management perspective, the ability of a firm to implement innovation or creativity should produce enhancement in firm performance (Klein and Sorra, 1996). From the aforementioned arguments on service creativity concern, the second hypothesis can be proposed as:

***Hypothesis 2 : Service creativity concern is positively related to (a) superior customer satisfaction, (b) outstanding customer acceptance, (c) advanced customer involvement, and (d) firm performance.***

#### Service Diversity Concentration

Service diversity concentration refers to creating a variety of service, which is defined as customization, in order to response the different customers' needs (Robert, 2008). For example, in the transport industries, a cluster of online self-services comprise services such as online ticket booking, online check-in services, online live services updates, and so on (Lu, Chou, and Ling, 2009). Enlarging the line of businesses in the manufacturing industry can occur generally and manage easier than in service industry (Heskett, 1986). Due to the difficulty of expanding in service industries, firms are unlikely to gain high competitive advantage from diversity.

Growing service variety cause unclear the competitive differences between brands and thus confuse customers (Matzler et al., 2011). Furthermore, customers have



to spend more time making decisions for the best fits their preferences. Kuksov and Villas-Boas (2010) state that greater searching effort of customers may cause an avoidance of making a purchase completely. These can be concluded that if the service diversity or variety of services of firms rise, total revenue of firms will slightly increase due to increasing significantly of total cost (Syam and Bhatnagar, 2015). In other words, firms' profits will decrease due to increasing total cost, but decreasing rate of total revenue. Service diversity results in the difficulty to make useful generalizations relating to firms' management (Verma, 2000). Likewise, high service diversity is high customization and low standardization (Robert, 2008).

Nonetheless, successful implementation of services can assist firms concerning standardization. Lin and Filieri (2015) state that transport firms with successful implementation of a cluster of online self-services can gain benefits such as standardize service delivery, reduce labor costs, and expand the options for service delivery. Moreover, firms with a large diversity of service choices can satisfy and motivate customers to take part more service activities (Madera, Dawson, and Neal, 2013). As a result of the greater likelihood of a match rising between customer needs and service assortments, firms that have a greater diversity can obtain a larger market share (Lancaster, 1990). From the aforementioned arguments on service diversity concentration, the third hypothesis can be proposed as:

***Hypothesis 3 : Service diversity concentration is positively related to (a) superior customer satisfaction, (b) outstanding customer acceptance, (c) advanced customer involvement, and (d) firm performance.***

#### Service Response Orientation

Service response orientation refers to providing speedy services and the willingness to support customers within service delivery processes (Asree, Zain, and Razli, 2010). The term “ response” or “responsiveness” is viewed as a cumulative capability. Capabilities comprise costs, time, quality, and flexibility (Gaither and Frazier, 2002). Customer responsiveness is the performing in response to market intelligence pertaining to individual needs of target customers (Kohli and Jaworski, 1990). Typically, customers expect firms to respond according to their requirements. To



attract or retain customers, in addition to know what the products are and how to deliver them, the firms should examine the requirements related to the product whether they are able to fulfill their customers (Ludwiczak, 2014). This should also occur in service industry. Thus, for service firms, communication with customers is essentially required in order to effectively gain more information concerning the services and to appropriately respond to the complaints or feedbacks from their customers. Nevertheless, the firm aiming for service excellence has to exceed the customer expectation rather than fairly meet their requirements. For example, a hotel serves a dish of fruits the customers like for an appetizer meal in their rooms.

Focusing on service response, firms should respond to customers' requirements appropriately and immediately. Davidow (2014) indicates that timeliness is one of six dimensions of organizational response. It involves response speed in which Conlon and Murray (1996) found that it results positively in response satisfaction and intentions to repurchase. In other words, service takes shorter time in responding to customers, it can bring about higher customer satisfaction (Davis and Vollmann, 1990) and also relates to customer switching behavior (Keaveney, 1995). However, each customer type concerns waiting time as the importance differently (Dube, Renaghan, and Miller, 1994); for instance, 3.9% and 8.5% belong to leisure customers and business customers, respectively. Responding to a customer immediately and appropriately possibly not only causes customer satisfaction, but also affects acceptance and involvement of customers. Susarla, Barua, and Whinston (2003) indicate that responding time of service is the most essential issue that customers care. If firms desire customer acceptance, they have to focus on service response to assure they can gain positive customers' viewpoints or attitude. Moreover, Du et al. (2013) found that responsiveness impacts positively behavioral intention to use service, which is a customer's attitude (outstanding customer acceptance in this research). Puriwat and Tripopsakul (2014) found that customer involvement is positively influenced by responsiveness, herein service response orientation. Asree, Zain, and Razalli (2010) found that service response affects positively to firms' revenue. From the aforementioned arguments on service response orientation, the fourth hypothesis can be proposed as:



***Hypothesis 4 : Service response orientation is positively related to (a) superior customer satisfaction, ((b) outstanding customer acceptance, (c) advanced customer involvement, and (d) firm performance.***

#### Customer Relationship Awareness

Customer relationship awareness refers to an intense process of creation and maintains relationship with customers through identifying, attracting, differentiating and retaining customers (Hassan et al., 2015). The word “customer” defines as both present and future customers (Krishnan et al., 2014). Customer service is principally important when it comes to relationships. Notably, the cost of recruiting a new customer is stated to be five times greater than the cost of retaining an existing customer (Reichheld, 1993). Firms should focus on the development of customer relationships, making customers trust in and doing them commit to the firms (Luo et al., 2004). Bendapudi and Berry (1997) state that customer trust and commitment provide benefits to firms such as reducing customer transaction uncertainty (e.g. performance unpredictability’s customer avoidance) as well as increasing expressive association (e.g. bonding to firm’s brand of customers). Furthermore, customers with strong relationships are likely to purchase more often (O’Brien and Jones, 1995), spread positive word of mouth (Reichheld and Teal, 1996), and lower tendency to switch to competitors (Johnson and Selnes, 2004). In turn, firms that have stronger relationships with customers can gain greater profitability (Reinartz, Thomas, and Kumar, 2005), superior corporate performance and shareholder value (Srivastava, Fahey, and Christensen, 2001).

Managing customer relationship is as an ability of firms in regard to translation customer data into customer relationships through active use of and learning from the information collected (Brohman et al., 2003). In other words, customer relationship management (CRM) refers to maintaining present customers and building profitable and long-term relationship with them (Kotler et al., 1999). Reinartz, Kraff, and Hoyer (2004) claim that CRM can be seen as a process from beginning to end, which can be separate into three stages; initiation, maintenance, and termination stages. The first stage, firms must focus on processes how to create relationships with new customers by selecting the target customers, assessing the customers’ wants and needs, and responding to both marketing and sales generated leads (Sabnis et al., 2013). The



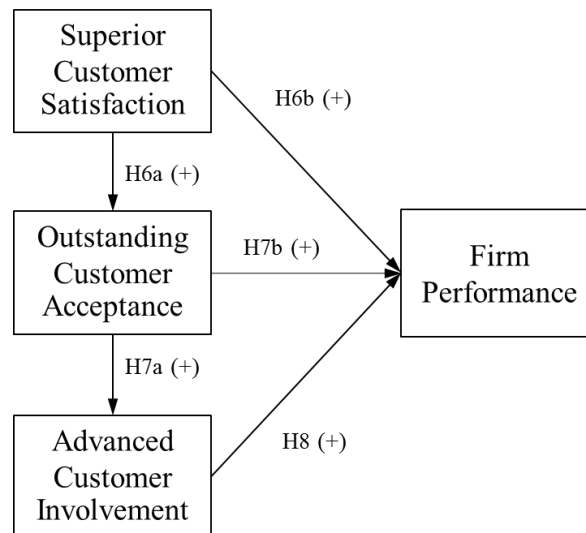
second stage, firms must focus on retention by encouraging and strengthening the relationships they have with current customers. The last stage, firms must stop relationships with unprofitable customers.

Firms with superior CRM capability are in greater position in gathering and storing customer knowledge, which can track customer behavior in order to gain insights into customers' needs, wants, and preferences as well as determining how to profitably satisfy those needs (Battor and Battor, 2010). Continuous communication with customers can develop firms' ability to understand what they want, need, and prefer including to know how to respond. Mullins et al. (2014) state that strong relationship perceptions have focused on three components comprising commitment, trust, and satisfaction. To increase higher performance, firms need to develop closed and trusting relationships in order to enhance customer perceived value. When customers perceive value of service, they may tend to increase their acceptance and involvement with service firms. Moreover, if firms can serve valuable services, which are greater than their expectation or are unexpected, customers perhaps do satisfy. Customer relationship management has been demonstrated to help firms generate revenue faster (Erffmeyer and Johnson, 2001). Consistence with the study of Hassan et al. (2015), customer relationship management positively affects to customer satisfaction and it also plays a role in increasing the profitability and it will help in achieving the competitive advantage. Similarly, firms that have stronger relationships with customers can increase profitability (Reinartz et al., 2005), superior corporate performance and shareholder value (Srivastava, Fahey, and Christensen, 2001). From the aforementioned arguments on customer relationship awareness, the fifth hypothesis can be proposed as:

***Hypothesis 5 : Customer relationship awareness is positively related to (a) superior customer satisfaction, (b) outstanding customer acceptance, (c) advanced customer involvement, and (d) firm performance.***



Figure 3: The Relationships among Superior Customer Satisfaction, Outstanding Customer Acceptance, Advance Customer Involvement, and Firm Performance



### Superior Customer Satisfaction

In doing business, satisfaction of customer is a significant point that every firm wants to gain in order to increase, for example, the sale volume, rate of growth, and so on. Besides academic, the word satisfaction stems from the two Latin words comprising “satis” (meaning is quite good) and “facio” (meaning adequate) (Ningsih and Segoro, 2014). In addition, satisfaction is defined by various scholars. Satisfaction refers to “the level of a person’s felt state resulting from comparing a product’s perceived performance (or outcome) in relation to the person’s expectations” (Kotler, 1994, p.40). Satisfaction equation comes from the difference between perceived performance and expectations (Stahl, 1999).

Similarly, Anderson and Sullivan (1993) and Ramaswamy (1996), customer satisfaction refers to overall judgment of customers on variance between expected and perceived service performance. Jaiswal (2008) defines customer satisfaction as an assessment of customer regarding whether the service meets their needs and expectations. Ningsih and Segoro (2014) define customer satisfaction as an attitude, assessment and emotional response presented by consumers after buying process. Customers feel pleasure or disappointment stemming from comparing a product/or



service's perceived performance with respect to their expectations. If the performance does not meet expectations, the customers are dissatisfied; whereas the performance can meet expectation, the customers are satisfied. Furthermore, if the performance does greater expectation, the customer is delighted or highly satisfied (Kotler and Keller, 2006). Hence, this paper defines superior customer satisfaction as the greater level of customers' feeling of pleasure when they compare perceived service performance with their expectation (Hasnelly and Yusuf, 2012).

Oliver (1997) illustrates the difference of terms "satisfaction" and "emotion" and describes that satisfaction is a judgment; but emotions (e.g. delight) are human effects coming from judgments regarding satisfaction with a service. It can state that delight is caused by unpredictably good performance that is excellent service (Yu and Dean, 2001). Nevertheless, customer satisfaction is deliberated to be the crucial success element for every firm because it has been found to decrease the costs for attracting new customers and dealing with poor quality and complaints (Michel, Bowen, and Johnston, 2009). In other words, customer satisfaction has been found to provide many benefits for firms such as developing the long-term financial performance, firm profitability (Williams and Naumann, 2011), superior market share, greater customer retention (Ćoćkalo, Đorđević, and Sajfert, 2011), and lower marketing costs (Fung, Chen, and Yip, 2007) .

Accomplishing high customer satisfaction has grown into a chief focus of corporate strategy for most firms (Homburg, Koschate, and Hoyer, 2005) due to variety of its benefits. If firms can offer excellent service to customers and make them satisfied, they are likely to be less price sensitive, less persuaded by rivals, and also stay loyal longer (Dimitriades, 2006). Moreover, they tend to provide positive feedbacks or viewpoints for optimizing services. In the hospitality and tourism industry, customer satisfaction positively affects the firms' value (the market value added) and profitability (the profit margin, return on assets, and return on equity), which increase financial performance (Sun and Kim, 2013). From the aforementioned arguments on superior customer satisfaction, the sixth hypothesis can be proposed as:

***Hypothesis 6 : Superior customer satisfaction is positively related to (a) outstanding customer acceptance, and (b) firm performance.***





### Outstanding Customer Acceptance

Outstanding customer acceptance is defined as customers' feedbacks or customers' viewpoints regarding admirable service in order to provide valuable information (Limpsurapong and Ussahawanitchakit, 2011). Bettman and Park (1980) suggest that outstanding customer acceptance refers to the customer's perception about the experiences of products, services, information, ordering, payment, material value, delivery, and post-purchase problem resolution. Similar to Syers, Ussahawanitchakit, and Jhundra-Indra (2012), it is the perception of customers based on customer behaviors recognized as trust, satisfaction, and loyalty on reputation and image of the firm, which results in the firm value (Foxall, 2003).

Customer viewpoints can be viewed as customers' attitude, which is a component of customer loyalty (Saravanakumar and Jayakrishnan, 2014). Customers' attitude represents such as willingness to pay a price premium (Zeithaml, Berry, and Parasuraman, 1996), willingness of recommending the firm to others, presentation of such commitment to the company (resisting to switching to another firm) and intention to repurchase from the same firm (Narayandas, 1996). In addition to customer acceptance, it is an attitudinal element indicating a durable intention by the parties to develop and sustain a long-term relationship (Morgan and Hunt, 1994).

Customer feedbacks reflect new products or service transactions' history on their acceptance or rejection by prior buyers (Limpsurapong and Ussahawanitchakit (2011). Previous customer feedbacks importantly lead to market reputation and affect potential customer's purchase decisions. Reputation recognized by customers in a media release and marketing activities is referred as term "customer acceptance" (Chailom and Ussahawanitchakit, 2009), which is found to result in e-commerce performance. A number of studies indicate various benefits of reputation such as increasing repurchase of customers (Yoon, Guffey, and Kijewski, 1993), supporting greater rate of customer retention (Preece, Fleisher, and Toccacelli, 1995), and also helping a firm survival (Shrivastava and Siomkos, 1989).

The acceptance of customer on service presented is regularly related to the familiarity and the degree of awareness and usage of any given tool (Ahmad and Nadiyah, 2012). Customer acceptance occurs when customers have a tendency of using service offered. In other words, customer acceptance could be observed when customers



are willing to take part in anything that is associated to the product or service offered (Mansor, Hamid, and Wan Muda, 2011). The more customers use services, the more valuable services develop. In other words, if customers have more positive experiences and/or feedbacks, they tend to open mind to accept services of firms easier. Moreover, demonstration of such commitment to the firm as a resistance to switch to another rival (Narayandas, 1996) represents positive customers' attitude or customers' viewpoint. Ritter and Walter (2003) found the customer involvement is positively influenced by customers' attitude and intention in developing a long-term relationship. Furthermore, Çerri (2012) and Reichheld (2002) found that intention of customers in continuing relationship can lead to improving of firm performance. From the aforementioned arguments on outstanding customer acceptance, the seventh hypothesis can be proposed as:

***Hypothesis 7 : Outstanding customer acceptance is positively related to (a) advanced customer involvement, and (b) firm performance.***

#### Advanced Customer Involvement

From literatures, definitions of involvement are provided as slightly different meaning. Smith and Hunt (1978) define involvement as a particular process that will be influenced by external changing elements (product, communication, or situation) and internal changing element (enduring ego) from past experience. Greenwald and Leavitt (1984) define involvement as the degree of individual concerns for the subjects depended on individual need, value, and interest. In addition, three elements that consist of individual elements, product stimulus, and situation affect involvement (Zaichkowsky, 1985). In terms of customer involvement's definitions, there are slightly various meanings, which can be seen from the different words used such as customer involvement, customer participation, user involvement, partnership, co-development, knowledge co-creation, customer integration, customer engagement, customer desired role and more. Goodman et al. (1995) define customer involvement as the number and types of activities in which the two organizations engage, over and above their normal economic transactions. For instance, a customer could assist a supplier firm redesign a product or generate a new service. As the customer engages in more such activities and



improves more relationships with suppliers, the level of involvement will increase. Alam (2006) defines customer involvement in service innovation as the degree of interaction between service producers and current (or potential) representatives of one or more customers at diverse stages of the new service development process. Similarly, this research defines advanced customer involvement as the large degree of participation between firms and customers in assorted activities for developing more excellent service (Dadfar, Brege, and Semnani, 2013).

Such occurrence of customer involvement in different stages (i.e. during the production and delivery of the service process) depending on the types of services, the roles of customer's participation are diverse from low to high (Lagrosen, 2005). In the high contact services, customers perform actively as co-producer of the services and services cannot be created without it (Lovelock and Wirtz, 2004). Believing the customer as a co-producer always, customer involvement is perceived to be a vital factor to a service firm's success (Vargo and Lusch, 2004) and to new product success (Svendsen et al., 2011). Millissa and Cheung (2011) found that customer involvement affect positively to perceived service performance, especially on customers of a high rather than low level of co-production. High-involved customers tend to have a positive attitude for maintaining long-term relationships rather than taking a risk by starting a new relationship (Varki and Wong, 2003). Customers with high involvement are likely to think themselves as a part of service firms when they interact with employees in different activities such as providing suggestions or feedbacks for improving of service firms' quality. Generally, customers will obtain marketing messages, be influenced by marketing communication, and changing their attitude when their involvement levels are high (Mamat, Haron, and Razak, 2014).

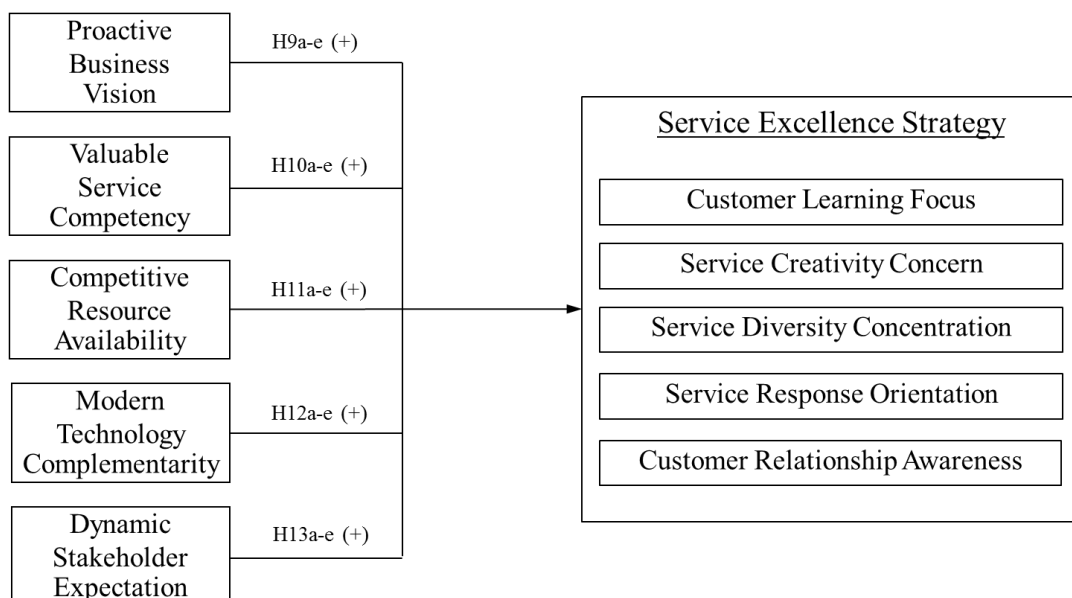
Influencing customers' involvement with a firm can be occurred from three keys relational benefits; confidence benefits, social benefits, and special treatment benefits (Gwinner, Gremler, and Bitner, 1998). Fatima and Razzaque (2013) suggest that the two first key relational benefits affect to customer involvement in the private commercial banking sector. However, these three types of relational benefits may vary affect across service types and service setting (Patterson and Smith, 2001). For example, Thai people are likely to attach more on special treatment benefits than in developed countries, which seem to attach more important on confidence benefit. In addition to



customer involvement's benefits; superior and differentiated service, reducing the development time, facilitating user education, improving market acceptance (i.e. more repurchase and recommendation of service via the word-of-mouth), and establishing a long-term relationship result from customer involvement (Alam, 2002; Matthing, Sanden, and Edvardsson, 2004; Prahalad and Ramaswamy, 2002). According to a diversity of benefits, advanced customer involvement may result in an increase of firm performance. From the aforementioned arguments on advance customer involvement, the eighth hypothesis can be proposed as:

***Hypothesis 8 : Advanced customer involvement is positively related to firm performance.***

Figure 4: The Relationships among Proactive Business Vision, Valuable Service Competency, Competitive Resource Availability, Modern Technology Complementary, Dynamic Stakeholder Expectation, and Service Excellence Strategy



#### Proactive business vision

The definition of vision varies, which normally is defined as an idealized goal to be accomplished in the future (Conger, 1999; Elenkov, Judge, and Wright, 2005). In other words, it is an ideal and distinctive image of the future that speaks clearly regard



to the values, aims and identity of its followers. Consistent with leadership literature, vision is a critical factor, which normally occurs with all leaders depending their leadership styles (Ruvio, Rosenblatt, and Hertz-Lazarowitz, 2010). In other words, it relates to a task of top management making decision challenge (Posavac, Kardes, and Brakus, 2010) in unpredictable change. A vision provides an intelligent framework for firm strategy. Meaningfully, it outlines a firm's strategic direction and shows conceptual map of how a firm moves from its present reality to a desired future state (Mirvis, Googins, and Kinnicutt, 2010). In short, it is a supervisory idea (Mintzberg, Ahlstrand, and Lample, 1998) which is a mental representation of strategy or a concept for a new and preferred future reality communicated throughout the firms (El-Namaki, 1992). Therefore, creating and launching new products or services to respond future demands as well as leading firms to be a first-mover in a competitive market result from proactive business vision, which is a major task for top management presently (Lumpkin and Dess, 2001).

In this research, proactive business vision refers to an idealized goals that desire to accomplish in order to generate an opportunity in developing and launching a new and valuable service to the marketplace in the future (Chuwiruch and Ussahawanitchakit, 2013). All organizations desire to succeed in the future, hence, top managements are likely to pay attention to great proactive business vision. To be proactive business vision, top management should always be creative and concerned with innovation and ready to value all the opportunities, which leads to faster, cheaper or better performance (Campeanu-Sonea et al., 2010). In addition to be greater than competitors, top management should plan and set an aspiration because clear aspiration set in the beginning and vision embedded in firms' strategic goals (Mazzawi, 2002) can cause more competitive advantage in strategic approach. Such a strategic approach, which can enhance firm performance, it relates to generate greater service excellence to customers. Consequently, the firm should support all members including employees to have abilities of learning customer, creating new services, responding greater service as well as generating and retaining good relationship with customers. From the aforementioned literature on proactive business vision, the ninth hypothesis can be stated as:



***Hypothesis 9 : Proactive business vision is positively associated with (a) customer learning focus, (b) service creativity concern, (c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

#### Valuable Service Competency

In working nowadays, firms tend to step forward to gain great competitive advantage. Competencies of firms are a key factor to help them achieve goals. From prior literatures, the definitions of competency are numerous. Generally, competency refers to changeable, learnable and achievable through experience, training or coaching (Volery, Mueller, and Von Siemens, 2015; Wagener, Gorgievski, and Rijdsdijk, 2010). Raiborn, Kinney, and Prather-Kinsey (2006) describe the definition of competency and relevant as developing and maintaining the skills needed of individual in practicing their tasks, similar to the definition of Halim and Abhyanker (2011). They define competency as a part of individual's behavior that can be observed or demonstrated, which contributes to job performance. Predominantly, competency comprises three essential aspects (knowledge, attitude, and skills) that are combined to solve certain tasks (UNIDO, 2002). Lubit (2001) states that assets of firms' competencies comprise their structure, culture, process, employees and technology; whereas Tyagi and Sawhney (2010) categorize the sets of particular competencies including (1) disseminate business skills and knowledge, (2) deliver outcomes through people, (3) ensure market-driven direction, (4) guide product "fit" and "function", and (5) manage multiple priorities.

This research uses competency framework to apply to valuable service competency. Value, which is an attribute of resource in the resource-based view, can generate strength of competitive advantage to service firms. The competency-based approach is often referred to as a skill-based approach because of the concentrating on employees' skills, not a position's tasks (Lawler, 1994). Therefore, valuable service competency refers to an ability of firms regarding customer predictions, searching customer information (for example; when customers use services, how customer behavior are, and what customer needs/wants by conducting market research), having consciousness on customer complaint, and trying to communicate to improve services



to be great (Díaz-Fernández, López-Cabrales, and Valle-Cabrera, 2014; Kyndt and Baert, 2015; Lokshin, Van Gils, and Bauer, 2009).

In term of knowledge, it is defined as structure of experience, significance information to work, degree of assessment, and groups of new experience and new information integrated (Davenport and Prusak, 1998). Knowledge can be divided into two main groups; tacit and explicit. Tacit knowledge is the feeling of individual that do not prefer to show or give one' opinion at the speech and have difficulty communication; whereas explicit knowledge is more easy to communicate and do give one's opinion at the speech (Nonaka, 1994).

Competency that firms perform well is called core competency including knowledge, skills, attitude, motives, values or personal characteristics which are essential for accomplishing a job and evaluating the employee's performance to be either good or excellent (Salleh et al., 2015). Furthermore, it could enhance competitive advantage for firms (Barfield, Raiborn, and Kinney, 1997). In service firms, employees are as on behalf of firms to contact directly to customers. Hence, core competency of employees is important that can provide superior service to customers. Training for employees to develop valuable competency is essential in order to ensure that they understand how to perform activity well, to decrease resistance to move or change, and to endure successful performance (Baird, Harrison, and Reeve, 2007). It possibly allows firms to focus on setting the service excellence strategy. From the aforementioned literature on valuable service competency, the tenth hypothesis can be stated as:

***Hypothesis 10 : Valuable service competency is positively associated with (a) customer learning focus, (b) service creativity concern, (c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

#### Competitive Resource Availability

Competitive resource availability refers to the possession of both tangible and intangible assets that enable firm to support business goals regarding better services (Pearson, Pitfield, and Ryley, 2015). In other words, it relates to the question that whether firms have resource readiness for utilizing in providing excellent service to





customers or not. Resource availability is necessary for every firm in running business because firms have to use them to compete with their competitors. If the firms desire to win in the market, they should have competitive resources. Kaleka (2002) recommends similarly that marketing resource richness, which refers to greater resource, is important to firm in achieving and defending market positions, which also reach marketing performance. Likewise, Ray, Barney, and Muhanna (2004) suggest that business resource readiness is as the abundance of both tangible and intangible elements assisting the working processes to accomplish the corporate goal.

In relation to the resource-based view, the attributes of resources that can provide more competitive advantages should contain four attributes; rare, valuable, inimitable, no substitutable (Barney, 1991). Especially; the first two attributes (rare and valuable) are more important due to generating higher competitive advantages. Resources can be categorized into two groups; tangible and intangible resources (Grant, 1991). Tangible resources are, for example, machinery, capital, land, and money. Intangible resources are, for example, knowledge, skills and abilities, and patent of know how. Foss (1997) states that several illustrations where tangible resources provide sustainable competitive advantages to firms are found. Likewise, the study of Pearson, Pitfield, and Ryley (2015) found that intangible resources (for example; slot, brand, reputation, competency, and strategy) are sources of competitive advantage in the Asian airline industry. Hence, the possession of competitive resources certainly produces a large of advantages to firms.

Competitive resource availability provides numerous benefits to firms in generating greater services than competitors such as responding customer timely and gaining positive feedbacks from customers. This may lead to higher customer satisfaction and may result in repurchasing of customers. Panya and Ussahawanitchakit (2013) found that two dimensions of marketing resource richness, namely customer-linking capability and human resource assets, are positively influence to customer value creation, which can continually generate customer satisfaction and loyalty. Such valuable benefits, firms should emphasize the use of appropriate strategy. In other word, competitive resource availability possibly generates service excellence strategy including learning customer, creating service, concerning various services, responding service, and making customer relationship. Kumlu (2014) suggests that possession of





competitive resources enables firms to identify opportunities in the market, improve appropriate marketing strategy and implement it effectively to yield superior firm performance. From the aforementioned literature on competitive resource availability, the eleventh hypothesis can be stated as:

***Hypothesis 11 : Competitive resource availability is positively associated with (a) customer learning focus, (b) service creativity concern, (c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

#### Modern Technology Complementary

One of the business environments influencing firms' operation is technology. Barrett and Konsynski (1982) refer technology as tools – including computer hardware, software, and communication systems – that facilitate firm to manage time-consuming process more effectively. Technology availability can be viewed as the organization acceptance of technology (Parasuraman, 2000). According to technology acceptance model, by Davis, Bagozzi, and Warshaw (1989), two specific beliefs are considered primary relevance to acceptance of technology, namely perceived usefulness and perceived ease of use. Perceived usefulness can be described as the degree of believing that using a particular system would enhance job performance, and perceived ease of use is described as the degree of believing that a certain system can be used without struggling (Davis, 1989).

In this research, modern technology complementary is defined as the acceptance of new technology – via perceived usefulness and perceived ease of use – that would be utilized to support firms for achieving goals (Lee, Lee, and Hwang, 2015).

Apart from managing internal data and information, technology can be useful in forming of relations to external parties (Barrett and Konsynski, 1982). In other words, technology can be utilized in supporting of collaboration and coordination activity (Fagan, 2004; Katila and Mang, 2003). Technology also enables firms to be more connecting and interacting with different parties such as customers and firms' partners or alliances. In addition, technology complementary is associated to firm's knowledge managing and learning ability (Yasamorn and Ussahawanitchakit, 2011).



Moreover, Seggie, Kim, and Cavusgil (2006) state that availability of technology encourages firms to be more active in implementing plans and strategies with their relationship partners. Utilizing technology availability could help firms to communicate with customers creating customer relationships. A large number of firms invest in customer relationship management technology (Day, 2000) because they hope to discriminate between profitable and unprofitable customers, and provide customized service as well as gain greater customer retention (Peppers, Roger, and Dorf, 1999). Moreover, Jayachandran et al. (2005) found that using customer relationship management technology performs an essential supportive role in moderating the relationship between the influence of relational information processes and customer relationship performance. Hence, it is likely that modern technology complementary may be related to service excellence strategy. From the aforementioned literature on modern technology complementary, the twelfth hypothesis can be stated as:

***Hypothesis 12 : Modern technology complementary is positively associated with (a) customer learning focus, (b) service creativity concern, (c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

#### Dynamic Stakeholder Expectation

Stakeholders refer to any groups or person who can affect or be affected by the organization's actions or goals (Freeman, 1984), but not all stakeholders are equal. Stakeholders consist of; for example, shareholders, customers, suppliers, employees, general public, communities, business support groups, and the media. From the stakeholder literature review, stakeholders can be divided into various types; 1) descriptive, instrumental and normative (Donaldson and Preston, 1995), 2) internal and external (Freeman, 1984; Olander, 2007), 3) power, legitimacy and urgency attributes (normative approach) and the salience as a feature (descriptive approach) (Mitchell, Agle, and Wood, 1997). The classification of stakeholders that basically use is the internal and external stakeholders. According to Freeman (1984) and (Olander, 2007), stakeholders engage directly in economic transactions with the business or have responsibility to implement the organizational project, such as shareholders, customers,



suppliers, and employees; whereas external stakeholders may not essentially engage in direct economic exchange with the organization or be affected by the organizational project, such as general public, communities, business support groups, and the media.

Miragaia, Ferreira, and Carreira (2014) propose that the accomplishment of organizations' management depends on correct identification of stakeholders and subsequent assessment of their relevance, so as to focus who should, and how, get priority in strategic decision making. Indeed, different stakeholders have different expectations toward organizations depending on defending their own interests (Frooman, 1999).

For instance, shareholders normally want good returns on their investments (high dividends), and consequently demand high profits, growth and share prices. If these are not accomplished, they possibly sell their shares or put pressure on management through the shareholders' committee. On the other hand, other stakeholders as employees normally want training and developing their abilities, safety at work and so on (Darškuvienė and Bendoraitienė, 2014). To consider these stakeholders' expectations, organizations do not consider equally. Organizations emphasize different stakeholders based on their powers affecting the organization (Mitchell, Agle, and Wood, 1997). Consequently, meeting each stakeholder's expectations is based on the power that stakeholders have to affect the organizations. However, essential stakeholder focused in this research is customers.

Apart from the literature regarding expectation, understanding and responding to customer expectation are the keys to provide superior service. Customer expectation is what customers suppose service firms to do (Parasuraman, Berry, and Zeithaml, 1991). Olson and Dover (1979) define customer expectation as pretrial beliefs towards a product or service. In reality, customers have a large number of information sources resulting in expectation, such as prior experience to the service, word of mouth, expert opinion, publicity, communications controlled by the firm (e.g. advertising and personal selling), and previous experience to competitive services (Zeithaml, Berry, and Parasuraman, 1991). Boulding et al. (1993) state that there are two important standards of expectation: 1) a prediction of future events, which is normally used in the satisfaction literature; and 2) a normative expectation of future events, which is generally used in the service quality literature. If firms perform activities as meeting to



customer expectation, it results in customer satisfaction. Moreover, if firms provide service more than customer expectation, it causes superior customer satisfaction or delight feeling.

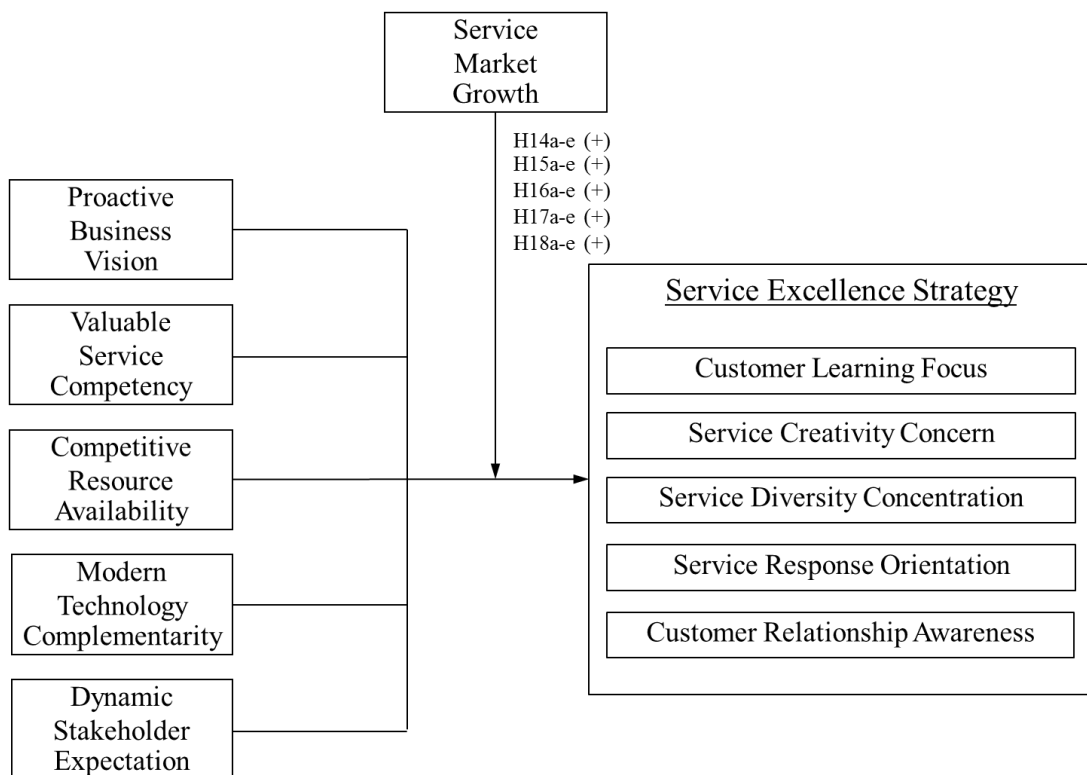
From five dimensions of service quality comprising reliability, tangibles, responsiveness, assurance, and empathy (Parasuraman, Berry, and Zeithaml, 1990); reliability is the most important dimension in meeting customer expectation, but responsiveness, assurance, and empathy are dimensions found creating exceeding customer expectation (Parasuraman, Berry, and Zeithaml, 1991). The first dimension of service quality is called as outcome dimension and the later four dimensions of service quality are, namely, process dimensions. The zones of tolerance of outcome and process dimensions can change depending on each customer and each situation, even the same customer. This can point out that customer expectation is dynamic. Hence, dynamic stakeholder expectation refers to the stakeholders' predictions or anticipation of the firms that can change continuously (Van Ryzin, 2006).

Parasuraman, Berry, and Zeithaml (1991) found that the key customer expectations are various relying on different service types. For example; providing a clean and secure room, treating customers like a guest, and keeping firms' promise are major customer expectations in hotel business; whereas keeping customers informed, being on customers' sides, playing fair, and providing prompt service are prime customer expectations in automobile insurance. Moreover, changing in price, firm communications, and competitive service delivery are three sources that affect changing expectations of customers (Boulding et al., 1993). Stakeholders also influence on the firm's decisions, financial performance or outcomes (Mutti et al., 2012). This means that stakeholders have the power of setting a firm's strategy. However, individual expectation could change over time. It presumes that individual that takes a responsibility in a firm as a stakeholder also differently anticipate in each situation. Consequently, firms should focus on dynamic stakeholder expectations. From the aforementioned literature on dynamic stakeholder expectation, the thirteenth hypothesis can be stated as:



***Hypothesis 13 : Dynamic stakeholder expectation is positively associated with (a) customer learning focus, (b) service creativity concern, (c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

Figure 5: The Role of Moderating Effects of Service Market Growth on the Relationships among Antecedent Variables and Service Excellence Strategy



### Service Market Growth

One of the most important contingency issues in business is dynamic change in market. This also includes speed of change in product preferences, customer demand and emergence of new customer segments in the industry (Jaworski and Kohli, 1993) as well as the rate of change in competitors' actions (Achrol and Stem, 1988). This change is referred to as market dynamism (Duncan, 1972; Jaworski and Kohli, 1993). For example, Duncan (1972) describes the change, market dynamism, as repeated changes in business environment of a firm concerning consumer preferences, technology,



competitors' actions and other critical marketplace factor. However, in this research, the factor is stated by the word 'market growth', as it is not only mentioning change, but also inferring development and progression. In addition, since this research is studying hotel business which is categorized in service section, the term used in stating the variable is service market growth.

In this paper, service market growth is defined as dynamic change overtime which would cause development or progression in service market (Den Boer, 2015). This growth may contain increasing in hotel demands (both quantity and quality preference), rising in skilled human resource supply, and emerging of new hotels and related businesses.

In dynamic market, especially in service sector, numerous external factors can cause great influence on the firms (Daft, Sormunen, and Parks, 1988). The factors influence a firm to seek the best approach to retain the original customers and simultaneously persuade new customers; for instance, the frequency of the technological process and product/service evolutions, the speed of new product or service launches on the market, the seasonal nature of the activity, the cyclical character of the firm's markets, the degree and frequency of fluctuation in the workload, as well as the uncertainty about future markets (Quélin and Duhamel, 2003). In this sense, these factors are reflecting the growth of market. Accordingly, with the dynamism of market growth, firms need to react to the changes in the market and identify market opportunities (Chakravarthy, 1982), and, thus, make strategic decisions regarding capability development and resource allocation to address the changes (Castanias and Helfat, 2001). Therefore, it is likely that service market growth would be related to the firm's strategy implementation. Hence, in this research, service market growth is designated as a factor moderating the relationships between firm's service excellence strategy and its antecedents; proactive business vision, valuable service competency, competitive resource availability, modern technology complementary, and dynamic stakeholder expectation.

As the market is maturing, firms need to identify market opportunities and make strategic decisions accordingly (Castanias and Helfat, 2001) in order to increase their competitive advantage. Creativity is an essential element to generate firms' competitive advantage (Hana, 2013). Then, under growth of service market,



stakeholders probably expect firms to focus on service creation. Also, concentration on customer relationship should be done because, it benefits firms in reducing overall marketing costs, increasing overall customer response rate, and increasing overall customer and firm profitability (Kumar, 2010). From the aforementioned literature on service market growth, several hypotheses can be stated as:

***Hypothesis 14 : Service market growth positively moderates the relationship between proactive business vision and (a) customer learning focus, (b) service creativity concern,(c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

***Hypothesis 15 : Service market growth positively moderates the relationship between valuable service competency and (a) customer learning focus, (b) service creativity concern,(c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

***Hypothesis 16 : Service market growth positively moderates the relationship between competitive resource availability and (a) customer learning focus, (b) service creativity concern,(c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

***Hypothesis 17 : Service market growth positively moderates the relationship between modern technology complementary and (a) customer learning focus, (b) service creativity concern,(c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***

***Hypothesis 18 : Service market growth positively moderates the relationship between dynamic stakeholder expectation and (a) customer learning focus, (b) service creativity concern,(c) service diversity concentration, (d) service response orientation, and (e) customer relationship awareness.***



## Summary

In conclusion, the conceptual framework of how service excellence strategy relates to firm performance is described. In terms of theory, the resource-based view and the contingency theory are employed to describe the relationships in the conceptual model.

Service excellence strategy, which is the major concern of this research consists of five dimensions; customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. This research proposes a set of 18 testable hypotheses explaining the overall relationships among the constructs in the conceptual model. Those relationships can be divided into four categories. To begin with the first group, there are 5 hypotheses that are propose to test the relationships between each dimension of service excellence strategy and its consequences containing superior customer satisfaction, outstanding customer acceptance, and advance customer involvement. The second group, 3 testable hypotheses are provided to examine the relationships between its consequences and firm performance. The third group is the test between its antecedents including proactive business vision, valuable service competency, competitive resource availability, modern technology complementary, and dynamic stakeholder expectation and each dimension of service excellence strategy, equal to 5 testable hypotheses. The final group relates to testing of its moderator, service market growth, with the relationships between its antecedent and each dimension of service excellence strategy resulting in 5 testable hypotheses. All proposed hypotheses are presented in Table 6.

The next chapter describes the research methods covering the sample selection, data collection procedures, the variable measurements of each construct, the instrumental verification (reliability and validity), the statistics and equations to testing all 18 hypotheses, and the summarized definitions and operational variables of the constructs for the research.





Table 5: Summary of Hypothesized Relationships

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>
H1a	Customer learning focus is positively related to superior customer satisfaction.
H1b	Customer learning focus is positively related to outstanding customer acceptance.
H1c	Customer learning focus is positively related to advance customer involvement.
H1d	Customer learning focus is positively related to firm performance.
H2a	Service creativity concern is positively related to superior customer satisfaction.
H2b	Service creativity concern is positively related to outstanding customer acceptance.
H2c	Service creativity concern is positively related to advance customer involvement.
H2d	Service creativity concern is positively related to firm performance.
H3a	Service diversity concentration is positively related to superior customer satisfaction.
H3b	Service diversity concentration is positively related to outstanding customer acceptance.
H3c	Service diversity concentration is positively related to advance customer involvement.
H3d	Service diversity concentration is positively related to firm performance.
H4a	Service response orientation is positively related to superior customer satisfaction.
H4b	Service response orientation is positively related to outstanding customer acceptance.



Table 5: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>
H4c	Service response orientation is positively related to advance customer involvement.
H4d	Service response orientation is positively related to firm performance.
H5a	Customer relationship awareness is positively related to superior customer satisfaction.
H5b	Customer relationship awareness is positively related to outstanding customer acceptance.
H5c	Customer relationship awareness is positively related to advance customer involvement.
H5d	Customer relationship awareness is positively related to firm performance.
H6a	Superior customer satisfaction is positively related to outstanding customer acceptance.
H6b	Superior customer satisfaction is positively related to firm performance.
H7a	Outstanding customer acceptance is positively related to advance customer involvement.
H7b	Outstanding customer acceptance is positively related to firm performance.
H8	Advance customer involvement is positively related to firm performance.
H9a	Proactive business vision is positively related to customer learning focus.
H9b	Proactive business vision is positively related to service creativity concern.
H9c	Proactive business vision is positively related to service diversity concentration.



Table 5: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>
H9d	Proactive business vision is positively related to service response orientation.
H9e	Proactive business vision is positively related to customer relationship awareness.
H10a	Valuable service competency is positively related to customer learning focus.
H10b	Valuable service competency is positively related to service creativity concern.
H10c	Valuable service competency is positively related to service diversity concentration.
H10d	Valuable service competency is positively related to service response orientation.
H10e	Valuable service competency is positively related to customer relationship awareness.
H11a	Competitive resource availability is positively related to customer learning focus.
H11b	Competitive resource availability is positively related to service creativity concern.
H11c	Competitive resource availability is positively related to service diversity concentration.
H11d	Competitive resource availability is positively related to service response orientation.
H11e	Competitive resource availability is positively related to customer relationship awareness.
H12a	Modern technology complementary is positively related to customer learning focus.
H12b	Modern technology complementary is positively related to service creativity concern.



Table 5: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>
H12c	Modern technology complementary is positively related to service diversity concentration.
H12d	Modern technology complementary is positively related to service response orientation.
H12e	Modern technology complementary is positively related to customer relationship awareness.
H13a	Dynamic stakeholder expectation is positively related to customer learning focus.
H13b	Dynamic stakeholder expectation is positively related to service creativity concern.
H13c	Dynamic stakeholder expectation is positively related to service diversity concentration.
H13d	Dynamic stakeholder expectation is positively related to service response orientation.
H13e	Dynamic stakeholder expectation is positively related to customer relationship awareness.
H14a	Service market growth positively moderates the relationship between proactive business vision and customer learning focus.
H14b	Service market growth positively moderates the relationship between proactive business vision and service creativity concern.
H14c	Service market growth positively moderates the relationship between proactive business vision and service diversity concentration.
H14d	Service market growth positively moderates the relationship between proactive business vision and service response orientation.
H14e	Service market growth positively moderates the relationship between proactive business vision and customer relationship awareness.
H15a	Service market growth positively moderates the relationship between valuable service competency and customer learning focus.



Table 5: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>
H15b	Service market growth positively moderates the relationship between valuable service competency and service creativity concern.
H15c	Service market growth positively moderates the relationship between valuable service competency and service diversity concentration.
H15d	Service market growth positively moderates the relationship between valuable service competency and service response orientation.
H15e	Service market growth positively moderates the relationship between valuable service competency and customer relationship awareness.
H16a	Service market growth positively moderates the relationship between competitive resource availability and customer learning focus.
H16b	Service market growth positively moderates the relationship between competitive resource availability and service creativity concern.
H16c	Service market growth positively moderates the relationship between competitive resource availability and service diversity concentration.
H16d	Service market growth positively moderates the relationship between competitive resource availability and service response orientation.
H16e	Service market growth positively moderates the relationship between competitive resource availability and customer relationship awareness.
H17a	Service market growth positively moderates the relationship between modern technology complementary and customer learning focus.
H17b	Service market growth positively moderates the relationship between modern technology complementary and service creativity concern.
H17c	Service market growth positively moderates the relationship between modern technology complementary and service diversity concentration.
H17d	Service market growth positively moderates the relationship between modern technology complementary and service response orientation.



Table 5: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>
H17e	Service market growth positively moderates the relationship between modern technology complementary and customer relationship awareness.
H18a	Service market growth positively moderates the relationship between dynamic stakeholder expectation and customer learning focus.
H18b	Service market growth positively moderates the relationship between dynamic stakeholder expectation and service creativity concern.
H18c	Service market growth positively moderates the relationship between dynamic stakeholder expectation and service diversity concentration.
H18d	Service market growth positively moderates the relationship between dynamic stakeholder expectation and service response orientation.
H18e	Service market growth positively moderates the relationship between dynamic stakeholder expectation and customer relationship awareness.



## CHAPTER III

### RESEARCH METHODS

The previous chapter presents a review of prior relevant literature detailed in service excellence strategy and other variables in the conceptual model, theoretical foundations, the definition of all variables, and hypotheses development. To understand research methods, this chapter details them in four sections as follows. Firstly, the sample selection and data collection procedures, including population and sample, data collection, and the test of non-response bias are detailed. Secondly, the variable measurements are developed. Thirdly, the instrumental verifications including the test of validity and reliability, and the statistical analysis including the regression equations are presented. Finally, the table demonstrating the summary of definitions and operational variables of constructs is included.

#### **Sample Selection and Data Collection Procedure**

##### Population and Sample

Hotel business in Thailand is selected as the data source for examining antecedents and consequences of service excellence strategy for two main reasons. Firstly, hotels relate to a large number of customers who visit and occupancy that expect to be served friendly and greatly. Secondly, this research selects four to five star hotels that are outstanding in service. Those hotels possibly focus on service excellence strategy. Database of this research is drawn from Tourism Authority of Thailand that suggests where tourists can stay in Thailand (Tourism Authority of Thailand, 2015). This database provides the list of registered hotel businesses in Thailand as well as their contact addresses. The total numbers of 1,265 firms obtained from this source are the population in this research. With approximately 1,300 firms, the required sample size to be a representative of the hotel businesses in this research is 297, which is a minimum usable sample size (Krejcie and Morgan, 1970). Due to using mail survey as a data-collection method, the response rates are normally lower than 100 percent (Bartlett, Kotrlik, and Higgins, 2001). Aaker, Kumar, and Day (2001) suggest that 20 percent of



response rate from mail survey, without an appropriate follow-up procedure is sufficient. Similarly, Menon et al. (1999) also state that the average response rates of executive survey are in the range of 15-20 percent. Consistent with prior suggestion, calculating the sample size for initial mail survey is shown as follow.

$$\text{The required respondents as a 20\% response rate} = 297$$

$$\text{Thus, the sample size as a 100\%} = [297 \times 100] / 20 = 1,485$$

To maximize the possibility of response rate, this research systematically determines 1,485 firms for a sampling frame, yet this number surpasses the total population resulting in the use of 1,265 firms as a population sample.

With regard to the questionnaire mailing to respondents, 101 surveys were undeliverable because some of these firms had moved to unknown locations and some were no longer in business. The undeliverable surveys were deducted from the original 1,265 surveys. As a result, the valid mailing was 1,164 surveys and 213 of them were received. However, five incomplete surveys were also found and discarded due to their missing data. Thus, there were 208 surveys which were usable for further analysis. The effective response rate was approximately 17.87 percent. Such the suggestion of Menon et al. (1999), the average response rates of executive survey are in the range of 15-20 percent. Thus, 208 firms are acceptable sample size for employing multiple regression analysis. The details of questionnaire mailing are shown in Table 6.

Table 6: Details of Questionnaire Mailing

Details	Numbers
Mailed Questionnaires	1,265
Undelivered Questionnaires	101
Valid Questionnaire Mailing	1,164
Received Questionnaires	213
Unusable Questionnaire	5
Usable Questionnaire	208
Response Rate (208/1,164) x 100	17.87%





### Data Collection

Owing to a large-scale survey of firms in a hotel business, this research employs the mail survey for collecting data. Neuman (2006) suggests that the mailing questionnaire is appropriate instrument to gather data from different geographic areas at low cost and with time savings. In addition, the mail survey makes informants feel greater comfort and less pressure while answering the questionnaire. For completing the mail survey, the top management position as the Marketing Executive of each hotel in Thailand is identified and used as the single key informant. It can be stated that the executive level is appropriate for completing the mail questionnaire because these key informants are the most comprehensive knowledge regarding the characteristics of the firm, its strategy, and performance (Weerawardena, O’Cass, and Julian, 2006). Even some scholars suggest to gathering data from multiple sources, though Zahra and Covin (1993) found that the executive level is still reliable and valid as multiple informants. The questionnaire design was developed from an extensive review of the relevant literature and then reviewed by professional academics so as to improve and select the greatest possible scale of measures.

A self-administered questionnaire in this research contains seven sections. In section one, respondents are requested to provide their personal information such as age, gender, marital status, education levels, working experience, average income per month, and current working position. Section two asks for business information; for example, business owner type, hotel standard, hotel location, firm age, number of full-time employee, hotel operational capital, revenue per year, and main customer. For section three to seven, the questionnaire asks for respondents’ perception regarding to service excellence strategy, its consequences, internal influences, and external influences. Items are adapted from the literature reviews, definitions, and instruments used in previous research. They were measured by using a Likert five-point interval scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

In detail, the questions in section three measure the five dimensions of service excellence strategy consisting of customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. Next, section four demonstrates questionnaires concerning the consequence of service excellence strategy comprised of superior customer satisfaction, outstanding



customer acceptance, advance customer involvement, and firm performance. In section five, the internal influences containing proactive business vision, valuable service competency, and competitive resource availability are questioned. Section six asks for the external influences affecting to service excellence strategy. Finally, open-ended questions are provided for informants' suggestion and other relevant issues. Altogether, there are a total of 57 items in the questionnaire. This questionnaire is attached in the Appendix F (English version) and Appendix G (Thai version).

To gather data, questionnaires were sent via postal to each key informant. This research employed two phases for data collection. The first phase was to send the instrument package comprising the professional appearance of a questionnaire including a notification letter that explains the purpose of this research and the promise of a summary of results of this research in accordance with the respondent's request, together with a cover letter, a postage prepaid envelope at the first mailing (Menon et al., 1999), and a postage pre-paid returned mail to each key informant of firms with non-follow-up for four weeks. At the initial mailing phase, the total amount of the questionnaires sent is 1,265 mailed. At the initial mailing stage, there are 173 questionnaires received. Then, the second phase, which is four weeks later was to follow-up each questionnaire in the case of not yet returned by sending postcards to each key informant to thank them for their collaboration while reminding them to return the completed questionnaire (Slater and Olson, 2001). Subsequently, the additional amount of receiving questionnaire is 40 questionnaires.

#### Test of Non-Response Bias

The problem with non-response is the bias or systematic distortion in a survey because it cannot receive a response from some members of the sample selected. If key informants who respond differ significantly from those who do not, the sample may not be generalized to the population. To protect possible response bias problems between respondents and non-respondents, non-response analysis was conducted. The typical method for testing non-response bias is evaluated by comparing early and late completed and returned questionnaires, whereas the late response represent non-respondents (Armstrong and Overton, 1977). Following recommendations of Armstrong and Overton (1977), a non-response bias testing employ a t-test to compare the



difference of group means of demographic information of the firm (i.e., firm age, firm size, hotel standard, hotel location, hotel operational fund, number of full-time employee, revenue per year, and member of Thai hotels association) between early and late respondents. If the results of the t-test have no significant difference between the two groups, it implies that these returned questionnaires have no non-response bias problem (Armstrong and Overton, 1977; Berg, Lindeboom, and Dolton, 2006).

All 208 received questionnaires are separated into two equal groups: the first 104 responses are treated as the early respondents (the first group) and another 104 responses are treated as the late respondents (the second group). By employing a t-test statistic, the differences of organizational demographics in terms of the hotel standard, the number of years a firm has operated in business, and the number of full-time employees were compared.

The results are as follows: the hotel standard ( $t = 1.699, p > 0.05$ ), the number of years a firm has operated in business ( $t = -1.708, p > 0.05$ ), and the number of full-time employees ( $t = .718, p > 0.05$ ). It can be seen from the findings that there were no statistically significant differences between the two groups at a 95% confident level. Thus, it can be mentioned that the non-response bias is not a concern in this research (Armstrong and Overton, 1977). The results of non-response bias test are presented in Appendix A.

## Measurements

The procedures of measurement development involve the multiple-item developed for measuring each variable in the conceptual model. Actually, all variables are the abstractions that cannot be directly measured and should be measured by multiple items (Churchill and Iacobucci, 2002). Hence, these variables should be transformed to the operational variables for a true measurement. From their definitions and prior literature, this research employs a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Table 5 presents the definition of each construct, the operational variables, scale source, and sample items of each construct. Thus, the variable measurements of the dependent variable, independent variables and control variables of this research are described in the following.



### Dependent Variable

#### *Firm performance.*

Firm performance is measured by the outcome of the firm to succeed in financial performance and non-financial performance. This construct is measured by employing a four-item scale modified from Tuntrabundit and Ussahawanitchakit (2010).

### Independent Variables

This research comprises 13 independent variables, which are divided into three groups. The first group of independent variables is the core construct of this research, service excellence strategy that consists of five dimensions: customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. These variables were developed as a new scale and the measure of each dimension depends on its definition which is also detailed below.

*Customer learning focus.* Customer learning focus refers to enhancing actions continuously through greater knowledge and understanding of customer needs (Cummings and Worley, 1997). It is measured by employing a four-item scale modified from Ooncharoen and Ussahawanitchakit (2009).

*Service creativity concern.* Service creativity concern is defined as the generation of a new and valuable service concept or idea (Amabile, 1997). This construct is measured by employing a four-item scale developed as a new scale based on definition.

*Service diversity concentration.* Service diversity concentration refers to creating a variety of service, which is defined as customization, in order to response the different customers' needs (Robert, 2008). It is measured by employing a four-item scale developed as a new scale based on definition.

*Service response orientation.* Service response orientation is defined as providing speedy services and the willingness to support customers within service



delivery processes (Asree, Zain, and Razalli, 2010). This construct is measured by employing a four-item scale modified from Ooncharoen and Ussahawanitchakit (2009).

*Customer relationship awareness.* Customer relationship awareness refers to an intense process of creation and maintains relationship with customers through identifying, attracting, differentiating and retaining customers (Hassan et al., 2015). It is measured by employing a four-item scale modified from Ooncharoen and Ussahawanitchakit (2009).

### Consequence variables

The second group of independent variables is the consequences of service excellence strategy, namely, superior customer satisfaction, outstanding customer acceptance, advanced customer involvement. The measure of each dimension relies on its definition to be discussed below.

*Superior customer satisfaction.* Superior customer satisfaction refers to the greater level of customers' feeling of pleasure when they compare perceived service performance with their expectation (Hasnelly and Yusuf, 2012). It is measured by employing a four-item scale modified from Limsurapong and Ussahawanitchakit (2011), Zhao et al. (2012), and Katarachia (2013).

*Outstanding customer acceptance.* Outstanding customer acceptance is defined as customers' feedbacks or customers' viewpoints regarding admirable service in order to provide valuable information (Limpsurapong and Ussahawanitchakit, 2011). It is measured by employing a three-item scale developed as a new scale based on definition.

*Advanced customer involvement.* Advance customer involvement refers to the large degree of participation between firms and customers in assorted activities for developing more excellent service (Dadfar, Brege, and Semnani, 2013). It is measured by employing a three-item scale modified from Svendsen et al. (2011), and Carbonell, Rodríguez-Escudero, and Devashish (2009).



### Antecedent Variables

The third group of independent variables is the antecedents of service excellence strategy encompassing five variables – proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation. All antecedents depend on their definitions. The measure of each variable is also discussed below.

*Proactive business vision.* Proactive business vision refers to an idealized goals that desire to accomplished in order to generate an opportunity in developing and launching a new and valuable service to the marketplace in the future (Chuwiruch and Ussahawanitchakit, 2013). This construct is measured by employing a five-item scale modified from Chuwiruch and Ussahawanitchakit (2013).

*Valuable service competency.* Valuable service competency refers to an ability of firms regarding customer predictions, searching customer information (for example; when customers use services, how customer behavior are, and what customer needs/wants by conducting market research), having consciousness on customer complaint, and trying to communicate to improve services to be great (Díaz-Fernández, López-Cabrales, and Valle-Cabrera, 2014; Kyndt and Baert, 2015; Lokshin, Van Gil, and Bauer, 2009). It is measured by employing a four-item scale developed as a new scale based on definition.

*Competitive resource availability.* Competitive resource availability refers to the possession of both tangible and intangible assets that enable firm to support business goals regarding better services (Pearson, Pitfield, and Ryley, 2015). It is measured by employing a three-item scale modified from Waranantakul and Ussahawanitchakit (2013).

*Modern technology complementarity.* Modern technology complementarity is defined as the acceptance of new technology – via perceived usefulness and perceived ease of use – that would be utilized to support firms for achieving goals (Lee, Lee, and



Hwang, 2015). This construct is measured by employing a three-item scale modified from Kim, Park, and Lee (2007) and Yasamorn and Ussahawanitchakit (2011).

*Dynamic stakeholder expectation.* Dynamic customer expectation refers to the stakeholders' predictions or anticipation of the firms that can change continuously (Van Ryzin, 2006). This construct is measured by employing a four-item scale developed as a new scale based on definition.

#### Moderating Variable

This research determines service market growth as the moderator of the relationships among the antecedent variables and each dimension of service excellence strategy. Similar to other variables, this moderator is developed from its definition and the related literature. The measurement of this variable use a five-point Likert scale, ranking from 1 (strongly disagree) to 5 (strongly agree).

*Service market growth.* Service market growth is defined as dynamic change overtime which would cause development or progression in service market (Den Boer, 2015). This construct is measured by four-item scale developed as a new scale based on definition.

#### Control Variables

The control variables include hotel standard, firm experience, and firm size that may affect the relationships among service excellence strategy and firm performance, and the antecedent variables – service excellence strategy.

#### *Firm age.*

Firm age is measured by the number of years that a firm has been in operation (Zhou et al., 2005). Mature firms are likely to provide service greater than younger ones. To avoid possible age effect, it has a need to be controlled. In this study, firm age is represented by dummy variables including 0 (15 years or less) and 1 (more than 15 years) (Tontiset and Ussahawanitchakit, 2010).



### *Firm size.*

Firm size is measured by the number of full-time employees in a firm (Tangpinyoputtikhun and Ussahawanitchakit, 2009). It is an important factor that affects both structure and strategic management and could be a critical obstacle to generate an intelligent organization due to greater resources (Walter, Auer, and Ritter, 2006). In this case, firm size is represented by dummy variables including 0 (less than 150 employees) and 1 (150 employees or more).

## **Methods**

In this research, a questionnaire mailed survey is utilized to collect data. All constructs in the conceptual model are developed by adopting the relevant literature, in order to establish truthfulness and credibility. Furthermore, two academic experts reviewed the instrument and adjusted it to be the best possible scale measure. To assure validity and reliability of the questionnaire, a pre-test method is conducted appropriately. In this case, the thirty first set of questionnaires received would be conducted the pre-test. Hence, these thirty responses were included in the final data analysis for hypotheses and assumption testing of multiple regression analysis.

### Validity and Reliability

*Validity* is the degree to which instruments measure the constructs correctly and accurately (Hair, Babin, and Anderson, 2010), which is consistent with the definition of Peter (1979) that validity is an accuracy of an instrument to measure the constructs they intend to measure. Hence, this research examines content validity and constructs validity of the questionnaire. There are three types of validity containing face, content, and construct validity were tested.

*Face and content validity* Face validity is the extent to which the measure represents the relevant content domain for the construct by individual judges or experts (Trochim, 2006). It means that the contents of the scale are adequate to cover the concept being measured. Content validity is an assessment system to reflect the content universe to which the instrument will be generalized. To improve face validity and





content validity, extensive review of the literature questionnaires is required (Hair, Babin, and Anderson, 2010). In addition, two academic experts who have experience in this area are asked to review the instrument and provide some suggestions so as to ensure that all items enclosed in the questionnaire are the most appropriate to measure the concept of the variables. Based on their feedback, some questions were deleted or adjusted accordingly to reach the best measurement.

*Construct validity* is the congruence between a theoretical concept and a specific concept that measure the instrument or procedure (Trochim, 2006). Construct validity was assessed by testing both convergent and discriminant validity. Convergent validity refers to the measures of construct that demonstrate a correspondence between similar constructs and the two measures examined will show highly correlated, despite discriminant validity which two measures are examined and they illustrated the low correlated or be able to discriminate between dissimilar constructs. This research utilizes exploratory factor analysis (EFA) to evaluate the construct validity because of a large number of new constructs developed and adapted from prior literature. This is consistent with the statement of Milan and Esteban (2004) that exploratory factor analysis is used to explore new factor structure of construct. As the rule-of-thumb, the acceptable cut-off score is 0.40, as a minimal level for interpretation of structure (Nunnally and Bernstein, 1994). It means that items whose score is over 0.40 are expected to be the same factor.

According to Table 8, it shows the results of factor loadings of multi-item scales. Each item of all variables is loaded on a single factor and the range of factor loadings is between 0.610-0.916. These values are more than the cut-off score of 0.4 which indicate the acceptable construct validity (see also Appendix D). To ensure content validity, additionally, the adequacy of measurements and its wording in a questionnaire are evaluated by two academicians (see Appendix H).

*Reliability* refers to the degree to which measures produce the same results on repeated trials and free from error (Kwok and Sharp, 1998). Cronbach's alpha coefficients are used to demonstrate scale reliability in order to ensure the internal consistency of the whole scale and individual items that can be removed to enhance



reliability of the research instrument (Coleman, de Chernatony, and Christodoulides, 2011). The value of Cronbach's alpha should be equal to or greater than 0.70 as a widely-accepted criterion (Hair, Babin, and Anderson, 2010). From Table 7, the findings of Cronbach's alpha coefficients are between 0.761-0.909 which surpasses the acceptable cut-off score. It can be concluded that the internal consistency of entire scale exists in this research (see also Appendix D).

Table 7: Results of Validity and Reliability Testing

<b>Variables</b>	<b>Factor Loadings</b>	<b>Cronbach's Alpha</b>
Customer Learning Focus (CLF)	0.678 – 0.835	0.798
Service Creativity Concern (SCC)	0.783 – 0.879	0.825
Service Diversity Concentration (SDC)	0.610 – 0.835	0.768
Service Response Orientation (SRO)	0.789 – 0.825	0.813
Customer Relationship Awareness (CRA)	0.739 – 0.812	0.761
Superior Customer Satisfaction (SCS)	0.735 – 0.829	0.791
Outstanding Customer Acceptance (OCA)	0.813 – 0.907	0.843
Advanced Customer Involvement (ACI)	0.812 – 0.925	0.838
Firm Performance (FPE)	0.839 – 0.916	0.909
Proactive Business Vision (PBV)	0.715 – 0.872	0.852
Valuable Service Competency (VSC)	0.793 – 0.854	0.847
Competitive Resource Availability (RAV)	0.763 – 0.875	0.778
Modern Technology Complementarity (MTC)	0.832 – 0.905	0.837
Dynamic Stakeholder Expectation (DSE)	0.742 – 0.848	0.800
Service Market Growth (SMG)	0.728 – 0.895	0.846

### Statistics

*Variance inflation factors (VIF's)* is used as an indicator of multicollinearity in a set of multiple regression variable. It provides an index that measures how much the variance of an estimated regression coefficient is increased because of collinearity.



Employing VIF provides benefit in identifying multicollinearity issues so that the model can be adjusted. The cut-off of VIF is whether value is greater than 10 or not. It states that when VIF value is larger than 10, it indicates a problem of multicollinearity. In contrast, when VIF value is lower than 10, it suggests that multicollinearity is not a problem in a conceptual model (Hair, Babin, and Anderson, 2010). In this research, an analysis of collinearity statistics indicates that the range of VIF values is 1.070 – 4.534, which indicates that there is no multicollinearity problem.

*Correlation analysis* is the basis of using statistical correlation to assess the strength of the linear relationship between two variables. This familiar technique is called Pearson's correlation, which its values are always between -1 and +1 (Cohen et al., 2003). The coefficient values do not interpret as establishing cause-and-effect relationships, yet they indicate only how or to what extent variables are associated with each other. The coefficient values between independent variables should be smaller than 0.80 (Berry and Feldman, 1985). If the coefficient values between independent variables is greater than 0.80, the multicollinearity problem will be identified by variance inflation factor (VIF).

*Multiple regression analysis.* The Ordinary Least Squared (OLS) regression analysis is used to test all hypotheses following the conceptual model. Regression analysis is appropriate to examine the relationships between dependent variables and independent variables of which all variables are categorical and interval data (Hair, Babin, and Anderson, 2010). As a result, all proposed hypotheses in this research are transformed to nineteen statistical equations. Each equation conforms to the hypothesis development described in the previous chapter. The equations are depicted as shown below:

$$\textbf{Equation 1: } SCS = \alpha_{01} + \beta_1 CLF + \beta_2 SCC + \beta_3 SDC + \beta_4 SRO + \beta_5 CRA + \beta_6 FAG + \beta_7 FSI + \varepsilon_1$$

$$\textbf{Equation 2: } OCA = \alpha_{02} + \beta_8 CLF + \beta_9 SCC + \beta_{10} SDC + \beta_{11} SRO + \beta_{12} CRA + \beta_{13} FAG + \beta_{14} FSI + \varepsilon_2$$

$$\textbf{Equation 3: } OCA = \alpha_{03} + \beta_{15} SCS + \beta_{16} FAG + \beta_{17} FSI + \varepsilon_3$$



$$\text{Equation 4: } ACI = \alpha_{04} + \beta_{18}CLF + \beta_{19}SCC + \beta_{20}SDC + \beta_{21}SRO + \beta_{22}CRA + \beta_{23}FAG + \beta_{24}FSI + \varepsilon_4$$

$$\text{Equation 5: } ACI = \alpha_{05} + \beta_{25}OCA + \beta_{26}FAG + \beta_{27}FSI + \varepsilon_5$$

$$\text{Equation 6: } FPE = \alpha_{06} + \beta_{28}CLF + \beta_{29}SCC + \beta_{30}SDC + \beta_{31}SRO + \beta_{32}CRA + \beta_{33}FAG + \beta_{34}FSI + \varepsilon_6$$

$$\text{Equation 7: } FPE = \alpha_{07} + \beta_{35}SCS + \beta_{36}OCA + \beta_{37}ACI + \beta_{38}FAG + \beta_{39}FSI + \varepsilon_7$$

$$\text{Equation 8: } CLF = \alpha_{08} + \beta_{40}PBV + \beta_{41}VSC + \beta_{42}RAV + \beta_{43}MTC + \beta_{44}DSE + \beta_{45}FAG + \beta_{46}FSI + \varepsilon_8$$

$$\text{Equation 9: } CLF = \alpha_{09} + \beta_{47}PBV + \beta_{48}VSC + \beta_{49}RAV + \beta_{50}MTC + \beta_{51}DSE + \beta_{52}SMG + \beta_{53}(PBV*SMG) + \beta_{54}(VSC*SMG) + \beta_{55}(RAV*SMG) + \beta_{56}(MTC*SMG) + \beta_{57}(DSE*SMG) + \beta_{58}FAG + \beta_{59}FSI + \varepsilon_9$$

$$\text{Equation 10: } SCC = \alpha_{10} + \beta_{60}PBV + \beta_{61}VSC + \beta_{62}RAV + \beta_{63}MTC + \beta_{64}DSE + \beta_{65}FAG + \beta_{66}FSI + \varepsilon_{10}$$

$$\text{Equation 11: } SCC = \alpha_{11} + \beta_{67}PBV + \beta_{68}VSC + \beta_{69}RAV + \beta_{70}MTC + \beta_{71}DSE + \beta_{72}SMG + \beta_{73}(PBV*SMG) + \beta_{74}(VSC*SMG) + \beta_{75}(RAV*SMG) + \beta_{76}(MTC*SMG) + \beta_{77}(DSE*SMG) + \beta_{78}FAG + \beta_{79}FSI + \varepsilon_{11}$$

$$\text{Equation 12: } SDC = \alpha_{12} + \beta_{80}PBV + \beta_{81}VSC + \beta_{82}RAV + \beta_{83}MTC + \beta_{84}DSE + \beta_{85}FAG + \beta_{86}FSI + \varepsilon_{12}$$

$$\text{Equation 13: } SDC = \alpha_{13} + \beta_{87}PBV + \beta_{88}VSC + \beta_{89}RAV + \beta_{90}MTC + \beta_{91}DSE + \beta_{92}SMG + \beta_{93}(PBV*SMG) + \beta_{94}(VSC*SMG) + \beta_{95}(RAV*SMG) + \beta_{96}(MTC*SMG) + \beta_{97}(DSE*SMG) + \beta_{98}FAG + \beta_{99}FSI + \varepsilon_{13}$$

$$\text{Equation 14: } SRO = \alpha_{14} + \beta_{100}PBV + \beta_{101}VSC + \beta_{102}RAV + \beta_{103}MTC + \beta_{104}DSE + \beta_{105}FAG + \beta_{106}FSI + \varepsilon_{14}$$

$$\text{Equation 15: } SRO = \alpha_{15} + \beta_{107}PBV + \beta_{108}VSC + \beta_{109}RAV + \beta_{110}MTC + \beta_{111}DSE + \beta_{112}SMG + \beta_{113}(PBV*SMG) + \beta_{114}(VSC*SMG) + \beta_{115}(RAV*SMG) + \beta_{116}(MTC*SMG) + \beta_{117}(DSE*SMG) + \beta_{118}FAG + \beta_{119}FSI + \varepsilon_{15}$$



$$\text{Equation 16: } CRA = \alpha_{16} + \beta_{120}PBV + \beta_{121}VSC + \beta_{122}RAV + \beta_{123}MTC + \beta_{124}DSE + \beta_{125}FAG + \beta_{126}FSI + \varepsilon_{16}$$

$$\text{Equation 17: } CRA = \alpha_{17} + \beta_{127}PBV + \beta_{128}VSC + \beta_{129}RAV + \beta_{130}MTC + \beta_{131}DSE + \beta_{132}SMG + \beta_{133}(PBV*SMG) + \beta_{134}(VSC*SMG) + \beta_{135}(RAV*SMG) + \beta_{136}(MTC*SMG) + \beta_{137}(DSE*SMG) + \beta_{138}FAG + \beta_{139}FSI + \varepsilon_{17}$$

Where,

CLF	=	Customer Learning Focus
SCC	=	Service Creativity Concern
SDC	=	Service Diversity Concentration
SRO	=	Service Response Orientation
CRA	=	Customer Relationship Awareness
SCS	=	Superior Customer Satisfaction
OCA	=	Outstanding Customer Acceptance
FPE	=	Firm Performance
PBV	=	Proactive Business Vision
VSC	=	Valuable Service Competency
RAV	=	Competitive Resource Availability
MTC	=	Modern Technology Complementarity
DSE	=	Dynamic Stakeholder Expectation
SMG	=	Service Market Growth
FAG	=	Firm Age
FSI	=	Firm Size
$\varepsilon$	=	Error Term

## Summary

This chapter explains the research methods for investigation. There are four major parts; (1) sample selection and data collection procedures, (2) measurement of variables, (3) instrumental verification, and (4) statistical techniques. A sampling frame contains 1,265 hotels, which is obtained from the website of Tourism Authority of



Thailand. The key informants completing questionnaire are the Marketing Executive of each hotel. In addition, the primary instrument of data collection is a valid and reliable self-administrated questionnaire. Measurement of each construct in the conceptual model is also provided in this chapter. For regression analysis, there are eighteen testable hypotheses are formulated. A summary of constructs' definition and its operation explanation is provided in Table 8.

In the next chapter presents the findings of statistical analyses; the descriptive statistics, correlation analysis, and hypotheses testing. Also, research findings are thoroughly discussed.



Table 8: Definitions and Operational Variables of Constructs

Constructs	Definitions	Operational Variables	Scale Source
<p><b><u>Independent variables</u></b></p> <p>Customer Learning Focus (CLF)</p>	<p>Enhancing actions continuously through greater knowledge and understanding of customer needs</p>	<p>Studying customer behavior continually, seeking information of customer needs, supporting to learn systematically</p>	<p>Limpsurapong and Ussahawanitchakit (2011); Ooncharoen and Ussahawanitchakit (2009)</p>
<p>Service Creativity Concern (SCC)</p>	<p>The generation of a new and valuable service concept or idea</p>	<p>The originality of research, design, and development to be outstanding and novel</p>	<p>New scales</p>
<p>Service Diversity Concentration (SDC)</p>	<p>Creating a variety of service, which is defined as customization, in order to response the different customers' needs</p>	<p>Developing modern service types continuously</p>	<p>New scales</p>

Table 8: (Continued)

Constructs	Definitions	Operational Variables	Scale Source
Service Response Orientation (SRO)	Providing speedy services and the willingness to support customers within service delivery processes	The analysis of customer behavior and customer needs continually, encouraging customers to suggest a new service	Ooncharoen and Ussahawanitchakit (2009)
Customer Relationship Awareness (CRA)	An intense process of creation and maintain relationship with customers through identifying, attracting, differentiating and retaining customers	Developing communication channel with customers, investing technical system to support communication channel, taking commendations to improve in services	Ooncharoen and Ussahawanitchakit (2009)



Table 8: (Continued)

Constructs	Definitions	Operational Variables	Scale Source
<p><b><u>Mediating variables</u></b></p> <p>Superior Customer Satisfaction (SCS)</p>	<p>The greater level of customers' feeling of pleasure when they compare perceived service performance with their expectation</p>	<ul style="list-style-type: none"> <li>• Earning the confidence of customers who use the service regularly,</li> <li>• Committing on services of firms,</li> <li>• Attracting new customers and generating new customers from active customer group</li> </ul>	<p>Katarachia (2013); Limpsurapong and Ussahawanitchakit (2011); Zhao et al. (2012)</p>

Table 8: (Continued)

Constructs	Definitions	Operational Variables	Scale Source
Outstanding Customer Acceptance (OCA)	Customers' feedbacks or customers' viewpoints regarding admirable service in order to provide valuable information	<ul style="list-style-type: none"> <li>• Recognition of customers regarding constantly service development and appreciation from customer regularly</li> <li>Ability to operate and survive under the fierce competition</li> </ul>	New scales
Advanced Customer Involvement (ACI)	The large degree of participation between firms and customers in assorted activities for developing more excellent service	<ul style="list-style-type: none"> <li>• Opening opportunities for anticipating of customers</li> <li>• Customers' joint marketing activities continually,</li> <li>• Cooperation in consulting from customers</li> </ul>	Svendsen et al. (2011), Carbonell, Rodríguez-Escudero, and Devashish (2009)

Table 8: (Continued)

Constructs	Definitions	Operational Variables	Scale Source
<p><b><u>Dependent variables</u></b></p> <p>Firm Performance (FPE)</p>	<p>The outcome of the firm to succeed in financial performance and non-financial performance</p>	<ul style="list-style-type: none"> <li>• Financial performance</li> <li>• Non-financial performance</li> </ul>	<p>Tuntrabundit and Ussahawanitchakit (2010)</p>
<p>Antecedent variables</p> <p>Proactive Business Vision (PBV)</p>	<p>An idealized goals that desire to accomplished in order to generate an opportunity in developing and launching a new and valuable service to the marketplace in the future</p>	<ul style="list-style-type: none"> <li>• Future goal-oriented, supporting employees to train,</li> <li>• Attempting to launch new service, develop modern service management technologies</li> <li>• Learning and analyzing a rival consistently</li> </ul>	<p>Chuwiruch and Ussahawanitchakit (2013)</p>

Table 8: (Continued)

Constructs	Definitions	Operational Variables	Scale Source
Valuable Service Competency (VSC)	An ability of firms regarding customer predictions, searching customer information, having consciousness on customer complaint, and trying to communicate to improve services to be great	<ul style="list-style-type: none"> <li>• Providing exceeding and advantageous service continually, Committing to the development of admirable service regularly</li> </ul>	New scales
Competitive Resource Availability (RAV)	The possession of both tangible and intangible assets that enable firm to support business goals regarding better services	<ul style="list-style-type: none"> <li>• The level of sufficient and available resources,</li> <li>• Investing in the development of tools and equipment for services endlessly,</li> <li>• Concentration of adequate working capital</li> </ul>	Waranantakul and Ussahawanitchakit (2013)

Table 8: (Continued)

Constructs	Definitions	Operational Variables	Scale Source
Modern Technology Complementarity (MTC)	The acceptance of new technology that would be utilized to support firms for achieving goals	<ul style="list-style-type: none"> <li>• Perceived usefulness and perceived ease of use,</li> <li>• Diversity and capacity of advanced technologies</li> <li>• Searching for appropriate technologies with services</li> </ul>	Kim, Park, and Lee (2007); Yasamorn and Ussahawanitchakit (2011)
Dynamic Stakeholder Expectation (DSE)	The stakeholders' predictions or anticipation of the firms that can change continuously	<ul style="list-style-type: none"> <li>• Probability of obtaining new and modern services,</li> <li>• More issuing regulation of various government agencies</li> </ul>	New scales
<b><u>Moderating variable</u></b> Service Market Growth (SMG)	Dynamic change overtime which would cause development or progression in service market	Progression of service market, increase of labor market	New scales

Table 8: (Continued)

Constructs	Definitions	Operational Variables	Scale Source
<p><b><u>Control variables</u></b></p> <p>Firm Age (FAG)</p>	<p>Number of years that firm has been in operation</p>	<p>Dummy variable                      0 = 15 years or less                      1 = more than 15 years</p>	<p>Tontiset and                      Ussahawanitchakit                      (2010)</p>
<p>Firm Size (FSI)</p>	<p>The number of employees currently registered full-time</p>	<p>Dummy variable                      0 = less than 150 persons,                      1 = 150 persons or more</p>	<p>New Scales</p>

## CHAPTER IV

### RESULTS AND DISCUSSION

The prior chapter explains research methods including the sample selection and procedure of data collection. Moreover, data analysis and hypotheses testing are detailed in this chapter which are organized as follows. Firstly, it presents the respondent and firm characteristics and correlation matrix in order to improve the understanding of the sample characteristics. Next, the hypothesis testing and results are described. Finally, the summary of all hypotheses testing is shown in Table 16.

#### **Respondent Characteristics and Descriptive Statistics**

##### Respondent Characteristics

In this research, the unit of analysis is hotel businesses in Thailand and the key informant is marketing director or marketing manager of each firm. The respondent characteristics are described by the demographic characteristics, including gender, age, marital status, educational level, work experience in their firm, average income per month, and present position.

Table 1B (Appendix B) demonstrates the demographic characteristics of 208 respondents. Approximately 53.40 percent of respondents are female. The span of age of the marketing directors or managers is between 30-40 years old (42.79 percent) and the majority of respondents are single (53.37 percent). Of the respondents, 71.63 percent obtained a bachelor's degree or equal. Moreover, most of the respondents have working experiences more than 15 years (43.75 percent). A total of 38.94 percent has the average monthly income of between 50,000-100,000 baht. Finally, the majority of the respondents holds a position as others (60.58 percent).

##### Firm Characteristics

The results of demographic characteristics of 208 hotel businesses indicate that most of the firm respondents have registered as a limited company (98.08 percent). The main type of hotel standard is four star hotel (59.62 percent). The majority of the firm



respondents is located in the Southern Thailand (46.15 percent). Most of the period time in business operation is more than 15 years (36.06 percent). Furthermore, nearly a half of firm respondents employ more than 150 full-time employees (47.11 percent). Approximately 32.70 percent of operating capital of firm respondents is more than 200,000,000 baht. The most of firm respondents have an average annual income of 30,000,000 baht (66.83 percent). The majority of firm respondents has foreigners as key customers (79.81 percent). For more details, see Appendix C.

### Correlation Analysis

A bivariate correlation analysis of Pearson Correlation is conducted on all variables in this research for two purposes. The first purpose is to explore the relationships among variables. Another purpose is to verify the multicollinearity problem, which exists when inter-correlation between independent variables exceeds 0.80 (Hair et al., 2006). In this research, the bivariate correlation procedure is subject to a 2-tailed test of statistical significance at two levels as  $p < 0.01$  and  $p < 0.05$ . The results of the correlation analysis of all variables in this research are presented in Table 9.

From Table 9, the correlations between independent variables in the conceptual model are in the range of 0.425 – 0.745,  $p < 0.01$ , which is lower than 0.8 (Hair et al., 2006). Hence, the results indicate no multicollinearity problems in this research. As a result, the evidence suggests that all of five dimensions of service excellence strategy have significant positive relationships with superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance ( $r = 0.274 - 0.563$ ,  $p < 0.01$ ). Certainly, the antecedent variables, including proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation are significantly related to the dimensions of service excellence strategy ( $r = 0.409 - 0.651$ ,  $p < 0.01$ ). Finally, the moderating effect of service market growth has correlations with all variables between 0.402 – 0.784, ( $p < 0.01$ ).





Table 9: Correlation Matrix of Service Excellence Strategy, Its Consequences, Antecedents, and Moderating Variable

Variables	CLF	SCC	SDC	SRO	CRA	SCS	OCA	ACI	FPE	PBV	VSC	RAV	MTC	DSE	SMG	FAG	FSI
<b>Mean</b>	4.49	4.38	4.36	4.50	4.55	4.09	4.13	3.89	3.94	4.29	4.54	4.35	4.42	4.22	4.26	-	-
<b>S.D.</b>	.50	.58	.51	.52	.48	.57	.59	.66	.69	.55	.50	.53	.58	.57	.61	-	-
<b>CLF</b>																	
<b>SCC</b>	.588***																
<b>SDC</b>	.541***	.647***															
<b>SRO</b>	.674***	.708***	.662***														
<b>CRA</b>	.648***	.640***	.525***	.636***													
<b>SCS</b>	.274***	.525***	.383***	.496***	.477***												
<b>OCA</b>	.301***	.563***	.424***	.519***	.477***	.745***											
<b>ACI</b>	.392***	.466***	.413***	.532***	.383***	.548***	.608***										
<b>FPE</b>	.335***	.450***	.359***	.516***	.446***	.640***	.742***	.607***									
<b>PBV</b>	.482***	.627***	.590***	.629***	.576***	.462***	.624***	.597***	.612***								
<b>VSC</b>	.482***	.409***	.493***	.593***	.532***	.311***	.416***	.403***	.331***	.505***							
<b>RAV</b>	.425***	.591***	.512***	.518***	.651***	.493***	.559***	.481***	.571***	.621***	.540***						
<b>MTC</b>	.426***	.448***	.427***	.504***	.579***	.385***	.496***	.440***	.368***	.469***	.604***	.637***					
<b>DSE</b>	.524***	.606***	.604***	.622***	.571***	.454***	.506***	.541***	.480***	.667***	.425***	.638***	.657***				
<b>SMG</b>	.525***	.566***	.623***	.614***	.552***	.479***	.553***	.539***	.578***	.645***	.402***	.623***	.545***	.784***			
<b>FAG</b>	-.006	.009	-.075	-.055	.083	.111	.170**	.107	.076	-.026	-.012	.105	.070	-.063	-.009		
<b>FSI</b>	.183***	.168**	.186***	.206***	.169**	.151**	.241***	.254***	.100	.167**	.210***	.156**	.111	.121	.184***	.374***	

Note: \*\*\*p < .01, \*\*p < .05

## Hypotheses Testing and Results

The Ordinary Least Squares (OLS) regression analysis is conducted in the research for examining the hypothesized relationships. The regression equation is a linear combination of the independent variables that best explains and predicts the dependent variable. Moreover, two dummy variables of firm age and firm size are also included in the equation. Hence, all hypotheses in this dissertation are transformed to seventeen equations. The results of descriptive statistics and hypotheses testing are discussed according to regression equations as follows:

### Effects of Each Dimension of Service Excellence Strategy on Its Consequences Variables

Figure 6 shows the effects of service excellence strategy and its consequences (superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance) which are proposed in Hypotheses 1(a-d) -5(a-d). The relationship in each hypothesis is proposed in a positive direction. These hypotheses can be transformed into the regression equation 1, 2, 4, and 6 according to Chapter III.

Figure 6: Effects of Service Excellence Strategy on Its Consequences

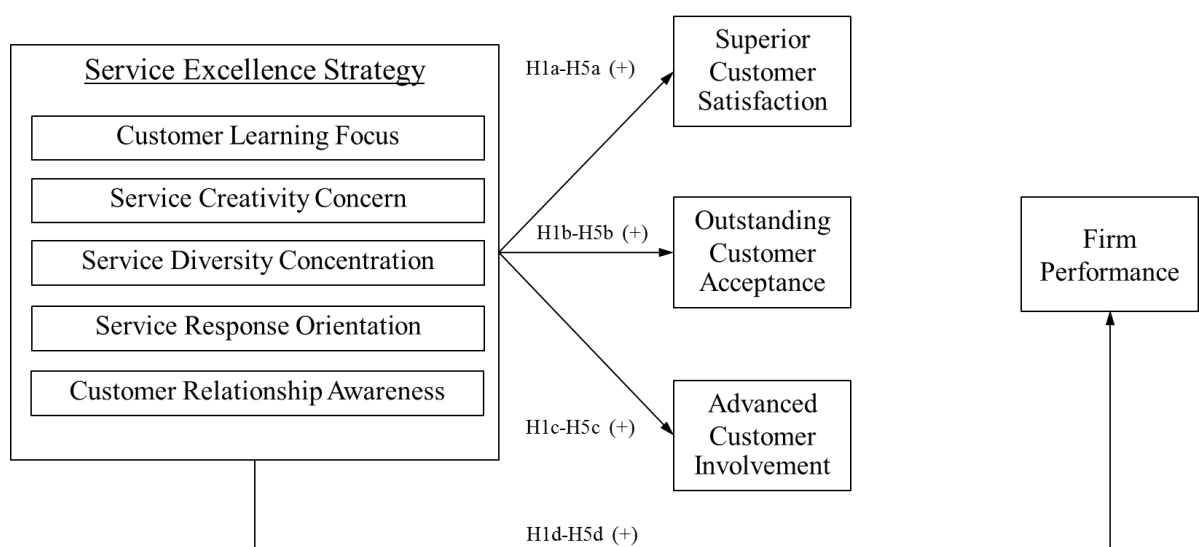


Table 10: Descriptive Statistics and Correlation Matrix of Service Excellence Strategy and Its Consequences

Variables	CLF	SCC	SDC	SRO	CRA	SCS	OCA	ACI	FPE	FAG	FSI
Mean	4.49	4.38	4.36	4.50	4.55	4.09	4.13	3.89	3.94	-	-
Standard Deviation	0.50	0.58	0.51	0.52	0.48	0.57	0.59	0.66	0.69	-	-
Customer Learning Focus (CLF)	1.000										
Service Creativity Concern (SCC)	.588***	1.000									
Service Diversity Concentration (SDC)	.541***	.647***	1.000								
Service Response Orientation (SRO)	.674***	.708***	.662***	1.000							
Customer Relationship Awareness (CRA)	.648***	.640***	.525***	.636***	1.000						
Superior Customer Satisfaction (SCS)	.274***	.525***	.383***	.496***	.477***	1.000					
Outstanding Customer Acceptance (OCA)	.301***	.563***	.424***	.519***	.477***	.745***	1.000				
Advanced Customer Involvement (ACI)	.392***	.466***	.413***	.532***	.383***	.548***	.608***	1.000			
Firm Performance (FPE)	.335***	.450***	.359***	.516***	.446***	.640***	.742***	.607***	1.000		
Firm Age (FAG)	-.006	.009	-.075	-.055	.083	.111	.170**	.107	.076	1.000	
Firm Size (FSI)	.183***	.168**	.186***	.206***	.169**	.151**	.241***	.254***	.100	.374***	1.000

Note: \*\*\* p < .01, \*\* p < .05

Table 10 indicates the correlations among each dimension of service excellence strategy and its consequences. Firstly, the results identify the positive correlation between customer learning focus and superior customer satisfaction ( $r = 0.274$ ,  $p < 0.01$ ), outstanding customer acceptance ( $r = 0.301$ ,  $p < 0.01$ ), advanced customer involvement ( $r = 0.392$ ,  $p < 0.01$ ), and firm performance ( $r = 0.335$ ,  $p < 0.01$ ). Secondly, service creativity concern is significantly and positively correlated to superior customer satisfaction ( $r = 0.525$ ,  $p < 0.01$ ), outstanding customer acceptance ( $r = 0.563$ ,  $p < 0.01$ ), advanced customer involvement ( $r = 0.466$ ,  $p < 0.01$ ), and firm performance ( $r = 0.450$ ,  $p < 0.01$ ). Thirdly, service diversity concentration is significantly and positively correlated to superior customer satisfaction ( $r = 0.383$ ,  $p < 0.01$ ), outstanding customer acceptance ( $r = 0.424$ ,  $p < 0.01$ ), advanced customer involvement ( $r = 0.413$ ,  $p < 0.01$ ), and firm performance ( $r = 0.359$ ,  $p < 0.01$ ). Fourthly, service response orientation has a significant and positive correlation to superior customer satisfaction ( $r = 0.496$ ,  $p < 0.01$ ), outstanding customer acceptance ( $r = 0.519$ ,  $p < 0.01$ ), advanced customer involvement ( $r = 0.532$ ,  $p < 0.01$ ), and firm performance ( $r = 0.516$ ,  $p < 0.01$ ). Lastly, customer relationship awareness has a significant and positive correlation to superior customer satisfaction ( $r = 0.477$ ,  $p < 0.01$ ), outstanding customer acceptance ( $r = 0.477$ ,  $p < 0.01$ ), advanced customer involvement ( $r = 0.383$ ,  $p < 0.01$ ), and firm performance ( $r = 0.446$ ,  $p < 0.01$ ). According to the findings in Table 10, all correlations are less than 0.80 as recommended by Hair et al. (2006). In addition to the correlations, Table 11 indicates the maximum value of VIF is 2.890, which is lower than the cut-off score of 10 (Hair et al., 2006). This means each dimension of service excellence strategy is not correlated to each other. Thus, multicollinearity problems are not existence.



Table 11: Results of Regression Analysis for Effects of Service Excellence Strategy on Its Consequences

Independent Variables	Dependents Variables			
	SCS	OCA	ACI	FPE
	Equation 1	Equation 2	Equation 4	Equation 6
<b>CLF</b> (H1a-d)	<b>-.284***</b> (.083)	<b>-.258***</b> (.080)	.012 (.086)	-.124 (.087)
<b>SCC</b> (H2a-d)	<b>.301***</b> (.089)	<b>.344***</b> (.086)	.146 (.092)	.122 (.093)
<b>SDC</b> (H3a-d)	.009 (.081)	.045 (.078)	.058 (.083)	-.011 (.084)
<b>SRO</b> (H4a-d)	<b>.309***</b> (.095)	<b>.289***</b> (.092)	<b>.372***</b> (.099)	<b>.417***</b> (.100)
<b>CRA</b> (H5a-d)	<b>.258***</b> (.083)	<b>.192**</b> (.080)	-.011 (.086)	<b>.189**</b> (.087)
<b>FAG</b>	.210 (.129)	<b>.290**</b> (.124)	.190 (.134)	.207 (.135)
<b>FSI</b>	.011 (.125)	.155 (.121)	.215 (.130)	-.103 (.131)
<b>Adjusted R<sup>2</sup></b>	<b>.350</b>	<b>.398</b>	<b>.304</b>	<b>.287</b>
<b>Maximum VIF</b>	<b>2.890</b>	<b>2.890</b>	<b>2.890</b>	<b>2.890</b>

Note: \*\* p < 0.05, \*\*\* p < 0.01

For the hypothesis testing, the results of OLS regression analysis were presented in Table 11. Firstly, the results indicate that customer learning focus (the first dimension) is significantly but negatively relates to superior customer satisfaction ( $\beta_1 = -0.284$ ,  $p < 0.01$ ) and outstanding customer acceptance ( $\beta_8 = -0.258$ ,  $p < 0.01$ ). This can be explained by the characteristics of high-end customers. Their characteristics prefer to gain fresh, new, and creative services (Hanna, 2011). Then, firms must learning what, when, why, and how customers behave or prefer. In addition to learning of high-end firms, Hanna suggest that they must avoid complacency and remain to proactively improve service levels when they are faced with the potential threat of increased service competition. However, firms participated may not have enough learning system leading to gain incorrect customer information about their needs, wants, and preferences. Consistent with the statement of Garvin (1993), firms such as hotels rarely practice developmental perspective of learning because of a long-term investment process of learning. In addition to acquiring incorrect customer information, this possibly do not precisely produce customer response. In other words, superior customer



satisfaction and outstanding customer acceptance decrease. **Thus Hypotheses 1a and 1b are not supported.** Also, the results found that customer learning focus is not significantly related to advanced customer involvement and firm performance. In terms of advanced customer involvement, it requires frequency of customer participation in developing as co-creation. Simultaneously, customer learning focus also requires a long period of time. Yet, the nature of hotel services and the turnover rate of employees can be supposed to be the reason for a short-term focus on improvement and short-term performance goals (Pandit, 2001). **Thus, Hypotheses 1c and 1d are not supported.**

Secondly, it is found that service creativity concern (the second dimension) is significantly and positively related to superior customer satisfaction ( $\beta_2 = 0.301$ ,  $p < 0.01$ ) and outstanding customer acceptance ( $\beta_9 = 0.344$ ,  $p < 0.01$ ). It can be stated that three core competitive elements presently comprising information, knowledge, and creativity can push firms to success (Ki-Wha, 2002). Campeanu-Sonea et al. (2010) found that firms providing high level of quality concentrate on creativity. In the service context, customers frequently advise, complaints, comments to frontline employees or inform what they expect from services and what their perceptions about services are (Gouthier and Schmid, 2003). It can be stated that in order to provide excellent service, generating creative services, which is a preference of high-end customers (Hanna, 2011) stems from customers' ideas, advices or comments. Consequently, firms can develop or create new services in order to meet or exceed customers' expectations more easily. This leads to positive superior customer satisfaction. Also, customers who are great satisfied tend to open mind to accept services of firms, resulting in positive outstanding customer acceptance. **Thus, Hypotheses 2a and 2b are supported.**

On the other hands, the results demonstrate that advanced customer involvement and firm performance are not influenced by service creativity concern. This is possibly because creativity, which is the improvement of ideas about practices, procedures, and service (Shalley, 2004) often come from customer advice or information what they expect and what their perceptions are (Gouthier and Schmid, 2003). Yet, the important characteristic of high-end customers is fickle (Hanna, 2011). It means that they may not prefer to participate with firm frequently. Additionally, participated firms have a large number of international customers that may desire to decrease a difficulty to communicate with frontline-employees of firms. As a result, service creativity concern



is not influenced to advanced customer involvement. Although the ability of a firm to implement innovation or creativity should produce enhancement in firm performance (Klein and Sorra, 1996), the results in this research find that service creativity concern is not significant related to firm performance. According to mean scores of service creativity concentration (4.38), advanced customer involvement (3.89), and firm performance (3.94), they can be interpreted that firms realize service excellence strategy. However, economic crisis has occurred for 2-3 years, which is the period of collecting data. This may affect to the data analysis, which results is unrelated to firm performance. **Thus, Hypotheses 2c and 2d are not supported.**

Thirdly, the results indicate that service diversity concentration has no significant influence on any of the outcomes: superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance. These findings are contrast to the prior studies that suggest firms with a larger diversity of services can obtain a greater firm performance (Lancaster, 1990), customer satisfaction, and customer involvement (Madera, Dawson, and Neal, 2013). It is possible that for 2-3 years ago, Thailand has faced economic crisis, which may influence hotel businesses on considering how to survive during this period of time. They possibly do provide the same services instead of a variety of new services in order to decrease risks and save money. Meanwhile, they may focus on other strategies such as emphasizing response service to customers. **Thus, Hypotheses 3a, 3b, 3c, and 3d are not supported.**

Fourthly, the findings indicate that service response orientation is significant and positively related to superior customer satisfaction ( $\beta_4 = 0.309$ ,  $p < 0.01$ ), outstanding customer acceptance ( $\beta_{11} = 0.289$ ,  $p < 0.01$ ), advanced customer involvement ( $\beta_{21} = 0.372$ ,  $p < 0.01$ ), and firm performance ( $\beta_{31} = 0.417$ ,  $p < 0.01$ ). Service takes shorter time in responding customers, it can bring about higher customer satisfaction (Davis and Vollmann, 1990). Responding service to customers is generally measured by the term responsiveness, herein service response orientation. It was found to have the greatest essential predictor customer satisfaction (Leong et al., 2015). This is also related to the studies of Ling and Lin (2005) and Ariffin et al. (2010). **Thus, Hypothesis 4a is supported.** Due to the statement of Susarla, Barua, and Whinston (2003) that responding time of service is the most essential issue that customers care, if



firms desire customer acceptance, they have to focus on service response to assure they can gain positive customers' viewpoints or attitude. Moreover, Du et al. (2013) found that responsiveness impacts positively behavioral intention to use service. In other words, behavioral intention to use service is a customer's attitude (Saravanakumar and Jayakrishnan, 2014), representing the outstanding customer acceptance in this research. **Thus, Hypothesis 4b is supported.** Responding customer immediately and appropriately can generate the impressions for customers. Consequently, it creates engagements of customers to firms and then increases more activities with firms. Puriwat and Tripopsakul (2014) found that customer involvement is positively influenced by responsiveness, herein service response orientation. **Thus, Hypothesis 4c is supported.** Furthermore, service response is found to be a positive and essential factor that affects to firm's revenue (Asree, Zain, and Razalli, 2010). **Thus, Hypothesis 4d is supported.**

Finally, the results suggest that customer relationship awareness is significantly and positively associated with superior customer satisfaction ( $\beta_5 = 0.258$ ,  $p < 0.01$ ), outstanding customer acceptance ( $\beta_{12} = 0.192$ ,  $p < 0.05$ ), and firm performance ( $\beta_{32} = 0.189$ ,  $p < 0.05$ ). Consistent with the study of Hassan (2015), customer relationship management positively affects to customer satisfaction and it also plays a role in increasing the profitability (Reinartz, Thomas, and Kumar, 2005). Also, customer relationship management has been demonstrated to help firms generating revenue faster (Erffmeryer and Johnson, 2001). Firms that have stronger relationships with customers can increase superior corporate performance and shareholder value (Srivastava, Fahey, and Christensen, 2001). Furthermore, customers with strong relationships are likely to purchase more often (O'Brien and Jones, 1995), spread positive word of mouth (Reichheld and Teal, 1996), and lower tendency to switch to competitors (Johnson and Selnes, 2004). This represents outstanding customer acceptance. **Thus, Hypotheses 5a, 5b, and 5d are supported.** Conversely, the results also show that customer relationship awareness is not significantly associated with advanced customer involvement, which is the large degree of participation between firms and customers in assorted activities for developing more excellent service (Dadfar, Brege, and Semnani, 2013). This can be described by a suggestion of Pitney Bowes Software (2012) that a lack of strategy, concern over channel security, inability to be consistent across channels and fear of confusing customers are barriers to achieving integration of communication channels.





Consequently, customers are being lost through inconsistent communication, which may lead to short relationships with firms. In other words, firms may ignore to develop communication channels in order to make longer relationship with their customers, which mostly are foreigners. ***Thus, Hypothesis 5c is not supported.***

In addition to the results of control variables, firm size is not associated with all dimensions of service excellence strategy. It can be described that a large number of employees of hotel businesses in Thailand do not significantly influence on the level of superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance. On the other hands, the result demonstrates that firm age has a positive influence on outstanding customer acceptance ( $\beta_4 = 0.290$ ,  $p < 0.05$ ). It can be stated that a longer period of time in a business can enhance importantly customers' attitudes or perceptions in using hotels' services, which means to their acceptances.

#### Effects of Superior Customer Satisfaction, Outstanding Customer Acceptance, and Advanced Customer Involvement on Firm Performance

Figure 7 presents the relationships among superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance. The relationships are hypothesized as proposed in Hypotheses 6-8 from the regression equation 3, 5, and 7. This research proposes that each outcome is a positively related to firm performance. The results of OLS regression analysis are shown in Table 13.



Figure 7: Effects of Superior Customer Satisfaction, Outstanding Customer Acceptance and Advanced Customer Involvement on Firm Performance

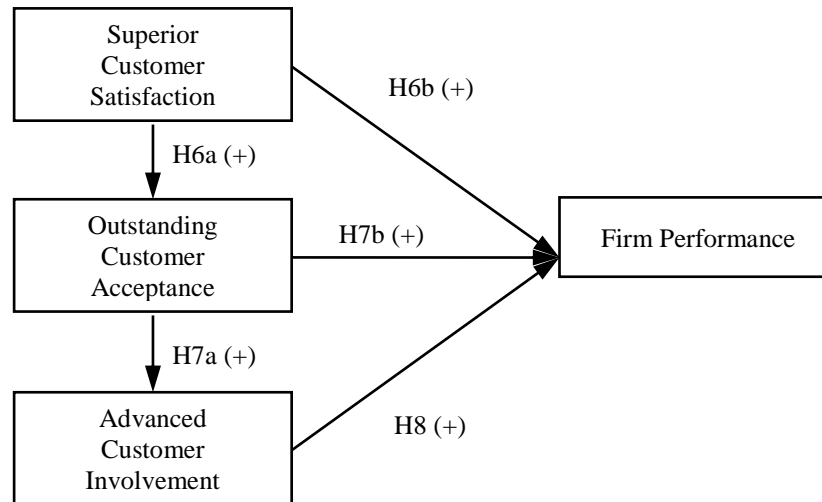


Table 12 indicates the correlations among superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance. Firstly, the results identify the positive correlation between superior customer satisfaction and outstanding customer acceptance ( $r = 0.745$ ,  $p < 0.01$ ), advanced customer involvement ( $r = 0.548$ ,  $p < 0.01$ ), and firm performance ( $r = 0.640$ ,  $p < 0.01$ ). Secondly, outstanding customer acceptance is significantly and positively correlated to advanced customer involvement ( $r = 0.608$ ,  $p < 0.01$ ) and firm performance ( $r = 0.742$ ,  $p < 0.01$ ). Finally, advanced customer involvement is significant and positively correlated to firm performance ( $r = 0.607$ ,  $p < 0.01$ ). According to the findings in Table 12, all correlations are less than 0.80 as recommended by Hair et al. (2006). In addition to the correlations, Table 13 indicates the maximum value of VIF is 2.637, which is lower than the cut-off score of 10 (Hair et al., 2006). This means each dimension of service excellence strategy is not correlated to each other. Thus, multicollinearity problems are not existence.



Table 12: Descriptive Statistics and Correlation Matrix of three Outcomes of Service Excellence Strategy and Firm Performance

Variables	SCS	OCA	ACI	FPE	FAG	FSI
Mean	4.09	4.13	3.89	3.94	-	-
S.D.	0.57	0.59	0.66	0.69	-	-
SCS	1.000					
OCA	.745***	1.000				
ACI	.548***	.608***	1.000			
FPE	.640***	.742***	.607***	1.000		
FAG	.111	.170**	.107	.076	1.000	
FSI	.151**	.241***	.254***	.100	.374***	1.000

Note: \*\* p < 0.05, \*\*\* p < 0.01

For the hypothesis testing, the results of OLS regression analysis are identified in Table 13. Interestingly, the results found significantly and positively to all outcomes.

Firstly, the analyses indicate that superior customer satisfaction is significantly and positively associated with outstanding customer acceptance ( $\beta_{15} = 0.723$ ,  $p < 0.01$ ) and firm performance ( $\beta_{35} = 0.135$ ,  $p < 0.01$ ). Satisfaction plays a major role in assisting a connection between a certain product and service offered and post-purchasing phenomena such as positive word of mouth, repeated purchasing, and brand loyalty (Dubrovski, 2001). It can be stated that these phenomena are signals of customer acceptance (Leong et al., 2015; Syers, Ussahawanitchakit, and Jhundra-Indra, 2012). In other words, satisfaction is able to create competitiveness and economic success, which is an indicator of evaluating business performance (Anderson, 1994). There are some evidences that present the significant and positive relationship between customer satisfaction and financial performance (Chi and Gursoy, 2009; Yu et al., 2013). **Thus, Hypotheses 6a and 6b are supported.**

Secondly, the results point out that outstanding customer acceptance is significantly and positively related to advanced customer involvement ( $\beta_{25} = 0.583$ ,  $p < 0.01$ ) and firm performance ( $\beta_{36} = 0.519$ ,  $p < 0.01$ ). Outstanding customer acceptance can be viewed as customer commitment. Consistent with Narayandas (1996), an exhibition of commitment to a firm indicates the positive customer's viewpoint or attitude. Commitment is an attitudinal element indicating a long-lasting intention by the parties to improve and endure a long-term relationship (Morgan and



Hunt, 1994). In addition, Ritter and Walter (2003) found that customer involvement is positively influenced by customers' attitude and intention in developing a long-term relationship. It means that closed supplier-customer relationships are essential for integrating customers in generating product or service. **Thus, Hypothesis 7a is supported.** In terms of the outstanding customer acceptance – firm performance relationship, it is supported by the study of Çerri (2012) and Reichheld (2002). They found that intention of customers in continuing relationship can lead to improving of firm performance. **Thus, Hypothesis 7b is supported.**

Finally, the findings suggest that advanced customer involvement is significantly and positively related to firm performance ( $\beta_{37} = 0.245$ ,  $p < 0.01$ ). This result is consistent with the study of Millissa and Cheung (2011). They found that customer involvement influences positively on perceived service performance, especially on customers of a high rather than low level of co-production. High-involved customers tend to have a positive attitude for maintaining long-term relationships rather than taking a risk by starting a new relationship (Varki and Wong, 2003). **Thus, Hypothesis 8 is supported.**

In addition, the results of control variables point out that firm age has not any effect on the marketing outcomes. It means that a longer period of time in a business does not significantly affect the increase of customer acceptance, customer involvement, and firm performance. Another control variable, firm size, is found to have effects on the marketing outcomes. The results show that firm size has a positive effect on outstanding customer acceptance ( $\beta_{17} = 0.228$ ,  $p < 0.05$ ) and advanced customer involvement ( $\beta_{27} = 0.257$ ,  $p < 0.05$ ). It can be interpreted that a large number of employees of hotel businesses can generate greater customer acceptance and customer involvement. These results are consistent with Jumpapang, Ussahawanitchakit, and Jhundra-Indra (2013). They have agreed that with larger number of employees, firms may have more market power than their small competitors. Meanwhile, firms with larger number of employees often have market acceptance, customer acceptance, and superior performance (Boateng and Glaister, 2002; Pan and Li, 2000).



Table 13: Results of Regression Analysis for Effects of Superior Customer Satisfaction, Outstanding Customer Acceptance and Advanced Customer Involvement on Firm Performance

Independent Variables		Dependents Variables		
		OCA	ACI	FPE
		Equation 3	Equation 5	Equation 7
<b>SCS</b>	(H6a-b)	<b>.723***</b> (.046)		<b>.135**</b> (.067)
<b>OCA</b>	(H7a-b)		<b>.583***</b> (.057)	<b>.519***</b> (.071)
<b>ACI</b>	(H8)			<b>.245***</b> (.057)
<b>FAG</b>		.097 (.103)	-.083 (.124)	-.031 (.099)
<b>FSI</b>		<b>.228**</b> (.099)	<b>.257**</b> (.121)	<b>-.205**</b> (.098)
<b>Adjusted R<sup>2</sup></b>		<b>.568</b>	<b>.374</b>	<b>.600</b>
<b>Maximum VIF</b>		<b>1.180</b>	<b>1.208</b>	<b>2.637</b>

Note: \*\* p < 0.05, \*\*\* p < 0.01

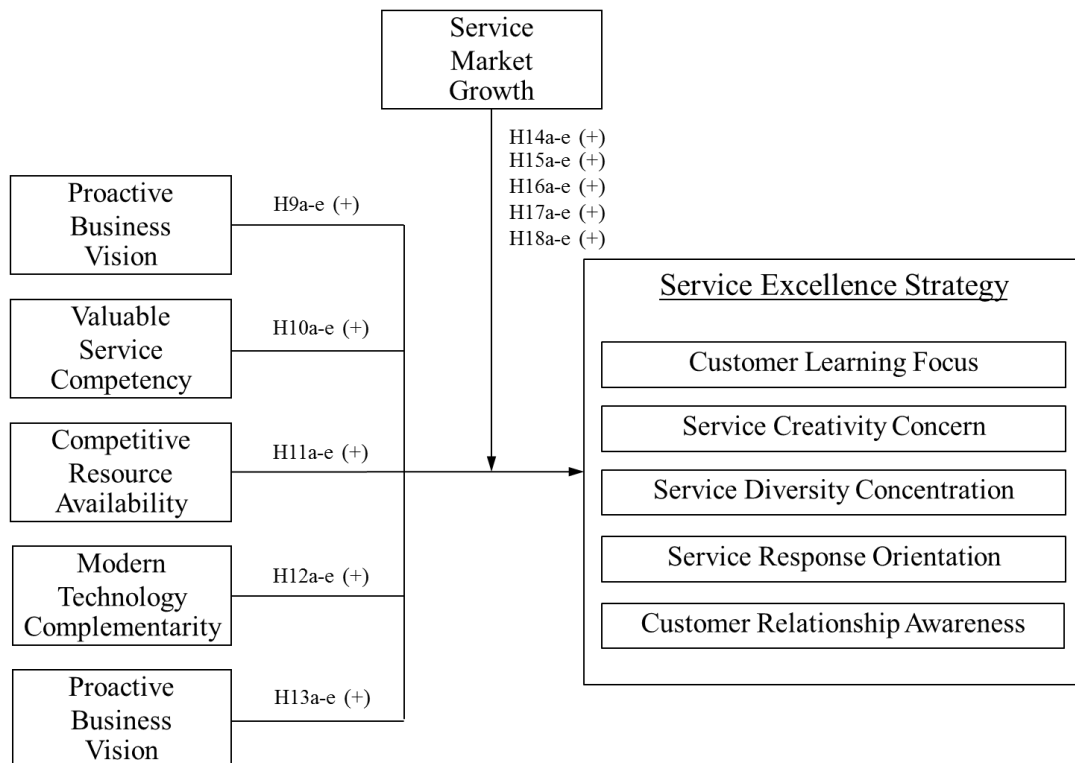
#### Effects of Antecedents on Service Innovation Creation Capability via Service Culture

Figure 8 illustrates the effects of five antecedents, including proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation on each of five dimensions of service excellence strategy which are proposed in Hypotheses 9(a-e) – 13(a-e). The relationship in each hypothesis is proposed in a positive direction. These hypotheses can be transformed into the regression equation 8, 10, 12, 14, and 16. This research also examines the moderating effect of service market growth on the relationships among five antecedents and each of five dimensions of service excellence strategy which are presented in Hypotheses 14(a-e) – 18(a-e). In addition to these hypotheses, regression equations 9, 11, 13, 15, and 17 are developed. The results of the



OLS regression analysis are presented in Table 13 which demonstrates the scale of adjust  $R^2$  at 0.350 – 0.599.

Figure 8: Effects of Antecedents on Service Excellence Strategy via Service Market Growth as a Moderator



The correlations among the five antecedents and five dimensions of service excellence strategy are demonstrated in Table 14. Firstly, the results show that proactive business vision is significantly and positively correlated to customer learning focus ( $r = 0.482$ ,  $p < 0.01$ ), service creativity concern ( $r = 0.627$ ,  $p < 0.01$ ), service diversity concentration ( $r = 0.590$ ,  $p < 0.01$ ), service response orientation ( $r = 0.629$ ,  $p < 0.01$ ), and customer relationship awareness ( $r = 0.576$ ,  $p < 0.01$ ). Secondly, valuable service competency is significantly and positively correlated to customer learning focus ( $r = 0.485$ ,  $p < 0.01$ ), service creativity concern ( $r = 0.409$ ,  $p < 0.01$ ), service diversity concentration ( $r = 0.493$ ,  $p < 0.01$ ), service response orientation ( $r = 0.593$ ,  $p < 0.01$ ), and customer relationship awareness ( $r = 0.532$ ,  $p < 0.01$ ). Thirdly, competitive resource availability has significant and positive correlations to customer learning focus



( $r = 0.425$ ,  $p < 0.01$ ), service creativity concern ( $r = 0.591$ ,  $p < 0.01$ ), service diversity concentration ( $r = 0.512$ ,  $p < 0.01$ ), service response orientation ( $r = 0.518$ ,  $p < 0.01$ ), and customer relationship awareness ( $r = 0.651$ ,  $p < 0.01$ ). Fourthly, modern technology complementarity has significant and positive correlations to customer learning focus ( $r = 0.426$ ,  $p < 0.01$ ), service creativity concern ( $r = 0.448$ ,  $p < 0.01$ ), service diversity concentration ( $r = 0.427$ ,  $p < 0.01$ ), service response orientation ( $r = 0.504$ ,  $p < 0.01$ ), and customer relationship awareness ( $r = 0.579$ ,  $p < 0.01$ ). Finally, dynamic stakeholder expectation has significant and positive correlations to customer learning focus ( $r = 0.524$ ,  $p < 0.01$ ), service creativity concern ( $r = 0.606$ ,  $p < 0.01$ ), service diversity concentration ( $r = 0.604$ ,  $p < 0.01$ ), service response orientation ( $r = 0.622$ ,  $p < 0.01$ ), and customer relationship awareness ( $r = 0.571$ ,  $p < 0.01$ ). Furthermore, all correlations are less than 0.80 as recommended by Hair et al. (2006). According to Table 15, the maximum value of VIF is 4.534, which is lower than the cut-off value of 10 (Hair et al., 2006). Both correlations and VIF ensure the non-existence of multicollinearity problems.



Table 14: Descriptive Statistics and Correlation Matrix of Each Dimension of Service Excellence Strategy, Its Antecedences, and Service Market Growth

Variables	CLF	SCC	SDC	SRO	CRA	PBV	VSC	RAV	MTC	DSE	SMG	FIA	FIS
Mean	4.49	4.38	4.36	4.50	4.55	4.29	4.54	4.35	4.42	4.22	4.25	-	-
Standard Deviation	0.50	.58	0.51	0.52	0.48	0.55	0.50	0.53	0.58	0.57	0.61	-	-
Customer Learning Focus (CLF)	1.000												
Service Creativity Concern (SCC)	.588***	1.000											
Service Diversity Concentration (SDC)	.541***	.647***	1.000										
Service Response Orientation (SRO)	.674***	.708***	.662***	1.000									
Customer Relationship Awareness (CRA)	.648***	.640***	.525***	.636***	1.000								
Proactive Business Vision (PBV)	.482***	.627***	.590***	.629***	.576***	1.000							
Valuable Service Competency (VSC)	.485***	.409***	.493***	.593***	.532***	.505***	1.000						
Competitive Resource Availability (RAV)	.425***	.591***	.512***	.518***	.651***	.621***	.540***	1.000					
Modern Technology Complementarity (MTC)	.426***	.448***	.427***	.504***	.579***	.469***	.604***	.637***	1.000				
Dynamic Stakeholder Expectation (DSE)	.524***	.606***	.604***	.622***	.571***	.667***	.425***	.638***	.657***	1.000			
Service Market Growth (SMG)	.525***	.566***	.623***	.614***	.552***	.645***	.402***	.623***	.545***	.784***	1.000		
Firm Age (FAG)	-.006	.009	-.075	-.055	.083	-.026	-.012	.105	.070	-.063	-.009	1.000	
Firm Size (FSI)	.183***	.168**	.186***	.206***	.169**	.167**	.210***	.156**	.111	.121	.184***	.374***	1.000

Note: \*\* p < .05, \*\*\* p < .01



The results of OLS regression analysis are explained in Table 15.

Firstly, the results show that proactive business vision is significantly and positively related to four dimensions of service excellence strategy: service creativity concern ( $\beta_{60} = 0.298$ ,  $p < 0.01$ ), service diversity concentration ( $\beta_{80} = 0.208$ ,  $p < 0.01$ ), service response orientation ( $\beta_{100} = 0.249$ ,  $p < 0.01$ ), and customer relationship awareness ( $\beta_{120} = 0.176$ ,  $p < 0.01$ ). Due to intensive competition presently, managers should always be creative and concerned with innovation and ready to value all the opportunities, which leads to faster, cheaper or better performance (Campeanu-Sonea et al., 2010). Also, firms attempt continuously to focus on development of modern technology to support service excellence. It means that firms can apply to support customer relationship management technology (Jayachandran et al., 2005). **Thus, Hypotheses 9b, 9c, 9d, and 9e are supported.** However, the results indicate that proactive business vision is not significant related to customer learning focus. This can be explained by the term market driving and market driven. The term market driving refers to changing the composition and/or roles of players in a market and/or the behaviors of players in the market, whereas the term market driven refers to learning, understanding, and responding to stakeholder perceptions and behaviors within a given market structure (Jaworski, Kohli, and Sahay, 2000). These two terms are viewed from different facets. Based on these terms, proactive vision of top managements seems to be as market driving because they change their administrative viewpoint to look forward. In turn, customer learning is likely to be market driven because firms have to hear the voice of customers and adapt offering as customers' preferences. As a result, top management may overlook focusing on learning customers. **Thus, Hypothesis 9a is not supported.**

Secondly, the results indicate that valuable service competency is significantly and positively associated with four dimensions of service excellence strategy: customer learning focus ( $\beta_{41} = 0.292$ ,  $p < 0.01$ ), service diversity concentration ( $\beta_{81} = 0.234$ ,  $p < 0.01$ ), service response orientation ( $\beta_{101} = 0.336$ ,  $p < 0.01$ ), and customer relationship awareness ( $\beta_{121} = 0.150$ ,  $p < 0.05$ ). The possible reason is that firms with valuable service competency can change, learn, and achieve through experience, training or coaching (Volery, Mueller, and Von Siemens, 2015; Wagener, Gorgievski, and Rijdsdijk, 2010). This means that firms have abilities to create different services to response



particular customers. Also, they apply their experiences for hoping to make long relationships with customers. Firms can be done by trying to communicate to improve services to be great (Lokshin, Van Gils, and Bauer, 2009). **Thus, Hypotheses 10a, 10c, 10d, and 10e are supported.** However, the results also indicate that valuable service competency is not significantly related to service creativity concern (the second dimension of service excellence strategy). It is possibly because creativity is a good cultural phenomenon at individual (Amabile, 1997; Perry-Smith, 2006). In other words, firms may have a need to support creative culture in order to encourage employees to generate innovative services. **Thus, Hypothesis 10b is not supported.**

Thirdly, the findings suggest that competitive resource availability is significantly and positively related to service creativity concern ( $\beta_{62} = 0.243, p < 0.01$ ) and customer relationship awareness ( $\beta_{122} = 0.291, p < 0.01$ ). Possession of competitive resources enables firms to identify opportunities in the market, improve appropriate marketing strategy and implement it effectively to yield superior firm performance (Kumlu, 2014). Ray, Barney, and Muhanna (2004) suggest that resource availability is as the abundance of both tangible and intangible elements assisting the working processes to accomplish the corporate goal. In other words, possession of competitive resources (tangible and intangible resources) such as modern tools, wide-spread accepted brand, great reputation, and high competency lead to generating service excellence strategy. **Thus, Hypotheses 11b and 11e are supported.** However, the results also indicate that competitive resource availability is not significantly related to customer learning focus, service diversity concentration, and service response orientation. This is possible because firms may have high employee turnover rate (Pandit, 2001), which leads to interruption of customer learning focus. As a result of interruption of customer learning focus, firms do not gain enough customer information about their preferences for generating different service diversity to response specific customer. Moreover, for service diversity concentration dimension, hotel businesses with 4-5 stars may perceive that the possessions of competitive tangible resources such as accommodation services, dining facilities, concierge service, internet services, event management services, wedding management services, shuttle boat, limousine service, and fitness are standard that every hotel should provide to customers resulting in



disregarding on service diversity concentration. ***Thus, Hypotheses 11a, 11c, and 11d are not supported.***

Fourthly, the research reveals that modern technology complementarity is only significantly and positively associated with customer relationship awareness ( $\beta_{123} = -0.140, p < 0.10$ ). It can be explained that utilizing technology availability could help firms to communicate with customers creating customer relationships. A large number of firms invest in customer relationship management technology (Day, 2000) because they hope to discriminate between profitable and unprofitable customers, to provide customized service, and to gain greater customer retention (Peppers, Roger, and Dorf, 1999). ***Thus, Hypothesis 12e is supported.*** On the other hands, modern technology complementarity is not significant associated with another four dimensions of service excellence strategy comprising customer learning focus, service creativity concern, service diversity concentration, and service response orientation. Due to continuously changing of modern technology presently, firms need to seek appropriate technologies (tools) for supporting firm performance. Utilizing modern technology requires learning which is seen as a long-term investment process (Garvin, 1993). Meanwhile, learning technology needs employees' abilities, which are essential factors in the service delivery process in a hotel because of the interactive nature of hotel services (Gronroos, 1983). If employees do not have enough abilities to learn, firms need to train them because learning involves getting new knowledge, developing skill, and changing in attitude (Wolfe, 2000). Hence, it may take long time for learning. This leads to a possible reason that although firms are aware of the importance of modern technology, an improvement of learning ability of employees needs time, which during the collecting data it may not be showing effective results. A lack of valuable employees does not only affect modern technology complementarity, but also results in vanishing of focusing on service creativity, service diversity, and service response. ***Thus, Hypotheses 12a, 12b, 12c, and 12d are not supported.***

Finally, the results indicate that dynamic stakeholder expectation is significantly and positively related to four dimensions of service excellence strategy: customer learning focus ( $\beta_{44} = 0.343, p < 0.01$ ), service creativity concern ( $\beta_{64} = 0.260, p < 0.01$ ), service diversity concentration ( $\beta_{84} = 0.371, p < 0.01$ ), and service response orientation ( $\beta_{104} = 0.329, p < 0.01$ ). The accomplishment of firms' management depends on correct



identification of stakeholders and subsequent assessment of their relevance such as whom should get priority in strategic decision making (Miragaia, Ferreira, and Carreira, 2014). To consider stakeholders' expectations, firms do not consider equally. This is based on their powers affecting the firm (Mitchell, Agle, and Wood, 1997). Mutti et al. (2012) stated that stakeholders affect to a firm's decisions, financial performance, and the power of setting a firm's strategy. ***Thus, Hypotheses 13a, 13b, 13c, and 13d are supported.***

However, dynamic stakeholder expectation is not significantly related to customer relationship awareness (fifth dimension of service excellence strategy). This may be explained by two main reasons that may lead to unawareness of firms in contacting frequently for prolonging long-term customer relationships. Firstly, as stated by Harvard Business School research, high-end customers can be fickle, if they perceive that they will get better service elsewhere (Hanna, 2011). Secondly, hotel firms participated have a large number of international customers, which possibly make firms less effective communication for extending long-term relationships with international customers. ***Thus, Hypothesis 13e is not supported.***

#### The Moderating Role of Service Market Growth

According to the findings in Table 15, the moderating effect of service market growth on the relationships among five antecedents and each of five dimensions of service excellence strategy are as follows.

Firstly, it can be seen that service market growth has significant but negative moderating effect on the relationships between proactive business vision and two dimensions of service excellence strategy: service creativity concern ( $\beta_{73} = -0.167$ ,  $p < 0.05$ ) and service response orientation ( $\beta_{113} = -0.229$ ,  $p < 0.01$ ). As stated by Lindahl and Beyers (1999), firm's creativity and ability quickly respond to customer needs are essential in achieving superior performance. Accordingly, in order to gain more competitive advantage and performance applying strategy, such as creativity and customer response strategies, is likely to be a great choice. Nevertheless, from the results, it is implied that when service market is maturing, the implementation of such strategies is discouraged in firms that top management are proactive. It is possible that while service market is growing, and market structure is changing dramatically,



executives with proactive vision may be incapable to clearly capture the whole picture of the changed market and thus unable to predict it (Reid, 2005). ***Thus, Hypotheses 14b and 14d are not supported.***

In addition to service market growth as a moderator, the results show that the relationships among proactive business vision and three dimensions of service excellence strategy (customer learning focus, service diversity concentration, and customer relationship awareness) are not significant. It can similarly interpret that executives may be incompetent to set clarity of vision due to a difficulty to forecast dynamic service market growth. This is because it requires executives to think strategically, to improve the ability to see things in motion, and to make sense out of a cloudy and unclear future by seeing the interdependency of important elements (Papulova and Papulova, 2006). ***Thus, Hypotheses 14a, 14c, and 14e are not supported.***

Secondly, service market growth has significant but negative moderating effects on the relationships between valuable service competency and service response orientation ( $\beta_{114} = -114, p < 0.10$ ). Interestingly, valuable service competency affects positively and significantly to service response orientation, however, this relationship is negative when service market growth plays a moderating role. It can be described that firms are run by people, specifically employees who have valuable competencies such as business skills and knowledge (Lawler, 1994; Tyagi and Sawhney, 2010). Under general situations, valuable employees can respond customers effectively. Yet, under increasing service market, they may move to other firms that offer better salaries or welfares (Thomas, 2006). Then, a number of firms' employees reduces, which leads to decrease service response orientation. ***Thus, Hypothesis 15d is not supported.***

Curiously, it is found that the relationships between valuable service competency and the three service excellence strategies (customer learning focus, service diversity concentration, and customer relationship awareness) are strongly significant (as shown in Equation 8, 9, 12, 13, 16, and 17), yet, the moderating role of service market growth is not found to affect these relationships. It is likely that service market growth may be not an appropriate moderator for these relationships. Additionally, service market growth may also not be a suitable moderator in the relationship between valuable service competency and service creativity concern since it is not found to



effectively motivate this relationship. *Thus, Hypotheses 15a, 15b, 15c, and 15e are not supported.* An appropriate and possible moderator, for example, is time pressure. It is likely that the effects of valuable service competency on creativity diminish as time pressure increase (Andrews and Smith, 1996). Likewise, high time pressure leads to lower creativity, while low time pressure leads to higher creativity (Kelly, Futoran, and McGrath, 1990; Myers, 1997). Time pressure also plays an important role for decision making, which probably relates to service diversity concentration. A number of studies indicate that a common response to limited time is for customer to shift from using compensatory to noncompensatory decision rules (Lin and Wu, 2005; Svenson, Edland, and Slovic, 1990; Svenson and Maule, 1993).

Thirdly, the results also present the significant but negative moderating effect of service market growth on the relationships between competitive resource availability and three dimensions of service excellence strategy: customer learning focus ( $\beta_{55} = -0.236, p < 0.05$ ), service diversity concentration ( $\beta_{95} = -0.174, p < 0.10$ ), and customer relationship awareness ( $\beta_{135} = -0.396, p < 0.01$ ). Moreover, it seems that service market growth do not play an important role of moderating effect on the relationships between competitive resource availability and two dimensions of service excellence strategy (service creativity concern and service response orientation). According to Kumlu (2014), although possession of competitive resources can help firms to identify opportunities in the market, develop appropriate marketing strategy and implement it effectively to yield superior firm performance, the results indicate that, while service market is extending, firms with more competitive resource availability tend to perform less of the service excellence strategies. It is possible that within enlarging service market, firms abundant with competitive resources may be considering employing other strategies with more appropriate to match the situations (Beach and Mitchell, 1978; Dror, Katona, and Mungur, 1998). Another reason may be that the growing constantly of service market generates time pressure on top management's decision making. Accordingly, executives, under time pressure, tend to switch from a complex decision strategy to a simpler decision strategy. It is likely that even though firms have plentiful competitive resources, executives will show a decrease in the quality of their decisions and overall performance (Ahitav, Igbaria, and Sella, 1998), in other word, they feel more stressed and have less confidence in their decisions



(Kelly and Karau, 1999). **Thus, Hypotheses 16a, 16b, 16c, 16d, and 16e are not supported.**

Fourthly, the results reveal that the moderating effect of service market growth is significantly and positively related to the relationships between modern technology complementarity and two dimensions of service excellence: customer learning focus ( $\beta_{56} = 0.245$ ,  $p < 0.05$ ) and customer relationship awareness ( $\beta_{136} = 0.160$ ,  $p < 0.10$ ). Interestingly, while modern technology complementarity alone is not affecting customer learning focus, this relationship is strengthened as the service market is getting matured. It can be inferred that firms are able to utilize modern technology in supporting of their customer learning process under the situation that service market is more complex. With regard to Chakravarthy (1982), under the circumstance of market growth, firms need to react to the changes in the market and identify market opportunities. Accordingly, when service market is growing, the availability of modern technology is providing firm an opportunity in enhancing knowledge managing and learning ability (Yasamorn and Ussahawanitchakit, 2011), as well as enabling firm to be more connecting and interacting with customers (Fagan, 2004). **Thus, Hypotheses 17a and 17e are supported.** However, it seems that the growth of market is not an effective environment to enable firm to utilize modern technology in improving its creativity, service diversity, and responsiveness strategies. A possible reason is that even though firms have modern technology, creativity needs time to generate new and various services. Time pressure stemming from rising intensive competition possibly cause reduction of creativity and great service response (Kelly and Karau, 1993). **Thus, Hypotheses 17b, 17c, and 17e are not supported.**

Finally, the results indicate the significant and positive moderating effect of service market growth on the relationships between dynamic stakeholder expectation and two dimensions of service excellence strategy: service creativity concern ( $\beta_{77} = 0.273$ ,  $p < 0.01$ ) and customer relationship awareness ( $\beta_{137} = 0.230$ ,  $p < 0.01$ ). It is likely that as the market is maturing, firms need to identify market opportunities and make strategic decisions accordingly (Castanias and Helfat, 2001) in order to increase their competitive advantage. Creativity is an essential element to generate firms' competitive advantage (Hana, 2013). Then, under growth of service market, stakeholders probably expect firms to focus on service creation. Also, concentration on





customer relationship should be done because, it benefits firms in reducing overall marketing costs, increasing overall customer response rate, and increasing overall customer and firm profitability (Kumar, 2010). With respect to stakeholder expectation, service market growth seems to provide an appropriate environment for firm to execute strategies related to creativity and relationship establishment. ***Thus, Hypotheses 18b and 18e are supported.***

Interestingly, it is found that the relationships between dynamic stakeholder expectation and the three service excellence strategies (customer learning focus, service diversity concentration, and service response orientation) are strongly significant (as shown in Equation 8, 9, 12, 13, 14, and 15), however, the moderating role of service market growth is not found to affect these relationships. For customer learning focus and service response orientation, it can be explained by Hofstede's cultural dimension, which presents Thailand as high uncertainty avoidance (Itim International, n.d.). This means that even though top management is expected to focus on customer learning and customer responding, Thai culture may lead top management to avoid or let ambiguous circumstances happen. For service diversity concentration, it is possible that under growth stage, firms should maintain quality to obtain increasing customers (Boundless.com, n.d.), but firms with various service diversity make customers confuse and then avoid to use services (Kuksov and Villas-Boas, 2010; Matzler et al., 2011). Thus, top management may not decide to focus on service diversity under service market growth. ***Thus, Hypotheses 18a, 18c, and 18d are not supported.***

For the control variables, firm size is not found to have effects on all of five dimensions of service excellence strategy even though these relationships have service market growth as a moderator. It is interpreted that firms with a higher number of employees is not greater in customer learning focus, service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. Another control variable, firm age, is found to have effects negatively on service response orientation. It means that firms with a longer period of time in a business decrease the emphasis on service response, while younger firms focus on service response importantly.





Table 15: Results of Regression Analysis for Effects of Antecedents on Service Excellence Strategy via Service Market Growth

Independent Variables	Dependents Variables									
	CLF		SCC		SDC		SRO		CRA	
	Equation 8	Equation 9	Equation 10	Equation 11	Equation 12	Equation 13	Equation 14	Equation 15	Equation 16	Equation 17
PBV (H9a-e)	.120 (.084)	.007 (.088)	<b>.298***</b> (.076)	<b>.204**</b> (.082)	<b>.208***</b> (.076)	<b>.148*</b> (.082)	<b>.249***</b> (.070)	.113 (.072)	<b>.176**</b> (.073)	.098 (.075)
VSC (H10a-e)	<b>.292***</b> (.078)	<b>.329***</b> (.083)	.031 (.070)	.042 (.077)	<b>.234***</b> (.071)	<b>.272***</b> (.077)	<b>.336***</b> (.065)	<b>.298***</b> (.068)	<b>.150**</b> (.068)	<b>.192***</b> (.071)
RAV (H11a-e)	-.020 (.086)	-.032 (.086)	<b>.243***</b> (.077)	<b>.256***</b> (.079)	.088 (.078)	.034 (.080)	-.020 (.072)	.006 (.070)	<b>.291***</b> (.075)	<b>.292***</b> (.073)
MTC (H12a-e)	-.027 (.090)	-.018 (.089)	-.041 (.081)	-.051 (.083)	-.116 (.082)	-.119 (.083)	-.024 (.075)	-.029 (.073)	<b>.140*</b> (.078)	<b>.128*</b> (.076)
DSE (H13a-e)	<b>.343***</b> (.093)	<b>.242**</b> (.108)	<b>.260***</b> (.083)	<b>.313***</b> (.100)	<b>.371***</b> (.084)	<b>.221**</b> (.101)	<b>.329***</b> (.078)	<b>.288***</b> (.089)	.113 (.081)	.092 (.092)
SMG		<b>.237**</b> (.094)		.052 (.087)		<b>.277***</b> (.087)		<b>.226***</b> (.077)		.098 (.080)
PBV*SMG (H14a-e)		-.078 (.074)		<b>-.167**</b> (.069)		.014 (.069)		<b>-.229***</b> (.061)		-.037 (.063)
VSC*SMG (H15a-e)		-.100 (.071)		.074 (.065)		.058 (.066)		<b>-.114*</b> (.058)		-.046 (.060)
RAV*SMG (H16a-e)		<b>-.236**</b> (.101)		-.129 (.094)		<b>-.174*</b> (.094)		.075 (.083)		<b>-.396***</b> (.086)
MTC*SMG (H17a-e)		<b>.245**</b> (.097)		-.074 (.090)		-.010 (.090)		.079 (.080)		<b>.160*</b> (.083)
DSE*SMG (H18a-e)		.113 (.103)		<b>.273***</b> (.095)		.127 (.096)		.103 (.085)		<b>.230***</b> (.088)
FAG	.005 (.131)	-.074 (.129)	-.017 (.118)	-.112 (.120)	-.159 (.119)	-.174 (.120)	-.102 (.110)	<b>-.197*</b> (.106)	.106 (.114)	.012 (.110)
FSI	.131 (.126)	.008 (.124)	.101 (.113)	.087 (.115)	.170 (.114)	.110 (.116)	.156 (.105)	.113 (.102)	.029 (.109)	-.077 (.106)
Adjusted R <sup>2</sup>	<b>.350</b>	<b>.403</b>	<b>.473</b>	<b>.489</b>	<b>.461</b>	<b>.483</b>	<b>.541</b>	<b>.599</b>	<b>.507</b>	<b>.567</b>
Maximum VIF	<b>2.728</b>	<b>4.534</b>	<b>2.728</b>	<b>4.534</b>	<b>2.728</b>	<b>4.534</b>	<b>2.728</b>	<b>4.534</b>	<b>2.728</b>	<b>4.534</b>

Note: \* p < 0.10, \*\* p < 0.05, \*\*\* p < 0.01

## Summary

This chapter details the results of data analysis and discussion of all eighteen hypotheses testing. There are two main parts. The first part describes the respondent and sample characteristics which are explained by a percentage. Moreover, a correlation matrix among all variables is shown. Another part indicates the results of hypotheses testing which explain specific correlation analysis in each part of the conceptual model, finding of OLS regression analysis, and the discussions of critical issues. Interestingly, the results reveal that service response orientation is important determinants to yield higher superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance. However, the relationships between service diversity concentration and all outcomes do disappear. To increase firm performance, superior customer satisfaction, outstanding customer acceptance and advanced customer involvement are strongly necessary. On the part of the antecedents of service excellence strategy, proactive business vision, valuable service competency, and dynamic stakeholder expectation seem to be the most influential determinant of service excellence strategy. For the moderating role of service market growth, it does not play a moderating role well in order to impact the relationships among antecedents and each dimension of service excellence strategy. Nevertheless, it moderates best on the relationships due to the fact that modern technology complementarity and dynamic stakeholder expectation are the antecedents of service excellence strategy. In summary, Hypotheses 4, 6, 7, and 8 are fully supported, Hypotheses 2, 5, 9, 10, 11, 12, 13, 17, and 18 are partially supported, and Hypotheses 1, 3, 14, 15, and 16 are not significantly supported. Furthermore, this research provides the summary of the results of hypotheses testing as presented in Table 16.

The next chapter presents the conclusion of the research which provides a summary of the entire research. In addition, the contributions, limitations, and research directions for further research are discussed.



Table 16: A Summary of the Results of Hypotheses Testing

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>	<b>Results</b>
H1a	Customer learning focus is positively related to superior customer satisfaction.	Not Supported
H1b	Customer learning focus is positively related to outstanding customer acceptance.	Not Supported
H1c	Customer learning focus is positively related to advanced customer involvement.	Not Supported
H1d	Customer learning focus is positively related to firm performance.	Not Supported
H2a	Service creativity concern is positively related to superior customer satisfaction.	Supported
H2b	Service creativity concern is positively related to outstanding customer acceptance.	Supported
H2c	Service creativity concern is positively related to advanced customer involvement.	Not Supported
H2d	Service creativity concern is positively related to firm performance.	Not Supported
H3a	Service diversity concentration is positively related to superior customer satisfaction.	Not Supported
H3b	Service diversity concentration is positively related to outstanding customer acceptance.	Not Supported
H3c	Service diversity concentration is positively related to advanced customer involvement.	Not Supported
H3d	Service diversity concentration is positively related to firm performance.	Not Supported
H4a	Service response orientation is positively related to superior customer satisfaction.	Supported



Table 16: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>	<b>Results</b>
H4b	Service response orientation is positively related to outstanding customer acceptance.	Supported
H4c	Service response orientation is positively related to advanced customer involvement.	Supported
H4d	Service response orientation is positively related to firm performance.	Supported
H5a	Customer relationship awareness is positively related to superior customer satisfaction.	Supported
H5b	Customer relationship awareness is positively related to outstanding customer acceptance.	Supported
H5c	Customer relationship awareness is positively related to advanced customer involvement.	Not Supported
H5d	Customer relationship awareness is positively related to firm performance.	Supported
H6a	Superior customer satisfaction is positively related to outstanding customer acceptance.	Supported
H6b	Superior customer satisfaction is positively related to firm performance.	Supported
H7a	Outstanding customer acceptance is positively related to advanced customer involvement.	Supported
H7b	Outstanding customer acceptance is positively related to firm performance.	Supported
H8	Advanced customer involvement is positively related to firm performance.	Supported
H9a	Proactive business vision is positively related to customer learning focus.	Not Supported



Table 16: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>	<b>Results</b>
H9b	Proactive business vision is positively related to service creativity concern.	Supported
H9c	Proactive business vision is positively related to service diversity concentration.	Supported
H9d	Proactive business vision is positively related to service response orientation.	Supported
H9e	Proactive business vision is positively related to customer relationship awareness.	Supported
H10a	Valuable service competency is positively related to customer learning focus.	Supported
H10b	Valuable service competency is positively related to service creativity concern.	Not Supported
H10c	Valuable service competency is positively related to service diversity concentration.	Supported
H10d	Valuable service competency is positively related to service response orientation.	Supported
H10e	Valuable service competency is positively related to customer relationship awareness.	Supported
H11a	Competitive resource availability is positively related to customer learning focus.	Not Supported
H11b	Competitive resource availability is positively related to service creativity concern.	Supported
H11c	Competitive resource availability is positively related to service diversity concentration.	Not Supported
H11d	Competitive resource availability is positively related to service response orientation.	Not Supported



Table 16: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>	<b>Results</b>
H11e	Competitive resource availability is positively related to customer relationship awareness.	Supported
H12a	Modern technology complementarity is positively related to customer learning focus.	Not Supported
H12b	Modern technology complementarity is positively related to service creativity concern.	Not Supported
H12c	Modern technology complementarity is positively related to service diversity concentration.	Not Supported
H12d	Modern technology complementarity is positively related to service response orientation.	Not Supported
H12e	Modern technology complementarity is positively related to customer relationship awareness.	Supported
H13a	Dynamic stakeholder expectation is positively related to customer learning focus.	Supported
H13b	Dynamic stakeholder expectation is positively related to service creativity concern.	Supported
H13c	Dynamic stakeholder expectation is positively related to service diversity concentration.	Supported
H13d	Dynamic stakeholder expectation is positively related to service response orientation.	Supported
H13e	Dynamic stakeholder expectation is positively related to customer relationship awareness.	Not Supported
H14a	Service market growth positively moderates the relationship between proactive business vision and customer learning focus.	Not Supported



Table 16: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>	<b>Results</b>
H14b	Service market growth positively moderates the relationship between proactive business vision and service creativity concern.	Not Supported
H14c	Service market growth positively moderates the relationship between proactive business vision and service diversity concentration.	Not Supported
H14d	Service market growth positively moderates the relationship between proactive business vision and service response orientation.	Not Supported
H14e	Service market growth positively moderates the relationship between proactive business vision and customer relationship awareness.	Not Supported
H15a	Service market growth positively moderates the relationship between valuable service competency and customer learning focus.	Not Supported
H15b	Service market growth positively moderates the relationship between valuable service competency and service creativity concern.	Not Supported
H15c	Service market growth positively moderates the relationship between valuable service competency and service diversity concentration.	Not Supported
H15d	Service market growth positively moderates the relationship between valuable service competency and service response orientation.	Not Supported
H15e	Service market growth positively moderates the relationship between valuable service competency and customer relationship awareness.	Not Supported



Table 16: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>	<b>Results</b>
H16a	Service market growth positively moderates the relationship between competitive resource availability and customer learning focus.	Not Supported
H16b	Service market growth positively moderates the relationship between competitive resource availability and service creativity concern.	Not Supported
H16c	Service market growth positively moderates the relationship between competitive resource availability and service diversity concentration.	Not Supported
H16d	Service market growth positively moderates the relationship between competitive resource availability and service response orientation.	Not Supported
H16e	Service market growth positively moderates the relationship between competitive resource availability and customer relationship awareness.	Not Supported
H17a	Service market growth positively moderates the relationship between modern technology complementary and customer learning focus.	Supported
H17b	Service market growth positively moderates the relationship between modern technology complementary and service creativity concern.	Not Supported
H17c	Service market growth positively moderates the relationship between modern technology complementary and service diversity concentration.	Not Supported
H17d	Service market growth positively moderates the relationship between modern technology complementary and service response orientation.	Not Supported





Table 16: (Continued)

<b>Hypotheses</b>	<b>Descriptions of Hypothesized Relationships</b>	<b>Results</b>
H17e	Service market growth positively moderates the relationship between modern technology complementary and customer relationship awareness.	Supported
H18a	Service market growth positively moderates the relationship between dynamic stakeholder expectation and customer learning focus.	Not Supported
H18b	Service market growth positively moderates the relationship between dynamic stakeholder expectation and service creativity concern.	Supported
H18c	Service market growth positively moderates the relationship between dynamic stakeholder expectation and service diversity concentration.	Not Supported
H18d	Service market growth positively moderates the relationship between dynamic stakeholder expectation and service response orientation.	Not Supported
H18e	Service market growth positively moderates the relationship between dynamic stakeholder expectation and customer relationship awareness.	Supported



## CHAPTER V

### CONCLUSION

The prior chapter indicates respondent characteristics, descriptive statistics, correlation matrix, and the results of hypotheses testing. Hence, this chapter aims to describe the conclusion, the theoretical and managerial contributions, limitations and suggestions for further research.

The effects of service excellence strategy on superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance in hotel businesses in Thailand are examined in this research. Moreover, the relationships among outcomes (superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance) are examined. In this research assigns proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation as the antecedents of service excellence strategy. In addition, service market growth is proposed to moderate the influences of its antecedents and each of five dimensions of service excellence strategy.

The key research question of this research is how service excellence strategy has an impact on firm performance. Moreover, the specific research questions are as follows: 1.) How does each dimension of service excellence strategy enhance superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance? 2.) How does superior customer satisfaction affect outstanding customer acceptance and firm performance? 3.) How does outstanding customer acceptance affect advanced customer involvement and firm performance? 4.) How does advanced customer involvement affect firm performance? 5.) How do proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation have an influence on each of five dimensions of service excellence strategy? 6.) How does service market growth moderate the relationships among proactive business vision, valuable service competency, competitive resource availability, modern technology



complementarity, dynamic stakeholder expectation, and each of five dimensions of service excellence strategy?

This research applies two theories to draw the conceptual model, including the resource based view and contingency theory. For research methodology, this research selects hotel businesses in Thailand as the research population due to the concern of service excellence (Torres and Kline, 2013). The sample of this research is received from the database of Tourism Authority of Thailand that suggests where tourists can stay in Thailand (Tourism Authority of Thailand, 2015). For data collection, this research employs a mailing questionnaire to gather data and the 1,265 questionnaires were sent to marketing directors/marketing managers who are the key informants. The usable data is analyzed by the multiple regressions. Consequently, the majority of the hypotheses tested is partially supported. The results of each hypothesis with reference to each specific research question are described as follows:

According to the first specific research question, the results indicate that service response orientation has positive relationships with all outcomes (superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance). Moreover, customer relationship awareness has the positive relationships with superior customer satisfaction, outstanding customer acceptance, and firm performance. Likewise, service creativity concern is positively relates to superior customer satisfaction and outstanding customer acceptance. Interestingly, it is not as expected that customer learning focus and service diversity concentration have no significant effect on all four outcomes.

For the second specific research question, the results point out that superior customer satisfaction has a strongly positive relationship with both outstanding customer acceptance and firm performance. Similarly, for the third specific research question, the results show that outstanding customer acceptance has strongly positive relationship with both advanced customer involvement and firm performance. For the fourth specific research question, the finding demonstrates that advanced customer involvement has strong influence on firm performance.

According to the fifth specific question, it was found that proactive business vision and valuable service competency have positive relationships with service diversity concentration, service response orientation, and customer relationship



awareness. Furthermore, proactive business vision is positively associated with service creativity, whereas valuable service competency is positively related to customer learning focus. Competitive resource availability has positive relationships with both service creativity concern and customer relationship awareness, while modern technology complementarity has positive relationship with only customer relationship awareness. In addition to the last antecedent, dynamic stakeholder expectation has strong influence on four dimensions of service excellence strategy (customer learning focus, service creativity concern, service diversity concentration, and service response orientation).

With regard to the sixth specific research question, the results present that service market growth plays a significant moderating role on four relationships: the relationship between modern technology complementarity and customer learning focus, the relationship between modern technology complementarity and customer relationship awareness, the relationship between dynamic stakeholder expectation and service creativity concern, and the relationship between dynamic stakeholder expectation and customer relationship awareness.

In summary, service excellence strategy is crucial to yield positive outcomes. Specifically, service response orientation seems to be most important component of service excellence strategy because it leads to increase all outcomes, including superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance. In addition, all three marketing outcomes (superior customer satisfaction, outstanding customer acceptance, and advanced customer involvement) are strongly important elements which result to the increase of firm performance. It can be stated that proactive business vision, valuable service competency, and dynamic stakeholder expectation are the most important elements that determine service excellence strategy. The summary of results in all research questions is presented in Table 17 below.



Table 17: A Summary of Results in All Research Questions

Research Questions	Hypotheses	Results	Conclusion
<p><b><u>Specific Research Question</u></b></p> <p>(1) How does each dimension of service excellence strategy enhance superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance?</p>	<p>H1a-d H2a-d H3a-d H4a-d H5a-d</p>	<ul style="list-style-type: none"> <li>- Service response orientation has positive relationships with all outcomes (superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance).</li> <li>- Customer relationship awareness has the positive relationships with superior customer satisfaction, outstanding customer acceptance, and firm performance.</li> <li>- Service creativity concern is positively related to superior customer satisfaction and outstanding customer acceptance.</li> <li>- Customer learning focus and service diversity concentration have no significant effect on all four outcomes.</li> </ul>	<p>Partially supported</p>

Table 17: (Continued)

<b>Research Questions</b>	<b>Hypotheses</b>	<b>Results</b>	<b>Conclusion</b>
(2) How does superior customer satisfaction affect outstanding customer acceptance and firm performance?	H6a-b	- Superior customer satisfaction has a strongly positive relationship with both outstanding customer acceptance and firm performance.	Fully Supported
(3) How does outstanding customer acceptance affect advanced customer involvement and firm performance?	H7a-b	- Outstanding customer acceptance has strongly positive relationship with both advanced customer involvement and firm performance.	Fully Supported
(4) How does advanced customer involvement affect firm performance?	H8	- Advanced customer involvement has strong influence on firm performance.	Fully Supported

Table 17: (Continued)

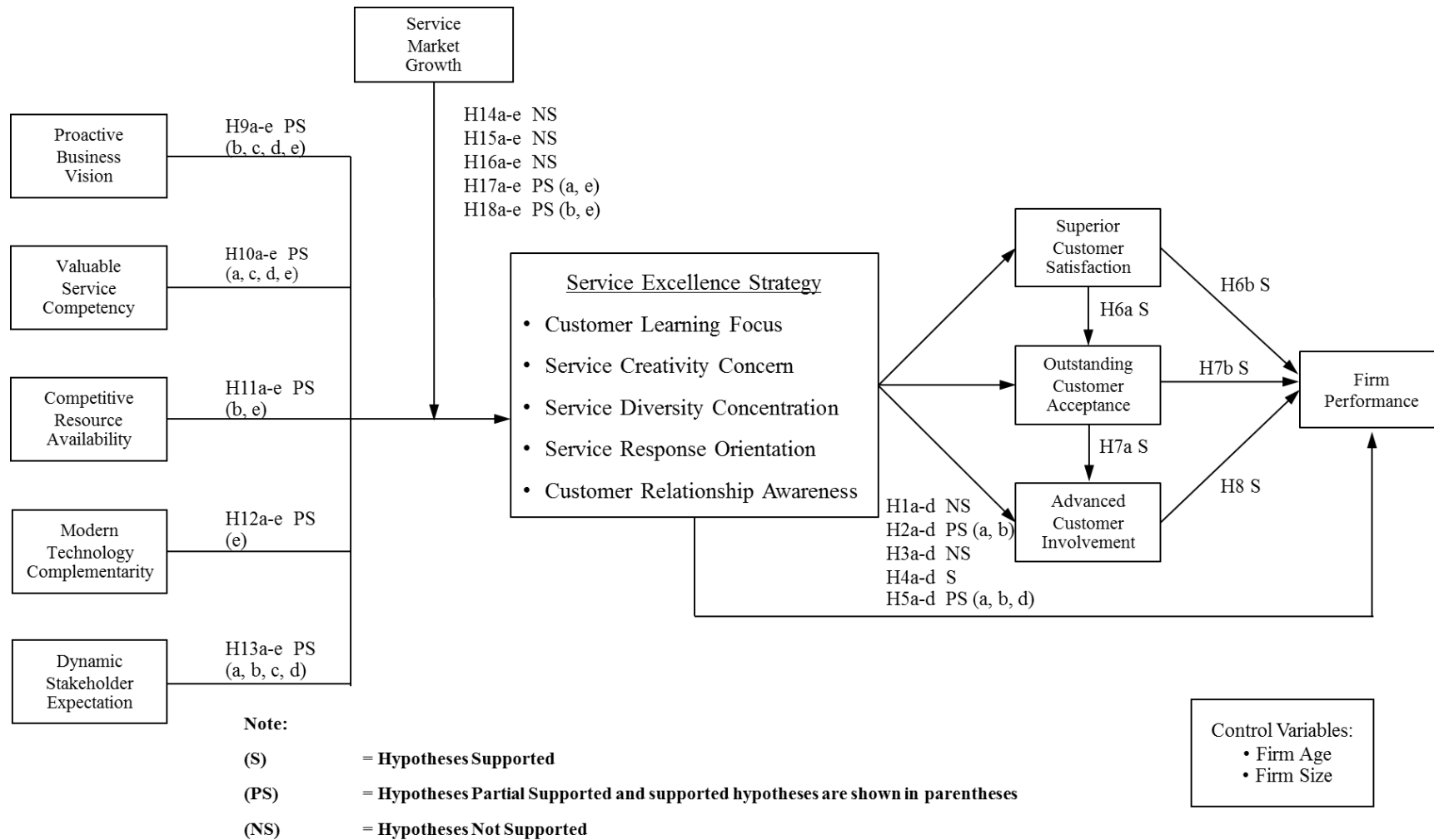
Research Questions	Hypotheses	Results	Conclusion
<p>(5) How do proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, and dynamic stakeholder expectation have an influence on each of five dimensions of service excellence strategy?</p>	<p>H9a-e H10a-e H11a-e H12a-e H13a-e</p>	<ul style="list-style-type: none"> <li>- Proactive business vision has positive relationships with service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness.</li> <li>- Valuable service competency is also positively associated with customer learning focus, service diversity concentration, service response orientation, and customer relationship awareness.</li> <li>- Competitive resource availability has positive relationships with service creativity concern and customer relationship awareness.</li> <li>- Modern technology complementarity has positive relationship with only customer relationship awareness.</li> <li>- Dynamic stakeholder expectation has strong influence on four dimensions of service excellence strategy (customer learning focus, service creativity concern, service diversity concentration, and service response orientation).</li> </ul>	<p>Partially Supported</p>

Table 17: (Continued)

Research Questions	Hypotheses	Results	Conclusion
<p>(6) How does service market growth moderate the relationships among proactive business vision, valuable service competency, competitive resource availability, modern technology complementarity, dynamic stakeholder expectation, and each of five dimensions of service excellence strategy?</p>	<p>H14a-e H15a-e H16a-e H17a-e H18a-e</p>	<ul style="list-style-type: none"> <li>- Service market growth plays a significant moderating role on the relationship between modern technology complementarity and customer learning focus.</li> <li>- The relationship between modern technology complementarity and customer relationship awareness is moderated by service market growth.</li> <li>- The relationship between dynamic stakeholder expectation and service creativity concern is moderated by the influence of service market growth.</li> <li>- Service market growth moderates the relationship between dynamic stakeholder expectation and customer relationship awareness.</li> </ul>	<p>Partially Supported</p>



Figure 9: A Summary of the Results of the Hypotheses Testing



## **Theoretical and Managerial Contributions**

### Theoretical Contribution

This research attempts to provide more understanding of the relationships between service excellence strategy and firm performance and the service excellence strategy's antecedents and moderators. It can be indicated that this research provides three critical theoretical contributions.

The first theoretical contribution from this research is the development of new dimensions of service excellence strategy, namely service creativity concern and service diversity concentration. These two dimensions are introduced in order to cover more facet of the service excellence strategy. This research adds up to the field for its measurement development and empirical investigation of the constructs, which will be useful for further study.

Secondly, the results of this research help to confirm the worth of the resource based view and contingency theory, which are employed to explain both antecedents and consequences of service excellence strategy, respectively. These relationships are partially supported by the resource-based view and contingency theory.

Finally, the measurement of several variables (superior customer satisfaction and advanced customer involvement) in this research appropriately is adapted to measure by perceptions of the executives, which differ from previous research (customer perspective). This measurement provides benefits to further research in terms of time-saving in collecting data.

### Managerial Contribution

According to the interesting results mentioned prior, there are three managerial implications for the top management. Firstly, firms should particularly concentrate on how to respond appropriately and timely service to customers because service response orientation significantly impacts on all outcomes (superior customer satisfaction, outstanding customer acceptance, advanced customer involvement, and firm performance). Focusing on customer relationship is also important to superior customer satisfaction, outstanding customer acceptance, and firm performance. Thus, firms should create and maintain closed relationships with customers such as developing



communication channel to communicate with customers and taking their suggestions to improve services. In addition to another dimension that should be emphasized, it is service creativity concern. Firms with creative and differentiated services obtain competitive advantage. Therefore, they should focus on designing and developing outstanding services, which would also gain customer acceptance and then finally increase higher market share. Secondly, to increase firm performance, top management should consider the improvement of outstanding customer acceptance, superior customer satisfaction, and advanced customer involvement over time. Thirdly, top management should dramatically deliberate some antecedents of service excellence strategy (proactive business vision, valuable service competency, and dynamic stakeholder expectation). In terms of proactive business vision, top management is strongly required to emphasize on in order to stimulate the occurrence of service creativity concern, service diversity concentration, service response orientation, and customer relationship awareness. Moreover, developing employees' skills is an essential task to improve their competencies, which presents valuable service competency of firms. Changing stakeholder expectation over time also leads to create service excellence strategy (customer learning focus, service creativity concern, service diversity concentration, and service response orientation). Hence, top management should also produce the confidence to stakeholders in responding their expectation.

### **Limitations and Future Research Directions**

#### Limitations

There are some cautions that should be taken due to the limitations of the research. Firstly, this research acquires a small number of survey response rates. It is less than the widely acceptable commendation regarding to survey response rate of top management. This means that it may perhaps limit the power of the statistical test and quality of results. In other words, the findings found in this research may be limited to infer to population because they may have ability to explain a research phenomenon only in this conceptual framework. Secondly, most of respondents (60.58%) are in other positions (i.e. general manager, sale manager, sale and marketing director, assistant director of sales, and sales and reservation manager) instead of marketing director or



marketing manager. As a result, the answer obtained by these respondents possibly influence on the quality of the results in this research. However, they are still the same administrative level (manager), which probably enhances more credit.

#### Future Research Directions

According to the results of this research, there are two future research directions. The first future research regards to employing mixed-methods in order to explore other aspects of the variables that may involve. Due to no significant influence on the consequences of a dimension of service excellence strategy (i.e. service diversity concentration), qualitative methods such as the in-depth interview should be taken in order to gain more understanding other aspects of this variable and to use them as guidelines to prepare the questionnaire. It may lead to more precise analytical results. Finally, other service contexts such as tourism, financial provider, and hospital or in other countries are needed to be explored in order to uncover the full range of service excellence strategy and to assure the finding found in this research.



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## **APPENDICES**



**APPENDIX A**  
**Non-Response Bias Tests**



**Table 1A: Non-Response Bias Tests**

<b>Comparison</b>	<b>n</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>t-value</b>	<b>p-value</b>
<b>Hotel standard:</b>	208				
• First Group	104	1.35	0.478	1.699	.091
• Second Group	104	1.46	0.501		
<b>Number of years firm has operated in a business:</b>	208				
• First Group	104	3.05	0.999	-1.708	.089
• Second Group	104	2.83	0.864		
<b>Number of full time employees:</b>	208				
• First Group	104	2.96	1.105	0.718	.473
• Second Group	104	3.07	1.017		



**APPENDIX B**  
**Respondent Characteristics**



Table 1B: Demographic Characteristics of Respondents

<b>Descriptions</b>	<b>Categories</b>	<b>Frequencies</b>	<b>Percent (%)</b>
1. Gender	Male	97	46.63
	Female	111	53.37
<b>Total</b>		<b>208</b>	<b>100</b>
2. Age	Less than 30 years old	20	9.61
	30 - 40 years old	89	42.79
	41 - 50 years old	66	31.73
	More than 50 years old	33	15.87
<b>Total</b>		<b>208</b>	<b>100</b>
3. Marital Status	Single	111	53.37
	Married	91	43.75
	Divorced	6	2.88
<b>Total</b>		<b>208</b>	<b>100</b>
4. Education Level	Bachelor's degree or equal	149	71.63
	Higher than Bachelor's degree	59	28.37
<b>Total</b>		<b>208</b>	<b>100</b>
5. Working Experience	Less than 5 years	10	4.81
	5 - 10 years	53	25.48
	11 - 15 years	54	25.96
	More than 15 years	91	43.75
<b>Total</b>		<b>208</b>	<b>100</b>
6. Monthly income	Less than 50,000 Baht	75	36.06
	50,000 - 100,000 Baht	81	38.94
	100,001 - 150,000 Baht	22	10.58
	More than 150,000 Baht	30	14.42
<b>Total</b>		<b>208</b>	<b>100</b>



Table 1B: (Continued)

<b>Descriptions</b>	<b>Categories</b>	<b>Frequencies</b>	<b>Percent (%)</b>
7. Current Position	Marketing Director	40	19.23
	Marketing Manager	42	20.19
	Others	126	60.58
<b>Total</b>		<b>208</b>	<b>100</b>



**APPENDIX C**  
**Hotel Businesses Characteristics**





Table 1C: Demographic Characteristics of Hotel Businesses in Thailand

<b>Descriptions</b>	<b>Categories</b>	<b>Frequencies</b>	<b>Percent (%)</b>
1. Business owner types	Limited company	204	98.08
	Partnership	4	1.92
<b>Total</b>		<b>208</b>	<b>100</b>
2. Hotel Standard	4 Star	124	59.62
	5 Star	84	40.38
<b>Total</b>		<b>208</b>	<b>100</b>
3. Business Location	Bangkok	51	24.52
	Northern Thailand	26	12.50
	Central Thailand	7	3.37
	Northeast Thailand	6	2.88
	Eastern Thailand	22	10.58
	Southern Thailand	96	46.15
<b>Total</b>		<b>208</b>	<b>100</b>
4. Period of time in business	Less than 5 years	10	4.81
	5 - 10 years	68	32.69
	11 - 15 years	55	26.44
	More than 15 years	75	36.06
<b>Total</b>		<b>208</b>	<b>100</b>
5. Number of full-time employees	Less than 50 persons	20	9.62
	50 – 100 persons	55	26.44
	101 – 150 persons	35	16.83
	More than 150 persons	98	47.11
<b>Total</b>		<b>208</b>	<b>100</b>



Table 1C: (Continued)

<b>Descriptions</b>	<b>Categories</b>	<b>Frequencies</b>	<b>Percent (%)</b>
6. Operating Capital	Less than 100,000,000 Baht	43	20.67
	100,000,000-150,000,000 Baht	59	28.37
	150,000,001-200,000,000 Baht	38	18.27
	More than 200,000,000 Baht	68	32.69
<b>Total</b>		<b>208</b>	<b>100</b>
7. Average annual income	Less than 20,000,000 baht	27	12.98
	20,000,000 - 25,000,000 baht	25	12.02
	25,000,001 - 30,000,000 baht	17	8.17
	More than 30,000,000 baht	139	66.83
<b>Total</b>		<b>208</b>	<b>100</b>
8. Main customer types	Thai customers	42	20.19
	International customers	166	79.81
<b>Total</b>		<b>208</b>	<b>100</b>



## **APPENDIX D**

### **Item Factor Loadings and Reliability Analyses in Sample**



Table 1D: Item Factor Loadings and Reliability Analyses in Sample

<b>Constructs</b>	<b>Items</b>	<b>Factor Loadings</b>	<b>Reliability (Alpha)</b>
<b>Customer Learning Focus (CLF)</b>	CLF1	.643	.779
	CLF2	.821	
	CLF3	.834	
	CLF4	.791	
<b>Service Creativity Concern (SCC)</b>	SCC1	.774	.815
	SCC2	.873	
	SCC3	.838	
	SCC4	.742	
<b>Service Diversity Concentration (SDC)</b>	SDC1	.824	.756
	SDC2	.828	
	SDC3	.781	
	SDC4	.603	
<b>Service Response Orientation (SRO)</b>	SRO1	.792	.802
	SRO2	.815	
	SRO3	.783	
	SRO4	.814	
<b>Customer Relationship Awareness (CRA)</b>	CRA1	.738	.745
	CRA2	.802	
	CRA3	.766	
	CRA4	.722	
<b>Superior Customer Satisfaction (SCS)</b>	SCS1	.810	.788
	SCS2	.785	
	SCS3	.828	
	SCS4	.730	
<b>Outstanding Customer Acceptance (OCA)</b>	OCA1	.908	.839
	OCA2	.892	
	OCA3	.806	
<b>Advanced Customer Involvement (ACI)</b>	ACI1	.806	.831
	ACI2	.875	
	ACI3	.923	
<b>Firm Performance (FPE)</b>	FPE1	.913	.908
	FPE2	.831	
	FPE3	.899	
	FPE4	.907	



Table 1D: (Continued)

<b>Constructs</b>	<b>Items</b>	<b>Factor Loadings</b>	<b>Reliability (Alpha)</b>
<b>Proactive Business Vision (PBV)</b>	PBV1	.723	.845
	PBV2	.704	
	PBV3	.803	
	PBV4	.864	
	PBV5	.835	
<b>Valuable Service Competency (VSC)</b>	VSC1	.851	.836
	VSC2	.848	
	VSC3	.785	
	VSC4	.817	
<b>Competitive Resource Availability (RAV)</b>	CRA1	.759	.771
	CRA2	.870	
	CRA3	.853	
<b>Modern Technology Complementarity (MTC)</b>	MTC1	.874	.833
	MTC2	.904	
	MTC3	.823	
<b>Dynamic Stakeholder Expectation (DSE)</b>	DSE1	.762	.791
	DSE2	.795	
	DSE3	.849	
	DSE4	.733	
<b>Service Market Growth (SMG)</b>	SMG1	.858	.844
	SMG2	.885	
	SMG3	.897	
	SMG4	.724	

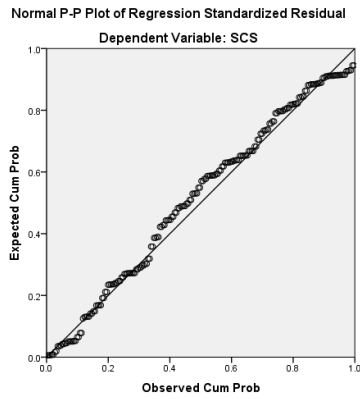


## **APPENDIX E**

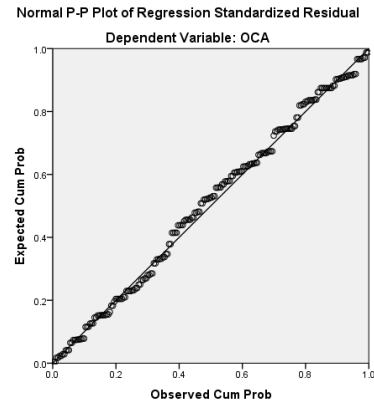
### **Diagnosis of primary assumption for regression analysis**



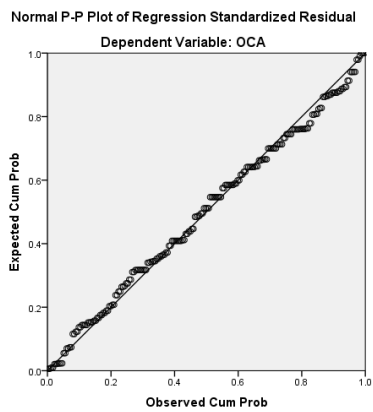
## NORMALITY



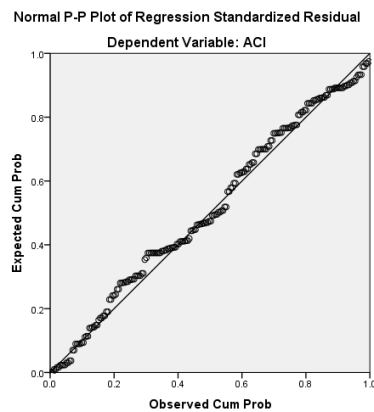
$$\text{Eq1: } SCS = \alpha_{01} + \beta_1 CLF + \beta_2 SCC + \beta_3 SDC + \beta_4 SRO + \beta_5 CRA + \beta_6 FAG + \beta_7 FSI + \varepsilon_1$$



$$\text{Eq2: } OCA = \alpha_{02} + \beta_8 CLF + \beta_9 SCC + \beta_{10} SDC + \beta_{11} SRO + \beta_{12} CRA + \beta_{13} FAG + \beta_{14} FSI + \varepsilon_2$$

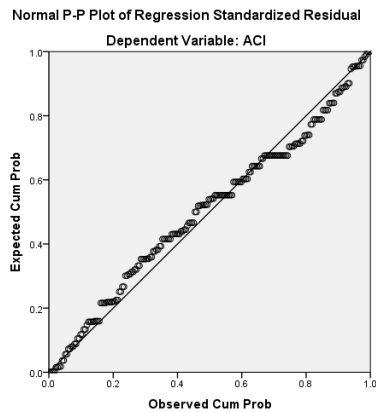


$$\text{Eq3: } OCA = \alpha_{03} + \beta_{15} SCS + \beta_{16} FAG + \beta_{17} FSI + \varepsilon_3$$

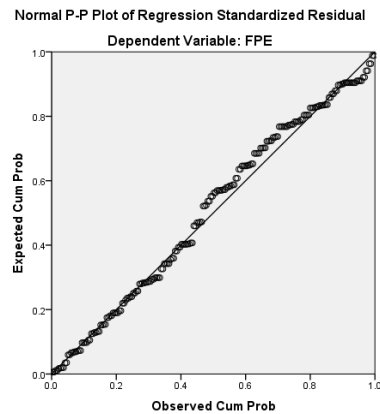


$$\text{Eq4: } ACI = \alpha_{04} + \beta_{18} CLF + \beta_{19} SCC + \beta_{20} SDC + \beta_{21} SRO + \beta_{22} CRA + \beta_{23} FAG + \beta_{24} FSI + \varepsilon_4$$

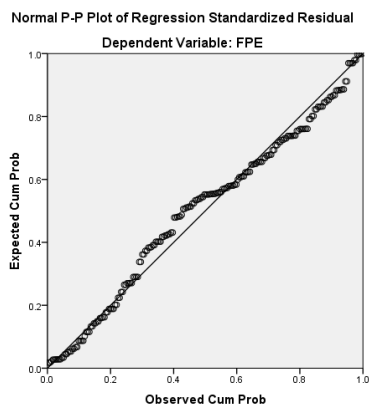




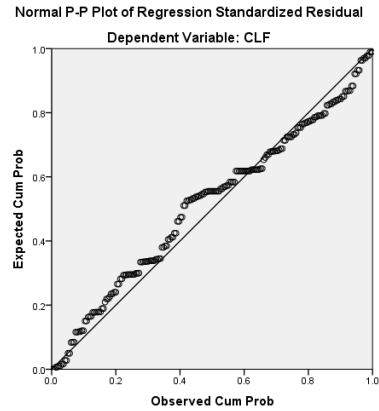
$$\text{Eq5: } ACI = \alpha_{05} + \beta_{25}OCA + \beta_{26}FAG + \beta_{27}FSI + \varepsilon_5$$



$$\text{Eq6: } FPE = \alpha_{06} + \beta_{28}CLF + \beta_{29}SCC + \beta_{30}SDC + \beta_{31}SRO + \beta_{32}CRA + \beta_{33}FAG + \beta_{34}FSI + \varepsilon_6$$



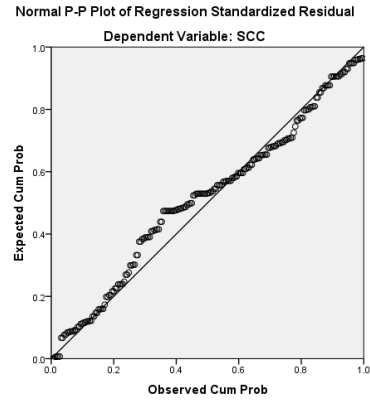
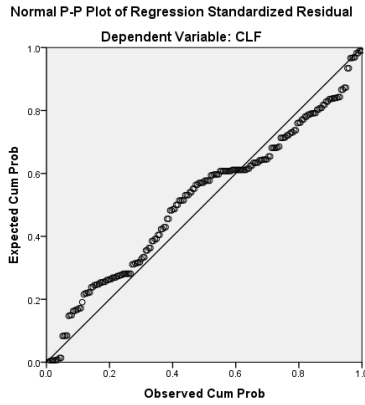
$$\text{Eq7: } FPE = \alpha_{07} + \beta_{35}SCS + \beta_{36}OCA + \beta_{37}ACI + \beta_{38}FAG + \beta_{39}FSI + \varepsilon_7$$



$$\text{Eq8: } CLF = \alpha_{08} + \beta_{40}PBV + \beta_{41}VSC + \beta_{42}RAV + \beta_{43}MTC + \beta_{44}DSE + \beta_{45}FAG + \beta_{46}FSI + \varepsilon_8$$

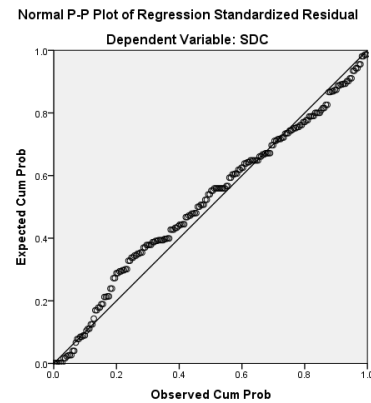
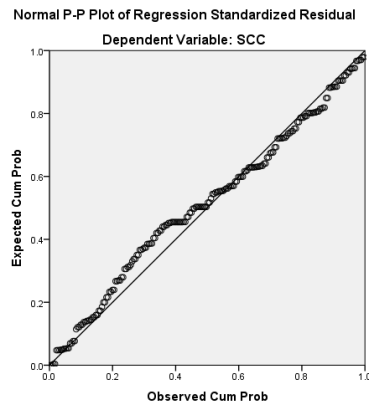






$$\begin{aligned} \text{Eq9: } CLF = & \alpha_{09} + \beta_{47}PBV + \beta_{48}VSC + \beta_{49}RAV \\ & + \beta_{50}MTC + \beta_{51}DSE + \beta_{52}SMG + \\ & \beta_{53}(PBV*SMG) + \beta_{54}(VSE*SMG) + \\ & \beta_{55}(RAV*SMG) + \beta_{56}(MTC*SMG) + \\ & \beta_{57}(DSE*SMG) + \beta_{58}FAG + \beta_{59}FSI + \varepsilon_9 \end{aligned}$$

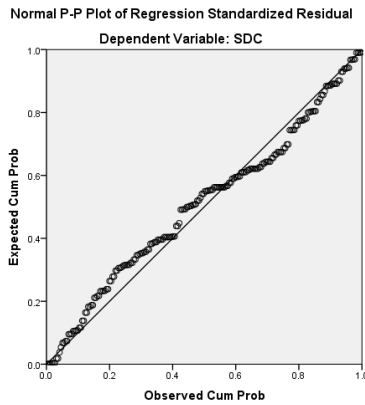
$$\begin{aligned} \text{Eq10: } SCC = & \alpha_{10} + \beta_{60}PBV + \beta_{61}VSC + \\ & \beta_{62}RAV + \beta_{63}MTC + \beta_{64}DSE + \\ & \beta_{65}FAG + \beta_{66}FSI + \varepsilon_{10} \end{aligned}$$



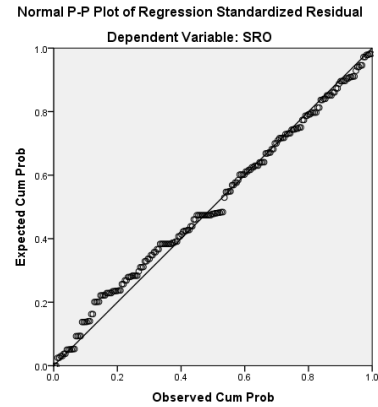
$$\begin{aligned} \text{Eq11: } SCC = & \alpha_{11} + \beta_{67}PBV + \beta_{68}VSC + \\ & \beta_{69}RAV + \beta_{70}MTC + \beta_{71}DSE + \beta_{72}SMG + \\ & \beta_{73}(PBV*SMG) + \beta_{74}(VSE*SMG) + \\ & \beta_{75}(RAV*SMG) + \beta_{76}(MTC*SMG) + \\ & \beta_{77}(DSE*SMG) + \beta_{78}FAG + \beta_{79}FSI + \varepsilon_{11} \end{aligned}$$

$$\begin{aligned} \text{Eq12: } SDC = & \alpha_{12} + \beta_{80}PBV + \beta_{81}VSC + \\ & \beta_{82}RAV + \beta_{83}MTC + \beta_{84}DSE + \beta_{85}FAG + \\ & \beta_{86}FSI + \varepsilon_{12} \end{aligned}$$

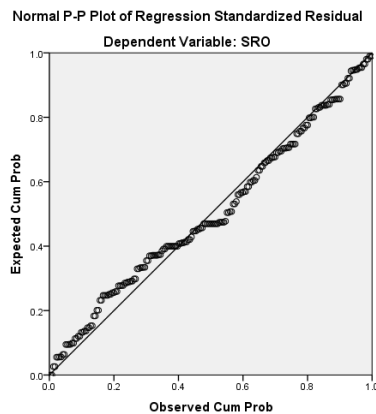




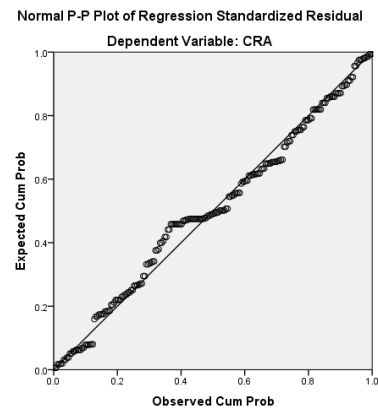
$$\begin{aligned} \text{Eq13: } SDC = & \alpha_{13} + \beta_{87}PBV + \beta_{88}VSC + \\ & \beta_{89}RAV + \beta_{90}MTC + \beta_{91}DSE + \beta_{92}SMG + \\ & \beta_{93}(PBV*SMG) + \beta_{94}(VSE*SMG) + \\ & \beta_{95}(RAV*SMG) + \beta_{96}(MTC*SMG) + \\ & \beta_{97}(DSE*SMG) + \beta_{98}FAG + \beta_{99}FSI + \varepsilon_{13} \end{aligned}$$



$$\begin{aligned} \text{Eq14: } SRO = & \alpha_{14} + \beta_{100}PBV + \beta_{101}VSC + \\ & \beta_{102}RAV + \beta_{103}MTC + \beta_{104}DSE + \beta_{105}FAG \\ & + \beta_{106}FSI + \varepsilon_{14} \end{aligned}$$

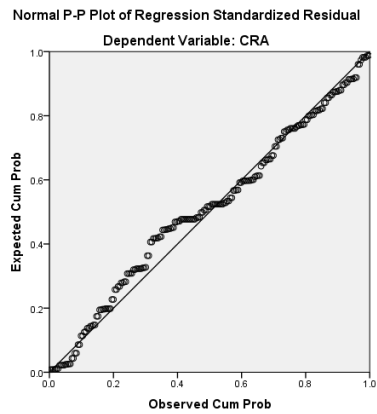


$$\begin{aligned} \text{Eq15: } SRO = & \alpha_{15} + \beta_{107}PBV + \beta_{108}VSC + \\ & \beta_{109}RAV + \beta_{110}MTC + \beta_{111}DSE + \beta_{112}SMG + \\ & \beta_{113}(PBV*SMG) + \beta_{114}(VSE*SMG) + \\ & \beta_{115}(RAV*SMG) + \beta_{116}(MTC*SMG) + \\ & \beta_{117}(DSE*SMG) + \beta_{118}FAG + \beta_{119}FSI + \varepsilon_{15} \end{aligned}$$



$$\begin{aligned} \text{Eq16: } CRA = & \alpha_{16} + \beta_{120}PBV + \beta_{121}VSC + \\ & \beta_{122}RAV + \beta_{123}MTC + \beta_{124}DSE + \beta_{125}FAG \\ & + \beta_{126}FSI + \varepsilon_{16} \end{aligned}$$

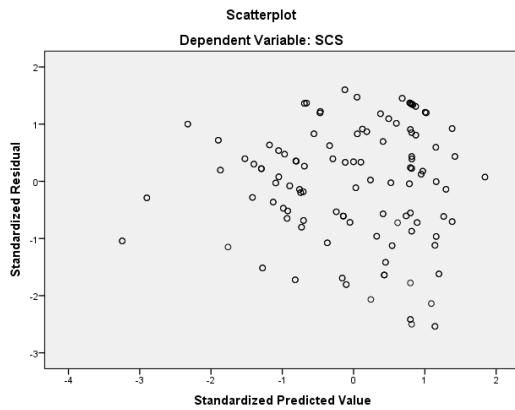




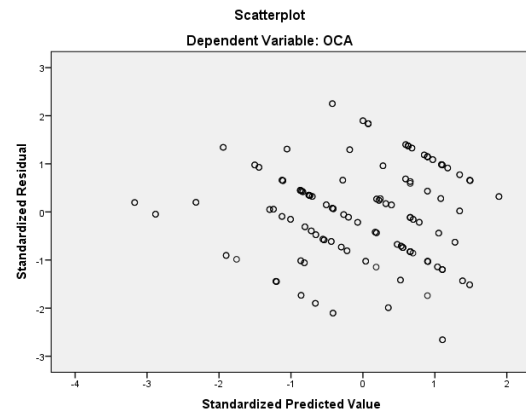
$$\begin{aligned}
 \mathbf{Eq17:} \quad CRA = & \alpha_{17} + \beta_{127}PBV + \beta_{128}VSC + \\
 & \beta_{129}RAV + \beta_{130}MTC + \beta_{131}DSE + \beta_{132}SMG + \\
 & \beta_{133}(PBV*SMG) + \beta_{134}(VSE*SMG) + \\
 & \beta_{135}(RAV*SMG) + \beta_{136}(MTC*SMG) + \\
 & \beta_{137}(DSE*SMG) + \beta_{138}FAG + \beta_{139}FSI + \varepsilon_{17}
 \end{aligned}$$



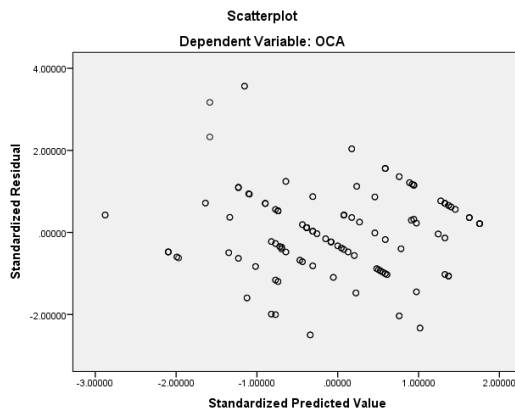
## Heteroscedasticity



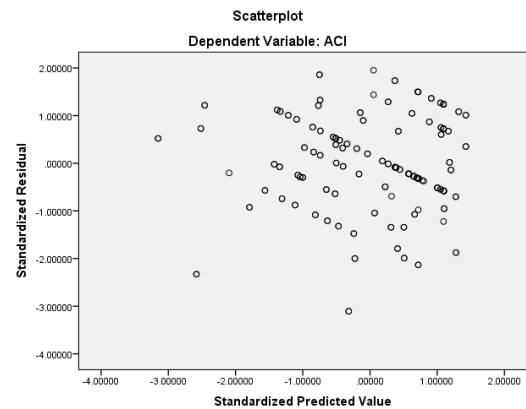
$$\text{Eq1: } SCS = \alpha_{01} + \beta_1 CLF + \beta_2 SCC + \beta_3 SDC + \beta_4 SRO + \beta_5 CRA + \beta_6 FAG + \beta_7 FSI + \varepsilon_1$$



$$\text{Eq2: } OCA = \alpha_{02} + \beta_8 CLF + \beta_9 SCC + \beta_{10} SDC + \beta_{11} SRO + \beta_{12} CRA + \beta_{13} FAG + \beta_{14} FSI + \varepsilon_2$$

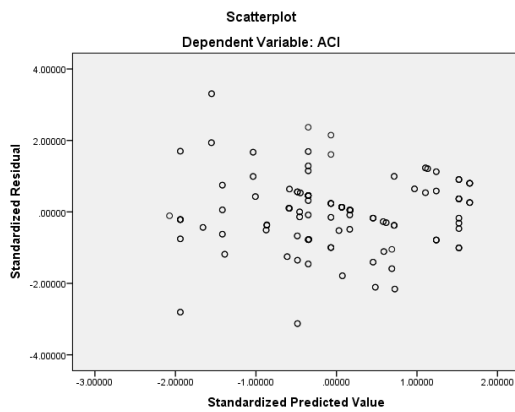


$$\text{Eq3: } OCA = \alpha_{03} + \beta_{15} SCS + \beta_{16} FAG + \beta_{17} FSI + \varepsilon_3$$

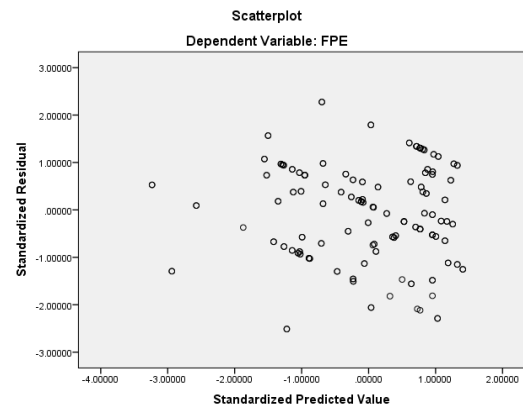


$$\text{Eq4: } ACI = \alpha_{04} + \beta_{18} CLF + \beta_{19} SCC + \beta_{20} SDC + \beta_{21} SRO + \beta_{22} CRA + \beta_{23} FAG + \beta_{24} FSI + \varepsilon_4$$

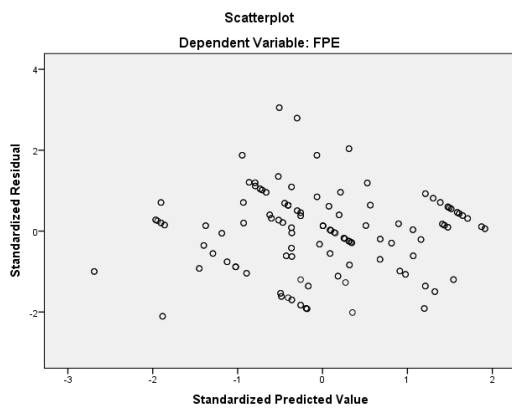




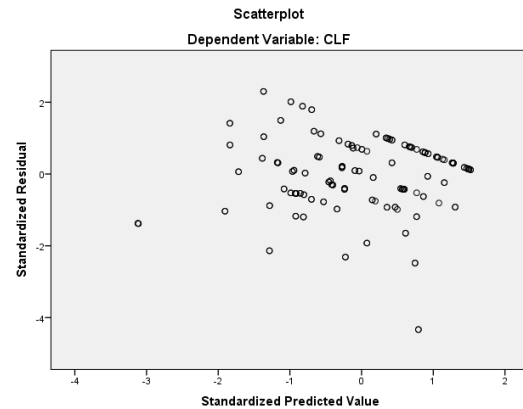
$$\text{Eq5: } ACI = \alpha_{05} + \beta_{25}OCA + \beta_{26}FAG + \beta_{27}FSI + \varepsilon_5$$



$$\text{Eq6: } FPE = \alpha_{06} + \beta_{28}CLF + \beta_{29}SCC + \beta_{30}SDC + \beta_{31}SRO + \beta_{32}CRA + \beta_{33}FAG + \beta_{34}FSI + \varepsilon_6\beta_{50}FIS + \varepsilon_6$$

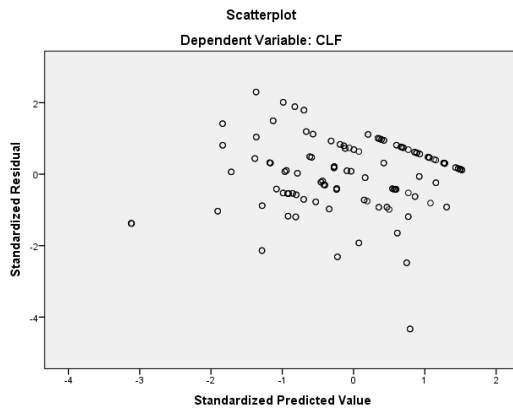


$$\text{Eq7: } FPE = \alpha_{07} + \beta_{35}SCS + \beta_{36}OCA + \beta_{37}ACI + \beta_{38}FAG + \beta_{39}FSI + \varepsilon_7$$

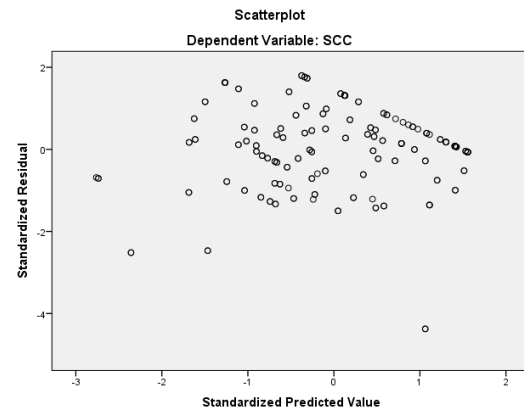


$$\text{Eq8: } CLF = \alpha_{08} + \beta_{40}PBV + \beta_{41}VSC + \beta_{42}RAV + \beta_{43}MTC + \beta_{44}DSE + \beta_{45}FAG + \beta_{46}FSI + \varepsilon_8$$

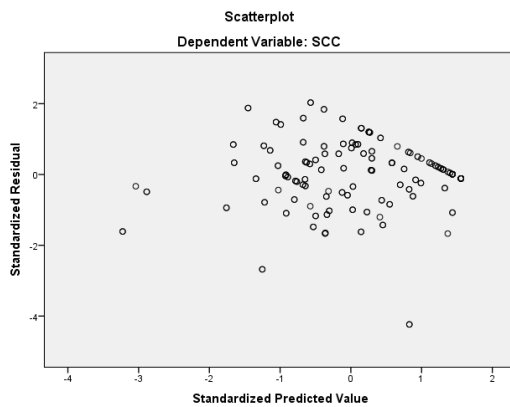




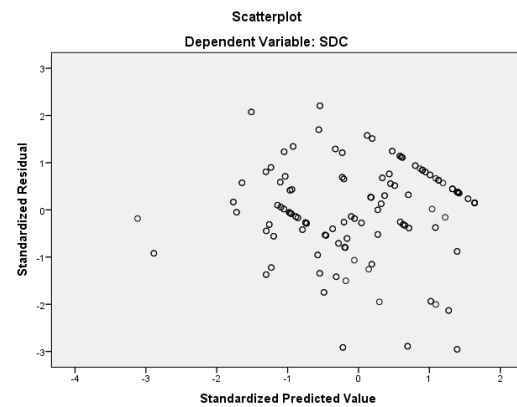
$$\text{Eq9: } CLF = \alpha_{09} + \beta_{47}PBV + \beta_{48}VSC + \beta_{49}RAV + \beta_{50}MTC + \beta_{51}DSE + \beta_{52}SMG + \beta_{53}(PBV*SMG) + \beta_{54}(VSE*SMG) + \beta_{55}(RAV*SMG) + \beta_{56}(MTC*SMG) + \beta_{57}(DSE*SMG) + \beta_{58}FAG + \beta_{59}FSI + \varepsilon_9$$



$$\text{Eq10: } SCC = \alpha_{10} + \beta_{60}PBV + \beta_{61}VSC + \beta_{62}RAV + \beta_{63}MTC + \beta_{64}DSE + \beta_{65}FAG + \beta_{66}FSI + \varepsilon_{10}$$

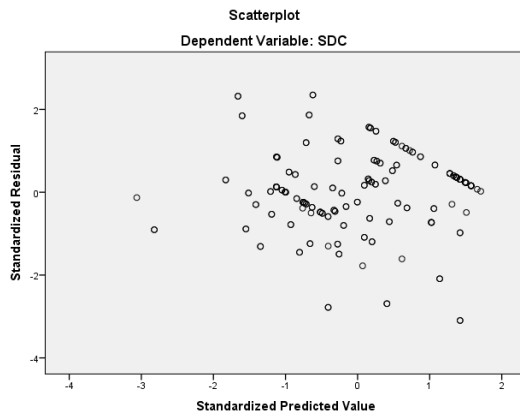


$$\text{Eq11: } SCC = \alpha_{11} + \beta_{67}PBV + \beta_{68}VSC + \beta_{69}RAV + \beta_{70}MTC + \beta_{71}DSE + \beta_{72}SMG + \beta_{73}(PBV*SMG) + \beta_{74}(VSE*SMG) + \beta_{75}(RAV*SMG) + \beta_{76}(MTC*SMG) + \beta_{77}(DSE*SMG) + \beta_{78}FAG + \beta_{79}FSI + \varepsilon_{11}$$

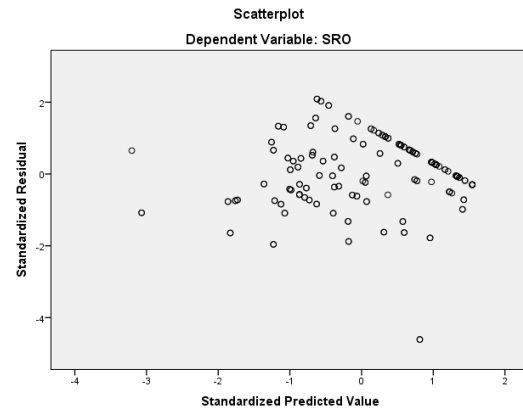


$$\text{Eq12: } SDC = \alpha_{12} + \beta_{80}PBV + \beta_{81}VSC + \beta_{82}RAV + \beta_{83}MTC + \beta_{84}DSE + \beta_{85}FAG + \beta_{86}FSI + \varepsilon_{12}$$

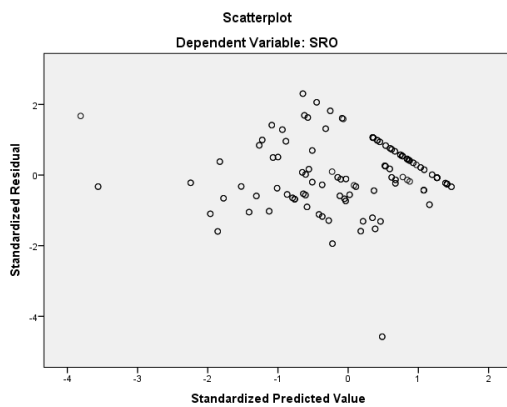




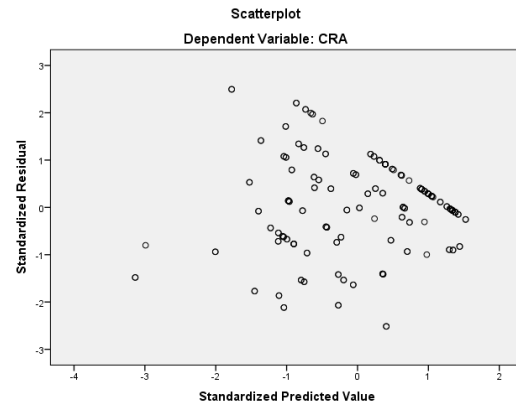
$$\begin{aligned} \text{Eq13: } SDC = & \alpha_{13} + \beta_{87}PBV + \beta_{88}VSC + \\ & \beta_{89}RAV + \beta_{90}MTC + \beta_{91}DSE + \beta_{92}SMG + \\ & \beta_{93}(PBV*SMG) + \beta_{94}(VSE*SMG) + \\ & \beta_{95}(RAV*SMG) + \beta_{96}(MTC*SMG) + \\ & \beta_{97}(DSE*SMG) + \beta_{98}FAG + \beta_{99}FSI + \varepsilon_{13} \end{aligned}$$



$$\begin{aligned} \text{Eq14: } SRO = & \alpha_{14} + \beta_{100}PBV + \beta_{101}VSC + \\ & \beta_{102}RAV + \beta_{103}MTC + \beta_{104}DSE + \beta_{105}FAG \\ & + \beta_{106}FSI + \varepsilon_{14} \end{aligned}$$

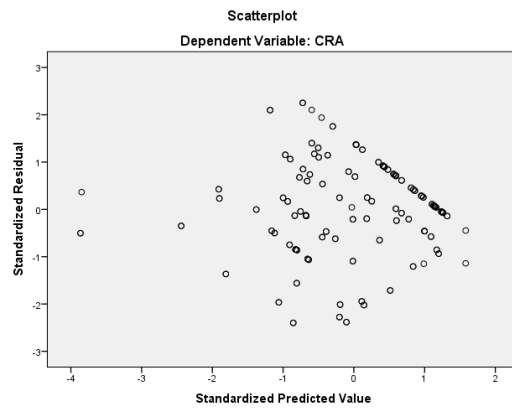


$$\begin{aligned} \text{Eq15: } SRO = & \alpha_{15} + \beta_{107}PBV + \beta_{108}VSC + \\ & \beta_{109}RAV + \beta_{110}MTC + \beta_{111}DSE + \\ & \beta_{112}SMG + \beta_{113}(PBV*SMG) + \\ & \beta_{114}(VSE*SMG) + \beta_{115}(RAV*SMG) + \\ & \beta_{116}(MTC*SMG) + \beta_{117}(DSE*SMG) + \\ & \beta_{118}FAG + \beta_{119}FSI + \varepsilon_{15} \end{aligned}$$



$$\begin{aligned} \text{Eq16: } CRA = & \alpha_{16} + \beta_{120}PBV + \beta_{121}VSC + \\ & \beta_{122}RAV + \beta_{123}MTC + \beta_{124}DSE + \beta_{125}FAG \\ & + \beta_{126}FSI + \varepsilon_{16} \end{aligned}$$





$$\begin{aligned}
 \mathbf{Eq17:} \quad CRA = & \alpha_{17} + \beta_{127}PBV + \beta_{128}VSC + \\
 & \beta_{129}RAV + \beta_{130}MTC + \beta_{131}DSE + \beta_{132}SMG + \\
 & \beta_{133}(PBV*SMG) + \beta_{134}(VSE*SMG) + \\
 & \beta_{135}(RAV*SMG) + \beta_{136}(MTC*SMG) + \\
 & \beta_{137}(DSE*SMG) + \beta_{138}FAG + \beta_{139}FSI + \varepsilon_{17}
 \end{aligned}$$





**APPENDIX F**

**Cover Letter and Questionnaire (English Version)**



**Questionnaire to the Ph. D. Dissertation Research**  
**“Service Excellence Strategy and Firm Performance: An Empirical Investigation**  
**of Hotel Businesses in Thailand”**

---

**Dear Sir/Madam,**

This research is a part of doctoral dissertation of Mrs. Warawan Chuwiruch at the Maharakham Business School, Maharakham University, Thailand. The objective of this research is to investigate the performance of hotel businesses in Thailand. The questionnaire is divided into 7 sections

**Section 1:** Personal information about executives of hotel businesses in Thailand,

**Section 2:** General information about hotel businesses in Thailand,

**Section 3:** Opinion on service excellence strategy of hotel businesses in Thailand,

**Section 4:** Opinion on business outcomes of hotel businesses in Thailand,

**Section 5:** Opinion on the effect of internal factor affecting service excellence strategy of hotel businesses in Thailand,

**Section 6:** Opinion on the effect of external factor affecting service excellence strategy of hotel businesses in Thailand, and

**Section 7:** Recommendations and suggestions regarding business administration of hotel businesses in Thailand

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

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 the 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,

(Warawan Chuwiruch)  
Ph. D. Student  
Maharakham Business School  
Maharakham University, Thailand

**Contact Info:**

Office No: 043 – 754333 ext. 3431

Fax No: 043 – 754422

Cell phone: 081-5594151

E-mail: warawan.chu@gmail.com



**Section 1 Personal information of executives of hotel 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. Level of education

- Bachelor's degree or equal  Higher than Bachelor's degree

## 5. Working experiences

- Less than 5 years  5- 10 years  
 11 – 15 years  More than 15 years

## 6. Average revenues per month

- Less than 50,000 Baht  50,000 – 70,000 Baht  
 70,001 - 90,000 Baht  More than 90,000 Baht

## 7. Current position

- Managing director  Managing partner  
 Other (Please Specify).....



## Section 2 General information of hotel businesses in Thailand

1. Business owner type
 

<input type="checkbox"/> Company limited	<input type="checkbox"/> Partnership
--	--------------------------------------
2. Hotel standard
 

<input type="checkbox"/> 4 star	<input type="checkbox"/> 5 star
---------------------------------	---------------------------------
3. Hotel Location
 

<input type="checkbox"/> Bangkok	<input type="checkbox"/> Northern Thailand
<input type="checkbox"/> Central Thailand	<input type="checkbox"/> Northeast Thailand
<input type="checkbox"/> Eastern Thailand	<input type="checkbox"/> Southern Thailand
4. The period of time in business operation
 

<input type="checkbox"/> Less than 5 years	<input type="checkbox"/> 5-10 years
<input type="checkbox"/> 11-15 years	<input type="checkbox"/> More than 15 years
5. Number of full time employees
 

<input type="checkbox"/> Less than 10 persons	<input type="checkbox"/> 10 - 30 persons
<input type="checkbox"/> 31 – 50 persons	<input type="checkbox"/> More than 50 persons
6. Operating capital
 

<input type="checkbox"/> Less than 100,000,000 Baht	<input type="checkbox"/> 100,000,000 – 150,000,000 Baht
<input type="checkbox"/> 150,000,001 – 200,000,000 Baht	<input type="checkbox"/> More than 200,000,000 Baht
7. Average annual income
 

<input type="checkbox"/> Less than 20,000,000 Baht	<input type="checkbox"/> 20,000,000 – 25,000,000 Baht
<input type="checkbox"/> 25,000,001 – 30,000,000 Baht	<input type="checkbox"/> More than 30,000,000 Baht
8. Main customer types
 

<input type="checkbox"/> Thai customers	<input type="checkbox"/> International customers
---	--



### Section 3 Opinion on service excellence strategy of hotel businesses in Thailand

Service Excellence Strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Customer Learning Focus</b>					
1. Firm believes that learning customer results in developing service efficiently.					
2. Firm emphasizes on studying customer behavior continuously, which enable developing marketing plan efficiently.					
3. Firm emphasizes the importance of information seeking regarding customers' needs, as a result, firm increases the response of rapidly changing customers' needs.					
4. Firm supports to systematic customer learning resulting in rising better service than competitors.					
<b>Service Creativity Concern</b>					
5. Firm believes that the creation of unique services helps to generate a competitive advantage.					
6. Firm underlines the design and development of services distinguishing from competitors, as a result, firm gain customer acceptance endlessly.					
7. Firm emphasizes the importance of research and development of novel service continuously, resulting in generating service excellence.					
8. Firm strives to create new services to attract more customers.					
<b>Service Diversity Concentration</b>					
9. Firm believes that diverse services increase successful firm performance.					
10. Firm aims at presenting various products and services to rise the customer response.					
11. Firm focuses on the development of modern service types continuously which leads to respond better in every levels of customer needs.					
12. Firm strives to develop services based on situation so as to gain more responses from customers.					
<b>Service Response Orientation</b>					
13. Firm believes that good service response helps present and future firm growth.					



## Section 3 (Continued)

Service Excellence Strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
14. Firm analyzes customer behavior and customer need continuously which increase efficient services.					
15. Firm encourages customers to participate regarding to suggestion of new service which enable firm to respond better customer needs.					
16. Firm emphasize fast and timely service response, helping to gain the acceptance from customers.					
<b>Customer Relationship Awareness</b>					
17. Firm believes that building good customer relationship rises the customer acceptance.					
18. Firm commits to the development of communication channel between firm and customer systematically which enable firm to generate better customer relationship.					
19. Firm attempts to invest in developing technique enabling in communicating with customers which increase capacity and ability to connect with customers.					
20. Firm focus on implementing recommendations to improve services which supports customers to be more satisfied.					

## Section 4: Opinion on business outcomes of hotel businesses in Thailand

Business Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Superior Customer Satisfaction</b>					
1. Firm earns the confidence of customers who use the service regularly even though new competitors arise constantly.					
2. Firm ensures that customers are still tied and attached to the service model of firm though other parties generate a new form.					
3. Firm can create a new group of customers from the active customer group to use the service.					
4. Firm gains new customers to use more services constantly.					



## Section 4: (Continued)

Business Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Outstanding Customer Acceptance</b>					
5. Firm has been recognized as a firm that has developed continuously and consistently.					
6. Firm has been recognized as a firm that offers excellent service, outstanding potential and variety which can meet the customer needs.					
7. Under the fierce competition, firm can operate and survive which leads to be appreciated by the customers constantly.					
<b>Advanced Customer Involvement</b>					
8. Firm open opportunities for customers to participate in offering new products and services continuously.					
9. Firm's marketing activities are well supported and promoted by customers endlessly.					
10. Firm gains the cooperation about the discussions on the development of products and services management from customers constantly and regularly.					
<b>Firm Performance</b>					
11. Firm has profits from operations reaching its goals and objectives.					
12. Firm has an increasing market share continuously.					
13. Firm has an increasing sale growth endlessly, compared with the previous time.					
14. Under the conditions of intense competition, firm has effective operating outcome.					

## Section 5: Opinion on the effect of internal factor affecting service excellence strategy of hotel businesses in Thailand

Internal factor affecting service excellence strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Proactive Business Vision</b>					
1. Firm believes that a set of guidelines and operational policies leads to succeeding the operation increasingly.					



## Section 5: (Continued)

Internal factor affecting service excellence strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
2. Firm encourages employees to join in the training and development on issues related to the new administration continuously which rise the capacity of employees.					
3. Firm strives to launch new service to the markets which results in the increasing customer acceptance.					
4. Firm attempts to develop modern service management technologies in order to always support service excellence.					
5. Firm always focus on the study and evaluation of the competition which can be used to determine a strategic plan that will be used in the future for the benefit of the firm.					
<b>Valuable Service Competency</b>					
6. Firm believes that valuable services cause the increasing acceptance and achievement.					
7. Firm strives to provide great services and superior customers' expectation constantly which affect the growing customer satisfaction.					
8. Firm underlines services that only benefit the customer leading to gaining the confidence to the firm.					
9. Firm commits to the development of better services to customers continuously which helps to generate a good reputation for the firm.					
<b>Competitive Resource Availability</b>					
10. Firm believes that possessing the appropriate and sufficient resources leads to the greater accomplishment.					
11. Firm invests in the development of tools and equipment for services continuously which causes increasingly the efficient services.					
12. Firm focuses on adequate working capital which allow the administration is more smooth and successful.					





**Section 6: Opinion on the effect of external factor affecting service excellence strategy of hotel businesses in Thailand**

External factor affecting service excellence strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
<b>Modern Technology Complementarity</b> 1. Accessing to technologies that is easy and more convenient currently allows firm to better apply technologies.					
2. Diversity and capacity of advanced technologies allow firm to apply them in accordance with the situation efficiently.					
3. Due to constantly changing and evolving of information technology today, firm searches for appropriate technologies with services which leads to higher firm performance.					
<b>Dynamic Stakeholder Expectation</b> 4. Customers expect to gain new service all the time allowing firm to focus on increasing efficient service development.					
5. Stakeholders expect to obtain modern services constantly resulting in emphasizing technology development.					
6. Owing to more issuing regulation of various government agencies, firm is required to develop itself suitable for the situations.					
7. Employees have expectations on great firm performance which allow firm to focus on evolving qualities of managerial efficiency and potential increasingly.					
<b>Service Market Growth</b> 8. Presently, service market is growing which allows firm to increase opportunities in seeking customers and revenue.					
9. Service markets vary which result in firm's emphasizing on service development so as to rise the response of customer needs.					
10. The growing of service market allows firms to increase their potentials in order to enhance the flexibilities although competitors increase.					
11. Because of the increase of labor market, firms can efficiently operate and survive.					





## **APPENDIX G**

### **Cover Letters and Questionnaire: Thai Version**





ที่ ศธ 0530.10/ ๖๖๖

คณะกรรมการบัญชีและการจัดการ  
มหาวิทยาลัยมหาสารคาม  
อำเภอกันทรวิชัย จังหวัดมหาสารคาม  
44150

8 มิถุนายน 2558

เรื่อง ขอบความอนุเคราะห์กรอกแบบสอบถาม

เรียน ผู้อำนวยการฝ่ายการตลาด/ผู้จัดการฝ่ายการตลาด

ด้วย นางวรวรรณ ชูวิรัช นิสิตระดับปริญญาเอก คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ความเป็นเลิศทางการบริการกับผลการดำเนินงานของธุรกิจโรงแรมในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์ หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นางวรวรรณ ชูวิรัช ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าจะได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ปัทมาภรณ์ อุตสาหะวานิชกิจ)

คณบดีคณะกรรมการบัญชีและการจัดการ

มหาวิทยาลัยมหาสารคาม

สำนักบริหารหลักสูตรระดับบัณฑิตศึกษาและวิจัย

คณะกรรมการบัญชีและการจัดการ โทรศัพท์ (043) 754333 ต่อ 3408



**แบบสอบถามเพื่อการวิจัย**  
**เรื่อง กลยุทธ์ความเป็นเลิศทางการบริการกับผลการดำเนินงานของธุรกิจ :**  
**การตรวจสอบเชิงประจักษ์ของธุรกิจโรงแรมในประเทศไทย**

**คำชี้แจง**

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาเรื่อง “กลยุทธ์ความเป็นเลิศทางการบริการกับผลการดำเนินงานของธุรกิจ : การตรวจสอบเชิงประจักษ์ของธุรกิจโรงแรมในประเทศไทย” เพื่อเป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม 44000 หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านในการตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนของคำถาม 7 ตอน ดังนี้

ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 2 ข้อมูลทั่วไปของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์ความเป็นเลิศทางการบริการของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ตอนที่ 7 ข้อคิดเห็น และข้อเสนอแนะเกี่ยวกับการบริหารธุรกิจโรงแรมในปัจจุบันและอนาคต

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใด ๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน

ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่

(    ) ต้องการ E - mail \_\_\_\_\_ (    ) ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address ของท่าน หรือแนบนามบัตรของท่านมา กับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นางวรวรรณ ชูวีรัช โทรศัพท์เคลื่อนที่ 081-5594151 หรือ E - mail : [warawan.chu@gmail.com](mailto:warawan.chu@gmail.com)

(นางวรวรรณ ชูวีรัช)

นิสิตระดับปริญญาเอก สาขาการจัดการการตลาด  
 คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม



ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารธุรกิจโรงแรมในประเทศไทย

1. เพศ

ชาย

หญิง

2. อายุ

น้อยกว่า 30 ปี

30 – 40 ปี

41-50 ปี

มากกว่า 50 ปี

3. สถานภาพ

โสด

สมรส

หม้าย/หย่าร้าง

4. ระดับการศึกษา

ปริญญาตรีหรือเทียบเท่า

สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

น้อยกว่า 5 ปี

5- 10 ปี

11 – 15 ปี

มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือน

ต่ำกว่า 50,000 บาท

50,000 – 100,000 บาท

100,001-150,000 บาท

มากกว่า 150,000 บาท

7. ตำแหน่งงานในปัจจุบัน

ผู้อำนวยการฝ่ายการตลาด

ผู้จัดการฝ่ายการตลาด

อื่นๆ (โปรดระบุ).....



ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจโรงแรมในประเทศไทย

1. รูปแบบของธุรกิจ

- บริษัทจำกัด  ห้างหุ้นส่วนจำกัด

2. มาตรฐานของธุรกิจ

- ระดับ 4 ดาว  ระดับ 5 ดาว

3. ที่ตั้งของธุรกิจ

- กรุงเทพมหานคร  ภาคเหนือ  
 ภาคกลาง  ภาคตะวันออกเฉียงเหนือ  
 ภาคตะวันออก  ภาคใต้

4. ระยะเวลาในการดำเนินงาน

- น้อยกว่า 5 ปี  5-10 ปี  
 11-15 ปี  มากกว่า 15 ปี

5. จำนวนพนักงานในปัจจุบัน

- น้อยกว่า 50 คน  50-100 คน  
 101-150 คน  มากกว่า 150 คน

6. ทุนในการดำเนินงาน

- ต่ำกว่า 100,000,000 บาท  100,000,000-150,000,000 บาท  
 150,000,001-200,000,000 บาท  มากกว่า 200,000,000 บาท

7. รายได้ของกิจการต่อปี

- ต่ำกว่า 20,000,000 บาท  20,000,000-25,000,000 บาท  
 25,000,001-30,000,000 บาท  มากกว่า 30,000,000 บาท

8. ลูกค้าหลักของธุรกิจ

- ลูกค้าชาวไทย  ลูกค้าชาวต่างชาติ



ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์ความเป็นเลิศทางการบริการของธุรกิจโรงแรมในประเทศไทย

กลยุทธ์ความเป็นเลิศทางการบริการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>การมุ่งเน้นการเรียนรู้ลูกค้า (Customer Learning Focus)</b>					
1. กิจการเชื่อมั่นว่าการเรียนรู้เกี่ยวกับลูกค้า จะทำให้สามารถพัฒนาการบริการได้อย่างมีประสิทธิภาพ	5	4	3	2	1
2. กิจการมุ่งเน้นให้มีการศึกษาพฤติกรรมของลูกค้าอย่างต่อเนื่อง ซึ่งจะช่วยให้สามารถวางแผนการตลาดได้อย่างมีประสิทธิภาพเพิ่มมากขึ้น	5	4	3	2	1
3. กิจการให้ความสำคัญกับการแสวงหาข้อมูลเกี่ยวกับความต้องการของลูกค้า ซึ่งจะช่วยให้ตอบสนองความต้องการของลูกค้าที่มีการเปลี่ยนแปลงได้ดียิ่งขึ้น	5	4	3	2	1
4. กิจการส่งเสริมให้มีการเรียนรู้ลูกค้าอย่างเป็นระบบ ซึ่งจะช่วยให้สามารถพัฒนาการบริการได้ดีกว่าคู่แข่ง	5	4	3	2	1
<b>การคำนึงถึงการสร้างสรรค์บริการใหม่ๆ (Service Creativity Concern)</b>					
5. กิจการเชื่อมั่นว่าสร้างสรรค์บริการที่มีเอกลักษณ์เฉพาะ จะสามารถสร้างความได้เปรียบทางการแข่งขันได้เป็นอย่างดี	5	4	3	2	1
6. กิจการมุ่งเน้นให้มีการริเริ่มออกแบบและพัฒนาการให้บริการที่โดดเด่นจากคู่แข่งอย่างเด่นชัด ซึ่งจะช่วยให้ได้รับการยอมรับจากลูกค้าอย่างต่อเนื่อง	5	4	3	2	1
7. กิจการให้ความสำคัญกับการคิดค้นและวิจัยการสร้างสรรค์บริการใหม่อย่างต่อเนื่อง ซึ่งจะช่วยให้เกิดการพัฒนาการบริการที่เป็นเลิศได้	5	4	3	2	1
8. กิจการมุ่งมั่นให้มีการพัฒนาการบริการที่มีความแปลกใหม่ ซึ่งจะช่วยให้ดึงดูดให้ลูกค้าเข้ามาใช้บริการมากยิ่งขึ้น					
<b>การมุ่งเน้นความหลากหลายของการบริการ (Service Diversity Concentration)</b>					
9. กิจการเชื่อมั่นว่าการมีบริการที่หลากหลาย จะทำให้การดำเนินงานของกิจการประสบความสำเร็จได้ดีขึ้น	5	4	3	2	1
10. กิจการมุ่งเน้นให้มีการนำเสนอผลิตภัณฑ์และบริการที่หลากหลาย จะทำให้สามารถตอบสนองความต้องการของลูกค้าได้ดีขึ้น	5	4	3	2	1
11. กิจการให้ความสำคัญกับการพัฒนารูปแบบการบริการที่ทันสมัยอย่างต่อเนื่อง ซึ่งจะช่วยให้สามารถตอบสนองความต้องการลูกค้าในทุกระดับได้ดียิ่งขึ้น	5	4	3	2	1
12. กิจการมุ่งมั่นในการพัฒนาการบริการตามสถานการณ์ที่เกิดขึ้น ซึ่งจะช่วยให้ได้รับการตอบสนองจากลูกค้าได้มากยิ่งขึ้น					





## ตอนที่ 3 (ต่อ)

กลยุทธ์ความเป็นเลิศทางการบริการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>การมุ่งเน้นการตอบสนองการบริการ ( Service Response Orientation)</b>					
13. กิจการเชื่อมั่นว่าการตอบสนองลูกค้าได้เป็นอย่างดี จะช่วยทำให้เกิดการเจริญเติบโตทั้งในปัจจุบันและอนาคต	5	4	3	2	1
14. กิจการวิเคราะห์พฤติกรรมและความต้องการของลูกค้าอย่างต่อเนื่อง จะช่วยให้กิจการสามารถให้บริการลูกค้าได้มีประสิทธิภาพมากขึ้น	5	4	3	2	1
15. กิจการมุ่งเน้นให้ลูกค้าเข้ามามีส่วนร่วมในการเสนอแนะบริการใหม่ๆ ซึ่งจะช่วยให้กิจการสามารถตอบสนอง ความต้องการลูกค้าดียิ่งขึ้น	5	4	3	2	1
16. กิจการให้ความสำคัญกับการให้บริการลูกค้าที่รวดเร็ว และทันต่อสถานการณ์ ซึ่งจะช่วยให้ได้รับการยอมรับจากลูกค้าอยู่เสมอ	5	4	3	2	1
<b>การตระหนักถึงการสร้างความสัมพันธ์กับลูกค้า (Customer Relationship Awareness)</b>					
17. กิจการเชื่อมั่นว่าการสร้างความสัมพันธ์ที่ดีกับลูกค้า จะช่วยให้เกิดการยอมรับมากยิ่งขึ้น	5	4	3	2	1
18. กิจการมุ่งมั่นในการพัฒนาช่องทางในการติดต่อสื่อสารระหว่างกิจการกับลูกค้าอย่างเป็นระบบ ซึ่งจะช่วยให้สามารถสร้างความสัมพันธ์กับลูกค้าได้ดียิ่งขึ้น	5	4	3	2	1
19. กิจการมุ่งมั่นในการลงทุนพัฒนาระบบเทคนิคที่จะเข้ามาช่วยในการติดต่อสื่อสารกับลูกค้าได้ดียิ่งขึ้น ซึ่งจะช่วยเพิ่มศักยภาพและความสามารถในการติดต่อกับลูกค้าได้ดียิ่งขึ้น	5	4	3	2	1
20. กิจการให้ความสำคัญกับการนำคำแนะนำมาปรับปรุงการบริการ ซึ่งจะช่วยให้ลูกค้ามีความพึงพอใจมากยิ่งขึ้น	5	4	3	2	1

## ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<b>ความพึงพอใจของลูกค้า (Superior Customer Satisfaction)</b>					
1. กิจการได้รับความเชื่อมั่นจากลูกค้าที่มาใช้บริการเป็นประจำ ถึงแม้ว่าจะมีคู่แข่งรายใหม่เกิดขึ้นอย่างต่อเนื่อง	5	4	3	2	1



## ตอนที่ 4 (ต่อ)

ปัจจัยภายในที่ส่งผลกระทบต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	5	4	3	2	1
2. กิจการมั่นใจว่าลูกค้ายังผูกติดและยึดติดกับรูปแบบการบริการของกิจการ ถึงแม้ว่ากิจการอื่นจะมีรูปแบบใหม่ๆ เกิดขึ้น	5	4	3	2	1
3. กิจการสามารถสร้างกลุ่มลูกค้าใหม่ได้จากการที่กลุ่มลูกค้าเก่าแนะนำให้มาใช้บริการ	5	4	3	2	1
4. กิจการมีลูกค้าใหม่มาใช้บริการเพิ่มมากขึ้นอย่างเห็นได้เด่นชัดอย่างต่อเนื่อง	5	4	3	2	1
<b>การยอมรับของลูกค้า (Outstanding Customer Acceptance)</b>	5	4	3	2	1
5. กิจการได้รับการยอมรับว่าเป็นกิจการที่มีการพัฒนาการบริการอย่างต่อเนื่องและสม่ำเสมอ	5	4	3	2	1
6. กิจการได้รับการยอมรับว่าเป็นกิจการที่มีการบริการที่เป็นเลิศ มีศักยภาพโดดเด่น และหลากหลายสามารถตอบสนองความต้องการของลูกค้า	5	4	3	2	1
7. ภายใต้สภาวะการแข่งขันที่รุนแรง กิจการสามารถดำเนินงานและอยู่รอดได้จนได้รับการชื่นชมจากลูกค้าอย่างต่อเนื่อง	5	4	3	2	1
<b>การมีส่วนร่วมของลูกค้ามากขึ้น (Advanced Customer Involvement)</b>	5	4	3	2	1
8. กิจการเปิดโอกาสให้ลูกค้าเข้ามามีส่วนร่วมในการนำเสนอผลิตภัณฑ์และบริการใหม่ๆ อยู่เสมอ	5	4	3	2	1
9. กิจการได้รับการสนับสนุนและส่งเสริมกิจกรรมทางการตลาดเป็นอย่างดีจากลูกค้าอย่างต่อเนื่อง	5	4	3	2	1
10. กิจการได้รับความร่วมมือในการปรึกษาหารือในการพัฒนาผลิตภัณฑ์และบริการในการบริหารงานจากลูกค้าอย่างต่อเนื่องและเป็นประจำ	5	4	3	2	1
<b>ผลการดำเนินงานของกิจการ (Firm Performance)</b>	5	4	3	2	1
11. กิจการมีกำไรจากการดำเนินงานเป็นไปตามเป้าหมายและวัตถุประสงค์ที่วางไว้	5	4	3	2	1
12. กิจการมีส่วนแบ่งทางการตลาดเพิ่มขึ้นอย่างต่อเนื่อง	5	4	3	2	1
13. กิจการมียอดขายเจริญเติบโตอย่างต่อเนื่อง เมื่อเปรียบเทียบกับในอดีต	5	4	3	2	1
14. กิจการมีผลการดำเนินงานที่มีประสิทธิภาพ ภายใต้สภาวะการแข่งขันที่รุนแรง	5	4	3	2	1



ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	5	4	3	2	1
<b>วิสัยทัศน์การดำเนินธุรกิจเชิงรุก (Proactive Business Vision)</b>					
1. กิจกรรมเชื่อมั่นว่าการกำหนดแนวทางและนโยบายในการปฏิบัติงานที่ดีจะช่วยให้เกิดการดำเนินงานที่ประสบผลสำเร็จมากยิ่งขึ้น	5	4	3	2	1
2. กิจกรรมส่งเสริมให้บุคลากรเข้าร่วมฝึกอบรมพัฒนาในประเด็นที่เกี่ยวกับการบริหารงานใหม่ๆอย่างต่อเนื่อง ซึ่งจะช่วยเพิ่มศักยภาพของบุคลากรได้มากยิ่งขึ้น	5	4	3	2	1
3. กิจกรรมมุ่งมั่นในการนำเสนอบริการใหม่ๆล่าสุดลาด ซึ่งจะช่วยให้เกิดการยอมรับจากลูกค้ามากขึ้น	5	4	3	2	1
4. กิจกรรมมุ่งมั่นในการพัฒนาเทคโนโลยีที่ทันสมัยในการบริหารจัดการ เพื่อช่วยให้มีการบริการที่เป็นเลิศอยู่เสมอ	5	4	3	2	1
5. กิจกรรมมุ่งเน้นให้มีการศึกษาและประเมินคู่แข่งชั้นอยู่เสมอ ซึ่งสามารถนำมาใช้เป็นข้อมูลในการกำหนดแผนกลยุทธ์ที่จะใช้ในการแข่งขันในอนาคตให้เกิดประโยชน์สูงสุดต่อกิจการ	5	4	3	2	1
<b>ความสามารถในการให้บริการที่มีคุณค่า (Valuable Service competency)</b>					
6. กิจกรรมเชื่อมั่นว่าการให้บริการที่มีคุณค่า ทำให้เกิดการยอมรับและประสบความสำเร็จได้มากยิ่งขึ้น	5	4	3	2	1
7. กิจกรรมมุ่งมั่นในการนำเสนอบริการที่ดีและเหนือความคาดหมายของลูกค้าอย่างต่อเนื่อง ซึ่งจะทำให้เกิดความพึงพอใจแก่ลูกค้ามากยิ่งขึ้น	5	4	3	2	1
8. กิจกรรมให้ความสำคัญกับการบริการที่เป็นประโยชน์กับลูกค้าเท่านั้น ซึ่งจะช่วยให้เกิดความเชื่อมั่นต่อกิจการ	5	4	3	2	1
9. กิจกรรมมุ่งมั่นในการพัฒนาบริการที่ดีให้ลูกค้าอย่างต่อเนื่อง ซึ่งจะช่วยสร้างชื่อเสียงที่ดีให้กับกิจการ	5	4	3	2	1
<b>ความพร้อมของทรัพยากรในการแข่งขัน (Competitive Resource Availability)</b>					
10. กิจกรรมเชื่อมั่นว่าการมีทรัพยากรอย่างเหมาะสมและเพียงพอ จะช่วยให้กิจการประสบความสำเร็จมากยิ่งขึ้น	5	4	3	2	1
11. กิจกรรมมีการลงทุนในการพัฒนาเครื่องมือและอุปกรณ์ในการบริการอย่างต่อเนื่อง ซึ่งจะช่วยให้การบริการมีประสิทธิภาพดียิ่งขึ้น	5	4	3	2	1
12. กิจกรรมให้ความสำคัญกับการมีเงินทุนหมุนเวียนอย่างเพียงพอ ซึ่งจะช่วยให้การบริหารงานมีความราบรื่นและประสบความสำเร็จมากยิ่งขึ้น	5	4	3	2	1



ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการดำเนินงานของธุรกิจโรงแรมในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
	5	4	3	2	1
<b>การส่งเสริมของเทคโนโลยีสมัยใหม่ (Modern Technology Complementary)</b> 1. การเข้าถึงเทคโนโลยีที่ง่ายและสะดวกยิ่งขึ้นในปัจจุบัน ทำให้กิจการสามารถประยุกต์ใช้เทคโนโลยีได้ดียิ่งขึ้น	5	4	3	2	1
2. ความหลากหลายและสมรรถนะของเทคโนโลยีที่สูงขึ้น ทำให้กิจการสามารถประยุกต์ใช้ได้อย่างสอดคล้องกับสถานการณ์ต่างๆ ได้อย่างมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
3. เทคโนโลยีสารสนเทศในปัจจุบันมีการเปลี่ยนแปลงและพัฒนาอย่างต่อเนื่อง ทำให้กิจการต่างๆ ต้องสรรหาเทคโนโลยีที่มีความเหมาะสมกับการบริการมาใช้ ซึ่งจะช่วยส่งเสริมให้เกิดผลการดำเนินงานของกิจการสูงขึ้น	5	4	3	2	1
<b>ความคาดหวังของลูกค้าที่เปลี่ยนแปลงอย่างต่อเนื่อง (Dynamic Stakeholder Expectation)</b> 4. ลูกค้ามีความคาดหวังที่จะได้รับการบริการรูปแบบใหม่อยู่เสมอ ทำให้กิจการมุ่งเน้นพัฒนาการบริการ ให้มีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
5. ผู้มีส่วนได้เสียมีความคาดหวังที่จะได้รับการบริการที่ทันสมัยอย่างต่อเนื่อง ทำให้กิจการมุ่งเน้นพัฒนาเทคโนโลยีที่จะช่วยสร้างให้เกิดบริการรูปแบบใหม่ๆ มากยิ่งขึ้น	5	4	3	2	1
6. หน่วยงานราชการต่างๆ มีการออกข้อบังคับต่างๆ มากยิ่งขึ้น ทำให้กิจการต้องมีการพัฒนาองค์กรอยู่เสมอเพื่อให้ทันต่อสถานการณ์	5	4	3	2	1
7. พนักงานมีความคาดหวังในการดำเนินกิจการมากยิ่งขึ้น ทำให้กิจการต้องมุ่งเน้นพัฒนาประสิทธิภาพและศักยภาพในการบริหารงานให้มีคุณภาพมากยิ่งขึ้น	5	4	3	2	1
<b>การเติบโตของตลาดบริการ (Service Market Growth)</b> 8. ในปัจจุบันตลาดบริการมีการเติบโตมากขึ้น ทำให้กิจการต่างๆ มีช่องทางในการแสวงหากลูกค้าและรายได้มากยิ่งขึ้น	5	4	3	2	1
9. ตลาดบริการมีหลากหลายมากยิ่งขึ้น ทำให้กิจการต่างๆ มุ่งเน้นในการพัฒนาบริการให้ตอบสนองความต้องการได้ดียิ่งขึ้น	5	4	3	2	1
10. การเติบโตของตลาดบริการที่สูงขึ้น ทำให้กิจการต่างๆ พยายามเพิ่มศักยภาพองค์กร เพื่อให้มีความคล่องตัวสูง ถึงแม้จะมีจำนวนคู่แข่งที่เพิ่มมากขึ้น	5	4	3	2	1
11. การเพิ่มขึ้นของแรงงานในตลาด ทำให้กิจการต่างๆ สามารถดำเนินธุรกิจได้อย่างมีประสิทธิภาพ และอยู่รอดมากขึ้น	5	4	3	2	1



ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับการบริหารธุรกิจโรงแรมในปัจจุบันและอนาคต

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ขอขอบพระคุณเป็นอย่างสูงที่ท่านกรุณาใช้เวลาตอบแบบสอบถามทุกข้อ  
และได้โปรดพิมพ์แบบสอบถามและใส่ซองที่แนบมาพร้อมกันนี้ ส่งคืนผู้วิจัยตามที่อยู่ที่ได้ระบุ  
หากท่านต้องการรายงานสรุปผลการสำรวจครั้งนี้โปรดแนบนามบัตรของท่านมาพร้อมกับแบบสอบถาม  
ข้าพเจ้ายินดีจัดส่งรายงานสรุปให้แก่ท่านในภายหลัง



## **APPENDIX H**

### **Letters to Experts**





## บันทึกข้อความ

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

ที่ ศธ.0530.10/

วันที่ มิถุนายน 2558

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.เกลินี หมื่นไธสง

ด้วย นางวราวรรณ ชูวิรัช นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “กลยุทธ์ความเป็นเลิศทางการบริการกับผลการดำเนินงานของธุรกิจ: การตรวจสอบเชิงประจักษ์ของธุรกิจโรงแรมในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.พฤกษ์บาร์มี อุตสาหะวานิชกิจ)  
คณบดีคณะการบัญชีและการจัดการ







### บันทึกข้อความ

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

ที่ ศธ.0530.10/

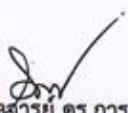
วันที่ มิถุนายน 2558

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปทุภักข์บารมี อุตสาหะวานิชกิจ

ด้วย นางรวิวรรณ ชูวิรัช นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง "กลยุทธ์ความเป็นเลิศทางการบริการกับผลการดำเนินงานของธุรกิจ: การตรวจสอบเชิงประจักษ์ของธุรกิจโรงแรมในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

  
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## VITA



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### RESEARCH

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