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ANTECEDENTS OF MARKETING INTELLIGENCE STRATEGY: AN EMPIRICAL INVESTIGATION OF TOURISM BUSINESSES IN THAILAND

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บทคัดย่อ

      การศึกษาครั้งนี้มุ่งเน้นไปที่การตรวจสอบความสัมพันธ์ระหว่างตัวแปรต้นเหตุอัน ประกอบด้วย ปัจจัยภายใน ได้แก่ วิสัยทัศน์ระยะยาว ความสอดคล้องของทรัพยากรทาง การตลาด และประสบการณ์ด้านการตลาดที่มีคุณค่า รวมถึงปัจจัยภายนอกซึ่งประกอบด้วย การ เติบโตของเทคโนโลยีทางการตลาดและสภาพตลาดที่เอื้ออำนวย ที่มีผลต่อกลยุทธ์ความชาญ ฉลาดทางการตลาด ของธุรกิจท่องเที่ยวในประเทศไทย จำนวน 274 บริษัทโดยใช้แบบสอบถาม กลุ่มตัวอย่างคือ ผู้บริหารการตลาดและผู้จัดการฝ่ายการตลาด ใช้การวิเคราะห์ความถดถอยใน การตรวจสอบและพิสูจน์สมมุติฐาน ผลการวิจัยพบว่าปัจจัยทั้งภายในและภายนอกมีผลต่อการ สร้างกลยุทธ์ความชาญฉลาดทางการตลาด โดยเฉพาะอย่างยิ่งวิสัยทัศน์ระยะยาว ประสบการณ์ ด้านการตลาดและการการเติบโตของเทคโนโลยีทางการตลาดนั้นเป็นตัวแปรสำคัญที่ก่อให้เกิดกล ยุทธ์ความชาญฉลาดทางการตลาด

คำสำคัญ: กลยุทธ์ความชาญฉลาดทางการตลาด, วิสัยทัศน์ระยะยาว, ประสบการณ์ทางการตลาดที่มีคุณค่า, การเติบโตของเทคโนโลยีทางการตลาด

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Abstract

The aim of this study was to investigate the impact of the antecedents consisting of internal factors: long term visions, marketing resource complementarity, and valuable marketing experiences; and external factors comprised marketing technology growth and facilitative market environment on marketing intelligence strategies of 274 Thailand's tourism businesses. Data were collected using a questionnaire. Samples of the study were the businesses' marketing executives and marketing managers. The regression analysis was used for analyzing data gathered and testing hypotheses. The results reveal that both internal and external factors had impacts on building marketing intelligence strategies. Long term visions, valuable marketing experiences and marketing technology growth are the most essential variables that enhance marketing intelligence strategies creations.

Keywords: Marketing Intelligence Strategy, Long Term Vision, Valuable Marketing Experience, Marketing Technology Growth

Introduction

In an era of globalization, marketing strategy needs to be reliable with the environment and the situation, thus, the executive is the key person who makes decisions in all circumstances taking place in an organization. The organization relies on a situation that determines what strategy rise firm success, especially, the world economy shifts from an industrial to an information-based economy (Igbaekemen, 2014). Currently, the data, information, and knowledge are abundantly available, marketing intelligence is a common strategy that the organization adopted to gain marketing performance (Lackman & Lanasa, 2013). Marketing intelligence strategy is well-known as a strategy which focuses on utilizing available information to enhance competitive advantage and firm performance. Williams and Williams (2010) mentioned that firm intelligence is a set of information and analyses within the context of key business processes that lead to decisions and actions. Likewise,

Geetha, Singha, and Sinha, (2017) suggested that performance of the service firms depends on ability of human resource and environment. Essentially, the service business mainly delivers intangible value to meet their customers' need that required all intelligence capabilities. The nature of the tourism industry is highly dependent on the environment and any change of circumstance affect the service performance (Kothari, Xiang, & Fesenmaier, 2008). Resultantly, the tourism industry requires adaptable intelligence because it is faced with the change such as natural disasters, political change, tourist behavior, and the slowdown of the world economy (Öztürk, Okumuş & Mutlu, 2012). The main reasons for selecting outbound tourism businesses are as follows. First, as can be seen, traveling routes around the world are expanding, the cost of traveling is decreasing, and change of customers' voyager behavior accessing to information via mobility platform affects consumption, and lifestyle (Bosch, 2016). Second, the tourism industry is very important in Thailand economy, correspondingly, the government policy encourages Thai tourists to spend more on tourism. Moreover, Thai tourists travel abroad increasingly in the present time. In addition, tourist behavior changes because of their easier access to the travel data and information (Tourism Authority of Thailand, 2015). Lastly, the ASEAN Economic Community were established that would lead to increase the tourism businesses' competitive potential. The outbound tourism businesses affected by the liberalization of travel service and the competitiveness of business within ASEAN are also increasing. In fact, it has been claimed that intangible assets, and in particular competency-based knowledge, are crucial to the success of the service firm (Swart & Kinnie, 2013). Hence, tourism businesses have to recognize more market information and learn to take advantage of the abundance of information available.

Objective

The purpose of this research is to investigate the influence of antecedents of marketing intelligence strategy. The key research question is how do long term vision, marketing resource complementary, marketing experience value, market

technology growth, and munificent market environment have an impact on marketing intelligence strategy?

Development Conceptual Research and Hypotheses

The contingency theory applied to illuminate the phenomena of the firm's elasticity to the context of environmental factor. The core of contingency theory mentions to the operational fit of the organization by the contingencies application such as the environment which internal situation (e.g. organization culture, firm's vision, internal resource, firm experience) and external setting (e.g. social, technology, circumstance) for greatest performance (Doty, Glick & Huber,1993).

1. Marketing Intelligence Strategy

The marketing intelligence strategy is defined as an ability of the firm to understand, analyze, and assess information regarding customers, competitors, markets and competition from environment, to produce actionable insights for marketing decision-makers for improve their decision of marketing planning, implementation and control (Huster, 2005). Moreover, Helm, Krinner, and Schmalfuß (2014) suggested that marketing intelligence process should be based on the resource and market-based view strategy. The organization required for reliable information and marketing intelligence strategy because of environment changing (Igbaekemen, 2014). Besides, environmental factors in the organization that have an impact on marketing strategy forms such as a managerial turbulence, experience, vision, climate, technology, and policy. Thus, the environments influence the effective of marketing intelligence strategy as shown in Figure 1.
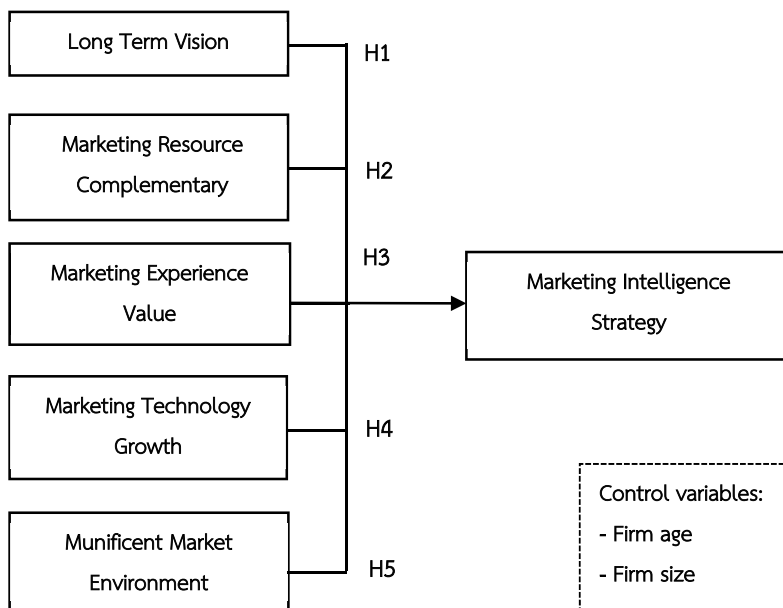
Figure 1 The Conceptual Model of Antecedents and Marketing Intelligence Strategy

2. Long Term Vision

Long term vision is defined as the declaration of an anticipated future state of the firm instruction or an idealized goal to illuminate the firm's operations, illustrating long-term planning for future achievement (Pothong & Ussahawanitchakit, 2011). The view of internal environment of the firm is a basic factor which reveals clear conception of the present situation and the future objectives, and exhibits of a business. The most essential of firm vision is leads the methods to attaining goals and objectives. There has some evidence on the importance of vision especially in long-term that benefits the setting marketing strategy (Heriyati, 2014). Organizations should focus on information of competitors, potential market demands, and customers' needs in order to assess how they can expand their organizations to appropriate goals and purposes. Long-term vision is a guideline to obvious operations of organization in which demonstrate the future marketing long-term operation, (Candermir & Zalluhoglu, 2013). Interestingly, Ravilla and Rodríguez (2011) indicated

that vision of the team effect to product development success by using the benefits of strategy of information and knowledge. Hence, long-term vision has the potential capability to affect marketing intelligence information and the hypothesis are proposed as follows:

Hypothesis 1: Long term vision have a positive relationship with marketing intelligence strategy.

3. Marketing Resource Complementary

In this research marketing resource complementary define as a harmonizing of all marketing supply, which include all properties, capabilities, organizational processes, firm attributes, information, and knowledge of the firm (Harrison, Hitt, Hoskisson & Ireland, 2001). Moreover, resource complementary is the synchronization of the both tangible and intangible factors for supporting the strategy to achieve firm success. Additionally, the firms have the potential resources complementary enhance better firms' strategy (Harrison et al., 2001). Likewise, Ahmadi, O'Cass and Miles (2014) suggested that marketing resources which include market knowledge and budget both critical effect competitive through marketing information. Aforementioned, it is clear that marketing resources play an important role in the establishment of information and knowledge-based strategies such marketing intelligence strategy. Hence, the hypothesis are proposed as follows:

Hypothesis 2: Marketing resource complementary have a positive relationship with marketing intelligence strategy.

4. Marketing Experience Value

Currently, it can be said that firms have been continuously learned and used their experiences to scan external and internal environment affected their performances (Kim & Miner, 2007). In addition, marketing experience places a fundamental role in enabling organizations to develop new capabilities and skills for accomplishment. In this research, marketing experience value is defined as the important and value of knowledge and practice that contributes to a firm's management capability, selected operations process among diverse market and

applied to new markets with similar institutional formations as encountered in the past (Kim, Kim & Miner, 2009).

Experience enhances the capacity and the quality of a firm's intangible resources (Roberts & McEvily, 2005) such analyzing information skills and knowledge. Likewise, marketing experience increase the confidence of executive decision making. Correspondingly, marketing experience can be valuable, as the intensively and differentiated experience contribute to a firm's operations management capability (Yang, Narayanan & Zahra, 2009). Additionally, Majocchi, Bacchiocchi, and Mayrhofer (2005) suggested that experience is a key success of marketing strategy and firm performance. As well as, Kaleka (2011) found that experience increases informational abilities and customer relationships. In addition, the more experienced marketing firms have, the greater marketing information and knowledge get (Harris, Gibson, & McDowell, 2014). Hence, the hypothesis are proposed as follows:

Hypothesis 3: Marketing experience value have a positive relationship marketing intelligence strategy.

5. Marketing Technology Growth

Marketing technology growth in this research is define as an advance of evolution and accelerated of forward change related with novelty service's technology and information technology with an influence on firm operation procedures (Muangkhot & Ussahawanitchakit, 2015). The emergence of the technology has revolutionized the way to provide marketing information, communication with customer, and transactions. Furthermore, technology has played an important role in enhancing database accessibility, market information, operations, procedures, productivity, and the firm's innovation (Perrott, 2007). Additionally, the role of technology growth increasingly maximize the learning of firm (Mills & Smith, 2011). Besides, Lin (2007) mentioned that technologies determines the marketing strategies and also the direction of an organization's operations.

The information technology is not only the useful internal data transformation, but also the links to external organizational information. Furthermore, online

marketing technology has arisen new ways to provide information, communication, and transactions; which widely sharing such as knowledge and resources on online community (Erden, Krogh, & Kim, 2012). Also, Milewicz and Saxby (2013) indicated the impact of social media communication technology that rising customer information of the firm and enhance customer satisfaction. In particular, most impact technology perceive are the tools of communication when collecting information about their customers and the overall market which nowadays is era of data and information (Bosch, 2016). Hence, the hypothesis are proposed as follows:

Hypothesis 4: Marketing technology growth have a positive relationship with marketing intelligence strategy.

6. Munificent Market Environment

Munificence market environment is defined as the richness of market circumstance that support firm's marketing activities (Tang, 2008; Castrogiovanni, 1991). Moreover, Goll and Rasheed, (2004) mentioned that market environments represent one of the major contingencies faced by a firm. There has been an evidence to indicate that munificence market environment is positively associated with marketing strategy and organization options available to firms. Likewise, Lisinski and Saruckij (2006) mentioned that munificence environment affected the proficient marketing strategy will enable firms to obtain a competitive advantage. Additionally, Perrott (2007) mentioned that in the view of resource, firms should be consideration as knowledge and marketing intelligence in order to enhance creativity. Moreover, Albescu and Pugna (2014) pointed out that abundant of data and information available encourage firm to employ marketing intelligence as a strategy in take advantage and leading to firm performance. The increasingly of data and information required a strategy to get more customer and market understanding in order to take advantage of situation (Bosch, 2016). Thus, munificent market environment in tourism firms might possibly affect marketing intelligence strategy and the hypothesis are proposed as follows:

Hypothesis 5: Munificent market environment have a positive relationship with marketing intelligence strategy.

Research Methodology

The population in this research was outbound tourism businesses in Thailand with effective license totaling 1,359 firms chosen from website of division of tourism business and guide registration, Tourism Authority of Thailand as of March 8, 2017. The sample size was 289 firms by using formula calculation of Cohen (1988).

The questionnaire was a research instrument. Moreover, the constructs in the conceptual model were evaluating each of which measures item a five-point Likert scale, ranging from 1 = strongly disagree, to 5 = strongly agree. All constructs were developed for measuring from the definition of each, as well as from previous literature reviews. Therefore, a pre-test method is appropriately conducted to assure validity and reliability of the questionnaire. The questionnaire was proved by two experienced academics and specialists in order to check clearing and accuracy of the understanding of a questionnaire before collecting the data. Moreover, to ensure the construct validity, the size of the factor loading of all variables were ranged from 0.641 – 0.915, which were greater than 0.50 cut-off score and statistically significant according to Hair et al. 2010. In this research, the Cronbach's alpha coefficient was used to test the internal consistency of each constructs. The Cronbach's alpha coefficient was presented ranged from 0.764 – 0.864 that are greater than 0.70 to confirm the internal consistency of the measures which were used in this research (Nunnally & Bernstein 1994; Hair et al., 2006). The data collection was around eight weeks. The questionnaires mail were sent to 1,359 marketing executive/marketing manager of outbound tourism firms. The total returned usable questionnaires after removing incomplete questionnaires were 274.

The received questionnaires were separated into two equal groups. Then, responses from the first group were used to test the difference with the second group by the Pearson chi-square statistics in various firm characteristics. The results

provided that there was no statistically significant difference between the two groups. Thus, response bias does not pose a significant problem in this research.

Results and Discussion

The multiple regression was employed in this research to examine the hypothesized relationships. Correspondingly, the regression equation is a linear combination of the independent variables that best explains and predicts the dependent variable.

The results of the correlation analysis presented that the inter-correlation coefficient is 0.361 - 0.739 which did not exceed 0.80 (Hair et. al., 2010). Moreover, the correlations in Table 1 also showed that the maximum value of VIF is 2.413, which was lower than the cut-off score of 10 (Hair et. al., 2010). Both correlations and VIF ensure the non-existence of multicollinearity problems.

Table 1 Correlation Matrix of Antecedences and Marketing Intelligence Strategy

Variables	LTV	MRC	MEV	MTG	MME	MIS	FA
LTV	1.000						
MRC	.739**	1.000					
MEV	.533**	.575**	1.000				
MTG	.517**	.540**	.361**	1.000			
MME	.534**	.563**	.396**	.634**	1.000		
MIS	.679**	.644**	.586**	.707**	.580**	1.000	
FA	-.069	-.057	-.196**	-.027	.057	-.111	1.000
FS	.226**	.165**	.018	.219**	.135*	.102	,201**

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

The multiple regression analysis results identified in Table 2. For the first, it was found that long term vision was significantly and positively related to marketing intelligence strategy (H1: β_1 = 0.250, $p < 0.01$). The importance of long term vision benefits the setting of marketing strategy (Heriyati, 2014). Besides, vision can provide

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an effort effusive strategy for organizational change. As mentioned before, marketing intelligence strategy related searching, collecting, and analyzing of marketing information as well as rising knowledge of the firm. Obviously, the decision-making is the most important part of firm operational. Executives need respectable marketing information in order to realize customer's need, understand market size and motivation, identify and assess competition, evaluate suitable of product/service ability, and escape marketing errors (Kotler, 2000). Thus, Hypothesis 1 is supported.

Table 2 Results of the Relationships among Antecedents and Marketing Intelligence Strategy

Independent Variables	Dependent Variables
	MIS
Long Term Vision (H1)	.250**
	(.158)
Marketing Resource complementary (H2)	.044
	(.045)
Marketing Experience Value (H3)	.201**
	(.039)
Marketing Technology Growth (H4)	.338**
	(.036)
Munificent Market Environment (H5)	.035
	(.042)
Firm age	-.020
	(.036)
Firm size	-.076*
	(.038)
Adjusted R^2	.681
Maximum VIF	2.692

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

For the second, marketing resource complementary has no significant effect on marketing intelligence strategy (H2: β_2 = 0.044, p>0.05), Form this result marketing resource complementary may not impact marketing intelligence. For that reason, Sirmon, Hitt & Ireland (2007) mentioned that the element of resource management includes structuring the resource portfolio, resources capabilities forming, and leveraging abilities to provide value to customers. In addition, business environment change effects the firm to tie resources management and valuable creation to customers for gaining a marketing advantage. However, creating resources which are beneficial to the implementation of firm's activities that caused the firm's costs may be a barrier of strategy success. Thus, Hypothesis 2 is not supported.

For the third, the result shows that marketing experience value has significantly and positively associated to marketing intelligence strategy (H3: β_3 = 0.201, p<0.01). Marketing experience can be valuable ability to manage innovation, adaptation, and marketing information. Likewise, more experienced marketing firms should have greater marketing information and knowledge. This marketing experiences plays an important role in determining patterns of business venture success and organizational performance, as well as expanding business which can better do its implementation (Harris, Gibson, & McDowell, 2014) and choose appropriate materials and technique. Thus, Hypothesis 3 is supported.

For the fourth, the result indicated that marketing technology growth has significantly and positively associated to marketing intelligence strategy (H4: β_4 = 0.338, p < 0.01). Marketing technology regard to technology that related to product/ service, communication and delivering process. Currently, organization need to select new marketing technology to acquire new idea and learning from the partnership and customers, then suggestions on business process. Besides, technology can determine the marketing strategies and the direction of an organization's operations (Lin, 2007). Additionally, the information technology tend to be the competence of an organization's information-processing. In particular, most impact technology

perceived are the tools for communication and collecting marketing information (Bosch, 2016). Thus, Hypothesis 4 is supported.

For the last, it is found that munificent market environment has no significant effect on marketing intelligence strategy (H5: β_5 = 0.035, p >0.05). Richness market circumstance concerns with higher customer demand, abundance of resource available, and few environmental threats (Tang, 2008). The firms under that richness situation lead to state of neglect and overlooked some important details. Otherwise, Adomako, Opoku, and Frimpong (2017) mentioned that when a business is under intense competition, it will activates CEOs to take more action and firm tend to occur more activities than usual. Thus, Hypothesis 5 is not supported.

Conversely, the outcomes also showed that control variable, firm size has a significance and negative effect for marketing intelligence strategy (β_7 = -0.076, p < 0.05). This can be interpreted that a lower number of employees does significantly affect the level of marketing intelligence strategy. It is consistent with the study of Chen, Williams, and Agarwal (2012) indicated that younger and smaller firms are more possible have a speedy response to market by using their knowledge and ability to apply. It is suitable to the present technology and relevant environment. Additionally, small businesses have limited resource; therefore; they should be better pay attention to the environment and information. Furthermore, smaller firms have flexibility and easier method to modify the suitable environment (Prommarat, Pratoom & Muenthaisong, 2017) because it can be belief that smaller firm may cause an ability of marketing intelligence strategy.

Conclusions

The firm achieves better performance not only to be strongest one but also be able to adapt itself to suitable marketing environment. Also, the contingency theory attempts to understand marketing management that has a possible operational fit within the environment under multitudinous conditions to arisen marketing strategy. The result provided the significant of internal and external circumstance that should be

consideration as an important antecedents of marketing intelligence strategy included long term vision, marketing experience value and marketing technology growth.

Research Contributions

The firms has more long-term vision, marketing experience and a complement of marketing technology growth which can develop and enhance the effectiveness of marketing intelligence strategy. In addition, long-term vision is the declaration of an anticipated future state of the firm instruction or an idealized goal to illuminate the firm's operations, illustrating long-term planning for future achievement. Moreover, marketing experience ensures information analysis and error reduction. This can helps tourism firms achieves better marketing plan. Likewise, the result indicated that marketing technology growth is an important factor that effect the marketing strategy of firm. It is an advance of evolution and accelerated of forward change related with novelty service's technology and information technology with an influence on firm operation procedures. Technology growth arise a better environment and situation to access to information that available because it facilitates to share of information and easy to communication. Typically, tourism businesses rely on their employees' skills and capabilities, which are difficult to quality control. Tourism firm should have learn to apply technology in their services for provide an impeccable service and control service quality.

Directions for Future Research

This research provides understanding of the relationships among antecedent variables and marketing intelligence strategy. The finding of this research indicate that the need for further research is apparent. Firstly, this research was collected data only from tourism business in Thailand, therefore, future research should investigate in the different business groups such as cosmetic business, food and beverage. Lastly, comparative research should more consideration such comparison between antecedent variables which the most impact on marketing intelligence strategy.

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