

## Antecedents Of Marketing Diversity Strategy: An Empirical Investigation Of Hotel Businesses In Thailand

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### Abstract

This quantitative research objective is attempts to investigate the effects of antecedent factors and marketing diversity strategy. The data collection was designed to conduct with marketing executives of four to five star hotels in Thailand, 161 completed questionnaires mailed survey were used for data analyses. Factor analysis is used to test the validity of the instrument to confirm construct validity that the range between 0.509-0.936. The reliability testing is evaluated by using Cronbach's alpha coefficients, the result expressed between 0.805-0.969. Furthermore, this research employed the ordinary least squares (OLS) regression analysis for the hypotheses testing, which regression assumptions was analyzed .

The findings indicated that the antecedents namely; survival vision, marketing resource, marketing learning, technology change, and environmental heterogeneity have positively effect on marketing diversity strategy. Consequently, marketing executive should accumulate all five antecedents in their businesses.

**Keywords:** Marketing Diversity Strategy; Survival Vision; Marketing Resource; Marketing Learning; Technology Change; Environmental Heterogeneity

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## ปัจจัยเชิงสาเหตุของกลยุทธ์ความหลากหลายทางการตลาด: การตรวจสอบเชิงประจักษ์ของธุรกิจโรงแรมในประเทศไทย

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### บทคัดย่อ

งานวิจัยนี้เป็นงานวิจัยเชิงปริมาณ โดยมีวัตถุประสงค์เพื่อตรวจสอบผลกระทบของปัจจัยเชิงสาเหตุที่มีต่อกลยุทธ์ความหลากหลายทางการตลาด ใช้แบบสอบถามป้อนเครื่องมือในการเก็บรวบรวมข้อมูลจากผู้บริหารฝ่ายการตลาดของธุรกิจโรงแรมในประเทศไทย จำนวน 161 แห่ง ด้วยการสำรวจทางไปรษณีย์ ทั้งนี้ผ่านการตรวจสอบความตรงทั้งเชิงเนื้อหาและเชิงจำแนก ด้วยการทดสอบทางสถิติโดยการวิเคราะห์ปัจจัย มีค่าระหว่าง 0.509-0.936 และตรวจสอบค่าความเที่ยงด้วยการทดสอบสถิติอัลฟาของครอนบัทซ์ มีค่าระหว่าง 0.805-0.969 ในการวิเคราะห์ข้อมูลเพื่อการทดสอบสมมติฐานการวิจัยครั้งนี้ คือ สมการถดถอยด้วยวิธีการประมาณค่าแบบกำลังสองน้อยที่สุด โดยผ่านการตรวจสอบข้อสมมติเบื้องต้น

ผลการวิจัยพบว่า ปัจจัยเชิงสาเหตุทั้งห้าปัจจัย ได้แก่ วิสัยทัศน์เพื่อความอยู่รอด ทรัพยากรทางการตลาด การเรียนรู้ทางการตลาด การเปลี่ยนแปลงทางเทคโนโลยี และความแตกต่างด้านสภาพแวดล้อมส่งผลกระทบต่อกลยุทธ์ความหลากหลายทางการตลาด ดังนั้นผู้บริหารฝ่ายการตลาดควรตระหนักถึงความสำคัญที่จะสนับสนุนให้กิจการมีความพร้อมในปัจจัยเชิงสาเหตุทั้งห้าด้านนี้ในธุรกิจต่อไป

**คำสำคัญ:** กลยุทธ์ความหลากหลายทางการตลาด; วิสัยทัศน์เพื่อความอยู่รอด; ทรัพยากรทางการตลาด; การเรียนรู้ทางการตลาด; การเปลี่ยนแปลงทางเทคโนโลยี; ความแตกต่างด้านสภาพแวดล้อม

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## Introduction

The challenging of globalization is widely accepted as the dominant imperative business strategy driving in the twenty-first century. Due to, the environmental changes regards to the changing of business environment in highly competitive market, while growing on new technologies have enabled further collaboration within the organization (Sabri & Sabri-Matanagh, 2012) consumer market continues to diverge and market fragmentation in terms of customer needs, preferences and choice patterns. The environmental change provide simultaneous both of business threats and opportunities, which require the firm re-configurations of their strategies to fit with environmental as market forces. On the other hand, the firm that foresee of dynamic environmental changes that they will face, therefore the firm attempts to seek the proactive way in terms of diverse strategies to cope with these environmental change. The firms attempt to develop new products or improvements on them, expecting changes and opportunities that occur in the environment, encourage changes in current tactics and detect future market trends (Hughes & Morgan, 2007).

The firm undertaking organizational change is the effective integration of information and communication technology infrastructure (Sabri & Sabri-Matanagh, 2012) in order to create new business practices. Consequently, the firm provides the different business

strategies that requires distinct configuration of organizational practice to accomplish optimal performance (Slater & Olson, 2000). The diversity in marketing practice in competitive space reflects the existence of different way to increase higher performance, while diversity in marketing practice over time reflects some combination of change in individual firm and change in industry (Torres & Murray, 2000). The evidence of the firm succeed in marketing diversity is the case of Hohner, the most successful harmonica manufacturer. For instance, Hohner created a well-known brand, applying on market segmentation and product differentiation to satisfy customer needs, and adaptive sale channel and marketing method to local condition and culture, therefore diversity is the key to success in global market (Berghoff, 2001). Meanwhile, an increasing marketplace diversity has impacted on firm to make decisions on the differentiation strategy, in terms of the level of marketing mix differentiation (Cui, 1997), which strive for consumer segments with targeted marketing. However, the firm should concern with the costs and benefits of segmentation and differentiation marketing strategies in terms of resource allocation (Faura, 1999).

Derive from the contingency theory explains about the phenomena of firms in competitive environment, which is ability of firms to response environmental changes in both of internal and external environment. The nature of marketing which contingent on the

firm strategy and organization, thus diversity in competitive space will bring the firms deploy various of marketing practices to attain better performance, however, “no best way” (Murray, O’Driscoll & Torres, 2002). Consequently, marketing diversity strategy is appropriate for different circumstances that the firm executive manage their organizational goals to fit with in external environmental conditions to achieve a strategic fit (Lawrence & Lorsch, 1967). Therefore, this research employs the contingency theory to explains the effect of causal factors includes; survival vision, marketing resource, marketing learning, technology change, and environmental heterogeneity which influences marketing diversity strategy.

The hotel business is the one of the tourism industry, which brings an enormous income into Thailand which requires the executive managements good at administration and knowledge sharing in the basis. The hotel executives should well knowledge comprehensive of all products and services and leads the firm to cope with continuously environment changes (Chow, Lo, Sha, & Hong, 2006). Nowadays, the number of hotel businesses are increasing which results the intensive competition. Consequently, the hotel executives or hotel business owners in Thailand attempt to attract foreign customers that is valuable customer to gain more profitability. Concurrently, the hotel business requires marketing executives apply their marketing knowledge,

skills, abilities, and experiences to operate and to create new marketing practices. The marketing diversity strategy is needed to satisfy diverse customer needs which leads to attain competitive advantages and achieve marketing performance (Cardy & Selvarajan, 2006).

As previous literatures, marketing diversity strategy is rarely literature that directly related to conceptualization of this issue, while found only some literatures related to this issue. Thus, in this research implies that diversity in marketing practice as marketing diversity strategy. With regard to fulfill the research gap which contributes to provide more understanding of the relationship among antecedent factors and marketing diversity strategy. Therefore, this research focus on the hotel business of tourism industry in service sector specifically by conducts with marketing executives of four to five star hotels in Thailand, who understand and implement of marketing strategy. The research question was “How do antecedent factors influence on marketing diversity strategy?” Thus, the main purpose of this research was to investigate the relationships between the antecedent factors includes; survival vision, marketing resource, marketing learning, technology change, and environmental heterogeneity, which affect the marketing diversity strategy. This research is organized as follows. First, we illustrate the hypothesized relationship by conceptual framework and present the research hypotheses. Next, we provide the research methodology and data

analyses, followed by the presentation and discussion of our findings. Then, we highlight the conclusion and discussion of the managerial implications, and as concerning of the research's limitations. Finally, we provide some recommendations for future research.

## Literatures Review

The conceptual model illustrated the relationship of antecedent factors that are the importance causal of marketing diversity strategy as presented in Figure 1. This research examined five antecedent factors comprise

survival vision, marketing resource, marketing learning, technology change, and environmental heterogeneity and marketing diversity strategy. The contingency theory is deployed to describe the relationships between antecedent factors and marketing diversity strategy. According to, the contingency theory is defined as there is no one best way to design the systems and organization to make decisions (Fiedler, 1967) which appropriated applied in terms of to make best decision of firm in any intensive competitive business situations currently.

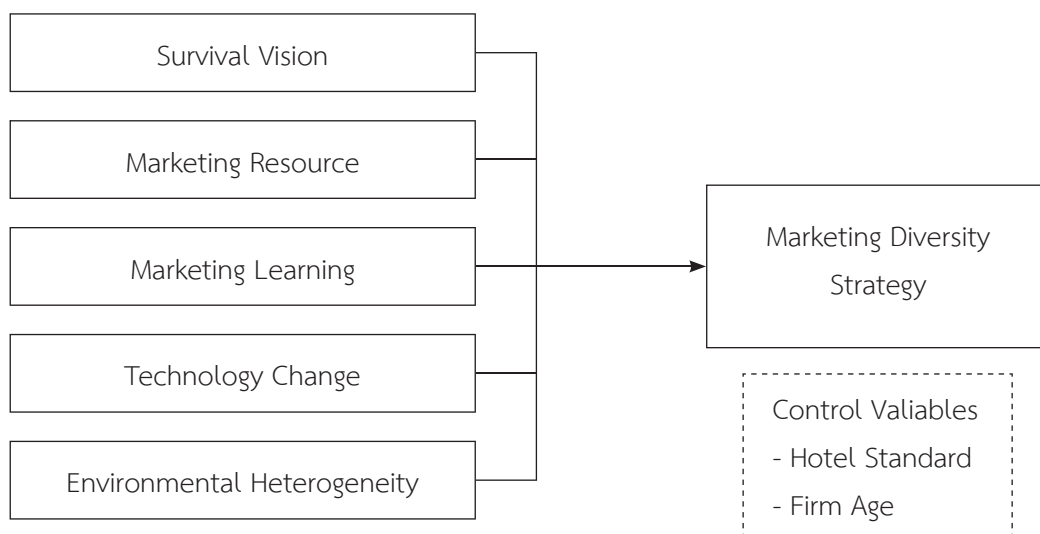


Figure 1 Conceptual Model of the Relationship between Antecedent Factors and Marketing Diversity Strategy

The external and internal factors affect businesses operations. As prior literatures show that organizations assessed superiority of firm performance depend on firm performance that might unevenly by the reasons of business situations its faced. Thus, the changing in

business environment challenge the firm to cope in terms of strategic fit which leads to achieve superior firm performance. Meanwhile, the contingency theory is widely accepted in marketing research to explains the phenomena of the firm in competitive environment, which is

the ability of firms to response to environmental changes in both of internal and external factors that are uncertainty (Lawrence & Lorsch, 1967). The natures of marketing that will contingent on the firm strategy and business operations, while diversity in competitive market will bring the firm to deploys various marketing practices to attain superior performance however, “no best way” (Murray, O’Driscoll & Torres, 2002). Consequently, marketing diversity strategy is appropriate strategy can be fit into all conditions that enhance the business performance. This research can be applied the contingency theory to explains the effect of survival vision, marketing resource, marketing learning, technology change, and environmental heterogeneity and marketing diversity strategy. Thus, the hypothesized relationships based on literatures are described as follows.

### Marketing Diversity Strategy

Marketing diversity strategy refers to the ability of the firm to adopt and create a new marketing practice to satisfy targeted market needs, to provide various marketing program in terms of customized marketing through marketing communication, and to deliver value in multi-marketing channel. The readiness of the firm resources, skills, capability, and experience, which enhance the firm operational that will able to adapt in appropriate with the environmental change, consequently, marketing diversity strategy implementation success, which leads to marketing competitiveness and marketing

performance. Therefore, marketing diversity strategy is a key success through superior marketing performance by improving marketing competitiveness (Duncan & Mulhern, 2004; Eisenhardt & Martin, 2000; Luxton, 2002).

Furthermore, the explanation of diversity in marketing practice is the firm’s adopt new marketing or adjust the new mixes of marketing practice (Torres & Murray 2001 as ated in Murray, O’Driscoll and Torres, 2002) highlights on the issue of diversity in marketing in competitive space and time, which diversity in competitive space refers to the firm in a competitive market employ various marketing practices to leads to higher performance. Wherea, diversity overtime refers to the firm adopt new marketing or adjust the new mixes of marketing practices as the firm co-evolve with environmental (Torres & Murray, 2000, 2001). Nearby, Mandara and Schwadron (2015, p. 30) defined “diversity marketing as the creation of customized marketing plan appealing to specialized consumer segments based on tastes, values, believed, and lifestyle preferences, its enables a more micro, nuanced mix of communication methods, from advertising to promotional programming, targeted based on market segment research”. As mentioned above, the concept and the explanation of diversity in marketing contributes to marketing diversity strategy by derived the concepts from diversity in marketing practice as a strategic marketing, which is the pattern of the firm to create competitive advantage by creating new

resource and capability of the firm that leads to marketing competitiveness and create superior marketing performance.

### Survival Vision (SVS)

Survival vision refers to the direction views of the firm's future regards to achieve goals, which focus on applying new technology to adopt new business practices and stability in competitive market for long term. The firm articulated about vision means the firm commit to preserve its survival through growth and profitability. In terms of, a clear vision can build up a common purpose of the firms. It determines the culture initially, policies and practices of the firm; it provokes employees, investors, suppliers, and customers; and it affects strategy and the growth of firm eventually (Brush, 2008). In the view of changing in business environment is forced the firm adjust their marketing strategy through marketing practices in offering products and services to meet the needs of customers, and the needs of stakeholders that leads to superior market position and competitive advantage (Chitmun, Ussahawanitchakit & Boonlua, 2012). Consequently, based on the previous literature, the firms that focus on survival vision it implies that has potential influences on marketing diversity strategy. Therefore, the hypothesis is proposed as follows:

Hypothesis 1: Survival vision has a positively influence on marketing diversity strategy

### Marketing Resource (MKR)

The marketing resource is related to the firm's resources and capabilities, which is essential to create marketing competitiveness (Phong-inwong, Ussahawanitchakit & Pratoom, 2012). In this research, marketing resources refers to the firms develop, allocate and deploy of market-based resources, including marketing capability, marketing budget, marketing techniques and know-how, and human resources in terms of available adequate resources to achieve marketing performance. As previous literature, Ngo and O'Cass (2012) indicated that the marketing performance is derived from the basis of marketing resources is including of marketing knowledge and resources gathering to involve in marketing practices and marketing management (e.g. marketing mix, marketing planning, and market intelligence management). Likewise, marketing resource is related to the philosophy of customer orientation and the organization structure, which supports the cooperation between departments in identifying customer needs and integrated marketing activities in order to define the target groups of customer (Spillan & Parnell, 2006). However, in an optimization approach, suggests that the amount of resources of the firms is limited, an optimal level of marketing segmentation and marketing mix differentiation is reasonable to be concern. While, a number of market segments reflect on marketing opportunities, thus the firms can serve differentiated

marketing by using cost effective (Cui & Choudhury, 2002). Furthermore, integrated marketing communication execution is a conversion of communication-related resources of the firms and brand assets to market-based performance in terms of returns on assets (Ratnatunga & Ewing, 2005). As aforementioned, it implies that the hotel businesses that focus on marketing resource might possibly influence on marketing diversity strategy. Thus, marketing resource is likely to support firms to achieve their marketing diversity strategy. Therefore, the hypothesis is proposed as follows:

Hypothesis 2: Marketing resource has a positively influence on marketing diversity strategy

### Marketing Learning (MKL)

Marketing learning contributes the firms to obtain and share information involves customer needs, market changes, and competitor actions. In general, the concept of organizational learning is the firm's learning process of acquisition, dissemination, and integration of knowledge and hence integrated knowledge is used in specific purpose (O'cass, & Weerawardena, 2010). Therefore, in this research defined marketing learning that refers to the firms acquire, disseminate, and integrate of market-related information, marketing knowledge, and marketing experience in order to determine marketing operations continuously. Marketing information is an asset that needs to be carefully manipulated, and

the information intensity of a firm has strategic and structural implications. Additionally, a learning orientation will results in increased market information generation and dissemination, which directly affects the degree to which an organization makes changes in its marketing strategies (Sinkula, Baker, & Noordewier, 1997). Based on presented literature, the firm that focus on marketing learning has the potential affect marketing diversity strategy. Thus, marketing learning is likely to support the firms to achieve their marketing diversity strategy. Therefore, the hypothesis is proposed as follows:

Hypothesis 3: Marketing learning has a positively influence on marketing diversity strategy

### Technology Change (TEC)

Technological development through internet and information technology is deriving aggressively for changes in all aspects of the business process and activities, especially in the marketing context that leads to critical change in competitive business environment (Meesuptong & Ussahawanitchakit, 2013). The firm is needed to recognize of technological changes in order to exploit these technologies in applying new marketing strategy implementation, which contributes in terms of transforming products and services, and production process (Tushman & Anderson, 1988), launching products and services speed into the marketplace and increasing of satisfy



customer needs (Schilling & Hill, 1998) that will provide a competitive advantage. In this research, technology change refers to the advancement of technological environment, which provide a wide range of technological knowledge in order to understand and to utilize new advanced technology to improve marketing operations in frequently changes of technology. In marketing literature, utilize new technology advancement in order to develop new marketing practices, which including to create a multi-marketing channel in delivering products and services through online channel (Duffy, 2004), to communicate and promote the brand directly to targeted customer through target advertising in multi-marketing channel. In addition, the internet channel is properly in form of problem-solving in the firm situations through online customer service, and to create customer relationship (Rhee, 2010). Based on the literature, the firm that focus on technology change has potential affects marketing diversity strategy. Thus, technology change is likely to support firms to achieve their marketing diversity strategy. Therefore, the hypothesis is proposed as follows:

Hypothesis 4: Technology change has a positively influence on marketing diversity strategy

### **Environmental Heterogeneity (EVH)**

The firm's effort to take actions in respond to environmental heterogeneity, for example, the analysis of external environment

components, including competitors and suppliers actions, customer needs, economic situations, political climate, related rules and regulations, social and demographic trend, and etc. Hence, well-planning to cope with external environmental enhances the survival chances in rapidly changes and the long term success. In this research, environmental heterogeneity refers to the difference and numerous of external environmental components, including the difference of customer needs, competitors actions, the market expansion, and the related rules and regulations in applying to improve business operations, and to cope with business situation changes. Zahra, Neubaum, and Huse (1997) suggested that when the executives consider relevant environment factors, the likely to intensify exporting activities and improve export performance. Furthermore, in heterogeneity environment, the firm have to develop various marketing program to satisfy the difference of customer needs and market demands through a product variety to deliver value into diverse target markets. Moreover, the study of Dwyer and Welsh (1985) suggested that the firms cope with heterogeneity by developing deals with specialized demand, and providing more adaptive decisions through developing a multi-marketing channel to serve specialized in different needs. Based on the presented literature, the hotel businesses that focus on environmental heterogeneity might possibly

affect marketing diversity strategy. Therefore, the hypotheses are posited as follows:

Hypothesis 5: Environmental heterogeneity has a positively influence on marketing diversity strategy

## Research Methods

The population and sample are 874 hotels rated at four to five stars level in Thailand retrieved from database of the website of Tourism Authority of Thailand, Ministry of Tourism and Sports,

Thailand: It is drawn in May 6, 2016). The questionnaire mail survey is used to collect data, which directly sent to particular key informants includes; marketing executives in the position of marketing directors and marketing managers, who are valuable sources for evaluating the different factors that influence on marketing organization of the firm in terms of diverse marketing knowledge. The firm is used to be units of analysis. Eventually, 161 of mails are completed, which used for statistical analysis that means 20.30 percent of response rate. Due to, the non-response bias is tested by comparing the pattern of answers received between the first and last weeks of returned mail, which to protect the response bias problems between respondents and non-respondents. The non-response bias testing is done to confirm that the response from the respondents are not different, which used of t-test to compare the demographics of early and late respondents that the result

shows no statistically significant difference. Therefore, It can confidently assumed that the non-response bias is not cause a serious problem (Armstrong & Overton, 1977) All constructs in this research are developed for measuring the definition of each construct based on literature review. Consequently, the operational variables are tested by multi-items scale, which the dependent variable, independent variables, and control variables are measured by using five-point Likert scale are described as follows:

Marketing diversity strategy (MDS) is measured by integrated marketing communication capability, multi-marketing channel orientation, targeted marketing campaign focus, customized marketing segmentation implementation, and various marketing campaign emphasis.

Survival vision is measured by the firm's perspective of the determining on future direction and operational policies which focuses on applying advanced technology, adopt new business practices contributes to operational efficiency, leads to achieve goals, and firm stability in market. This construct is developed as a new scale, based on its definition that consists of four items.

Marketing resource is measured by the degree of the develop, allocate and deploy of market-based resource, including marketing capability, marketing budget, marketing techniques and know-how, and human resource in terms of available adequate

resources for the development of products or services and marketing management system continuously leads to marketing success both in this present and future. A four-items scale is adapted from Panya and Ussahawanitchakit (2013).

Marketing learning is assessed by the degree of the understanding of market demand by using marketing knowledge of marketing information of useful database, sharing marketing experience as marketing planning guidelines, and staff training in new marketing-related topics continuously. A four-items scale is adapted from Waranantakul, Ussahawanitchakit and Jhendra-indra (2013).

Technology change is determined by the degree of the firm's learning and understanding of the new advanced technology environment in applying technological knowledge and improving technology-based capability of firm contributes business operations efficiency. A four-items scale is adapted from Meesuptong and Ussahawanitchakit (2013).

Environment heterogeneity is measured by the leverage of learning and understanding of the differences of customer needs, the increasing of a number of competitors, the market expansion, and the changing of business rules and regulations in applying for business operations. A four-items scale is adapted from Bunnoon, Ussahawanitchakit, and Janjarasjit (2013).

This research defined the hotel standard as the quality standard and characteristics of the hotel which categorize and separately from properties in each level by using stars as symbolic rating, which is represented by a dummy variable including 0 (four-stars hotel) and 1 (five-stars hotel). While, firm age is measured by the number of years that firms has been in operation, which is represented by a dummy variable including 0 (less than or equal, to 10 years), 1 (more than 10 years). The testing of reliability is evaluated by using Cronbach's alpha coefficients. The result of the Cronbach's alpha coefficients expressed between 0.805-0.969, which should be greater than 0.70 (Hair, Black, Babin, & Anderson, 2010). In addition, the item total correlations were scaled from 0.406-0.877, which exceed 0.3 that shown consistency of multiple items is acceptable. Factor analysis is used to test the validity of the instrument to confirm that a set of measures accurately represented the concept of the research, therefore all items is used to measure in each construct then extracted in only one principal component. Factor loading of multi-item scales, which each item is loaded on a single factor and the range of factor loadings between 0.509-0.936. These scores are greater than the cut-off 0.40 that indicated in the acceptable construct validity (Hair et al., 2010). Table 1 shows the results of measurement validation of both validity and reliability.

**Table 1***Results of Validity and Reliability Testing*

Items	Factor Loadings	Corrected Item Total Correlation	CornbachAlpha
Survival Vision (SVS)	0.589-0.925	0.406-0.827	0.805
Marketing Resource (MKR)	0.844-0.936	0.737-0.877	0.921
Marketing Learning (MKL)	0.808-0.908	0.676-0.824	0.891
Technology Change (TEC)	0.631-0.924	0.457-0.816	0.826
Environmental Heterogeneity (EVH)	0.732-0.882	0.560-0.747	0.825
Marketing Diversity Strategy (MDS)	0.509-0.869	0.476-0.851	0.969

This research employed the ordinary least squares (OLS) regression analysis for examining the hypothesized relationship provided in prior sessions. In order to understand the relationship, the equation was provided as follows. Equation:  $MDS = \alpha_1 + \beta_1 SVS + \beta_2 MKR + \beta_3 MKL + \beta_4 TEC + \beta_5 EVH + \beta_6 FS + \beta_7 FA + \epsilon_1$

variables which were analyzed through statistics and correlation matrix. Thus, all variables of the correlation in the conceptual framework were between 0.570 to 0.789,  $p < 0.01$ . The VIFs had the maximum values of 3.640, while the VIF value is less than the cutoff 10 as recommended from Hair et al. (2010). Thus, a multicollinearity problem not found in this research.

## Results and Discussion

Table 2, indicated the results of all

**Table 2***Descriptive Statistics and Correlation Matrix*

Variable	SVS	MKR	MKL	TEC	EVH	MDS
Mean	4.21	4.16	4.20	4.30	4.32	4.26
S.D.	.62	.63	.62	.60	.54	.50
SVS	1					
MKR	.772***	1				
MKL	.784***	.786***	1			
TEC	.671***	.616***	.570***	1		
EVH	.598***	.579***	.606***	.624***	1	
MDS	.789***	.725***	.724***	.717***	.643***	1

\*\* $p < 0.10$  \*\* $p < 0.05$ , \*\*\* $p < 0.01$

ผ่านการรับรองคุณภาพจากศูนย์ดัชนีการอ้างอิงวารสารไทย (TCI) อยู่ในกลุ่มที่ 1 สาขามนุษยศาสตร์และสังคมศาสตร์

**Table 3**

*Results of Regression Analysis for the Effects of Antecedent Factors and Marketing Diversity Strategy*

Independent Variables	Dependent Variables	
	MDS	
	t	Equation1
Survival vision (SVS)	4.139	.337***
H1		(.081)
Marketing resource (MKR)	1.730	.134*
H2		(.078)
Marketing learning (MKL)	1.660	.133*
H3		(.080)
Technology change (TEC)	4.150	.263***
H4		(.063)
Environmental heterogeneity (EVH)	2.038	.122**
H5		(.060)
Hotel standard (FS)	.652	.060
		(.091)
Firm age (FA)	.156	.014
		(.089)
Adjusted R <sup>2</sup>		.709
Maximum VIF		3.640

\* $p < 0.10$ , \*\* $p < 0.05$ , \*\*\* $p < 0.01$

The results in Table 3 shows the hypotheses testing of 1 to 5, which illustrated that the causal factors influence on marketing diversity strategy. The results in Table 3 shows that survival vision has a positive effect on marketing diversity strategy ( $\beta_1 = 0.337$ ,  $p < 0.01$ ). According to, the survival vision is the capability of the leaders who influence on changes in visions, strategies, and cultures of business. The firm

that articulated about vision means the firm commit to preserve its survival through growth and profitability. Moreover, the understanding of vision as the key of strategic planning to adjust their marketing strategies through marketing practices in terms of delivering customer value, which to satisfy customer needs and the needs of stakeholders that leads to superior market position, competitive

advantage and higher performance (Chitmun, Ussahawanitchakit & Boonlua, 2012; Ushijima, 2005). Thus, hypothesis 1 is supported.

Nearby, marketing resource has a positive influence on marketing diversity strategy ( $\beta_2 = 0.134, p < 0.10$ ). The result is consistent with, Cui (1997) states that the firm needs to consider available resources in order to devise meaningful marketing strategies, while focus on distinctive market segments using differentiated marketing to concerns with incremental sales and profit. Consequently, marketing resources has a specific influence on the unique product improvement in delivering to customer. Therefore, hypothesis 2 is supported. Marketing learning has a positive influence on marketing diversity strategy ( $\beta_3 = 0.133, p < 0.10$ ). Marketing learning contributes (Meesuptong, Jhundra-indra, & Raksong, 2014) The finding indicated that the firms with marketing learning tend to acquire, disseminate, integrate, and apply of marketing and market-related information for enhancing the process of adding service value to meet customer need (Waranantakul, Ussahawanitchakit, & Jhundra-indra, 2013). In addition, the result is consistent with Sinkula et al., (1997) states that a learning orientation will result in increased market information generation and dissemination, which directly affects the degree to which an organization make changes in its marketing strategies. Therefore, the firm that focus on marketing learning has potential to affect marketing

diversity strategy. Thus, hypothesis 3 is supported.

Meanwhile, technology change has a positive influence on marketing diversity strategy ( $\beta_4 = 0.263, p < 0.01$ ). The result is consistently with, Kelnet et al. (1999) suggests that information technology is needed to favor customization of service delivery over transactional efficiency. Iyer et al. (2002) indicates that numerous opportunities emerge from technology segmenting of world wide web (www) consumers which using various segment-based pricing tactics. In addition, technologies, such as the Internet, might be integrated into the firm's marketing mix rather than be used as a stand-alone. Thus, the firm could facilitate synergy between the various communication components. Therefore, hypothesis 4 is supported. Whereas, environmental heterogeneity has a positive influence on marketing diversity strategy ( $\beta_5 = 0.122, p < 0.05$ ). The result is consistent with, Zahra and Bogner (2000) states that firm faced with heterogenous markets in terms of diversity of market segment, consequently the firm need to develop such a product variety to deliver value into diverse target market to deal with specialized demands. Due to, the firms have to cope with heterogenous environment, which allows the firm attempts to identify homogenous segments and develop the structure units to deal with each segments (Dwyer & Welsh, 1985). Therefore, hypothesis 5 is supported.

## Conclusion and Contributions

This research intended to provide more understanding of the relationship between antecedent factors (consist of survival vision, marketing resource, marketing learning, technology change, and environmental heterogeneity) and marketing diversity strategy. It also expanded the existing knowledge of the key antecedent factors related to marketing diversity strategy, and to provides empirical investigation. Furthermore, this research also provided important implications regards the causal factors leading to the encourage marketing diversity strategy. The marketing executive should emphasize the five key antecedent factors including survival vision, marketing resource, marketing learning, technology change, and environmental heterogeneity to support of marketing diversity strategy. Especially, the findings indicated that survival vision and technology change have strongly supported. Thus, the managerial contributions are provided as follows; firstly, the marketing executive should realizes to share comprehensive survival vision to all parties, such as employees and stakeholders in order to understand the direction views of future firm and to conduct the business practices to achieve goals and stable in competitive market for long term. Next, the growing of technology which impacts on the firm strategy in terms of shifts in business operations. Therefore, the firm might have a wider scope of technology knowledge from

the changing of technology. In particular in hotel businesses, marketing executives need to understand technological changes frequently then deploy technology competency of the firm, which allows the firm to acquires and assimilate technology knowledge (such as technology training). Consequently, the firm deploy these technologies in applying new marketing practices and strategy implementation in terms of transforming products and/or services, launching products and/or services speed into marketplace. For example, applying the internet in reservation services, applying customer database in order to create customer relationship and customized marketing program. As these results, contributes the firm stable in competitive market in long term. Nevertheless, the executive managements should emphasize all these five factors that will enhance the basis of marketing diversity strategy implementation success.

The interesting of research findings contributes the further research as follows; owing to the two antecedents namely; marketing resource, and marketing learning have weakly support to marketing diversity strategy. As previous literatures, have a wide range of marketing resource and marketing learning are crucial both of tangible and intangible asset of the firm which leads to gain competitive advantage and leads to superior firm performance. Therefore, further research should re-investigate to comfirm these results.

According to, the research limitations are; firstly, the economic environmental changes reflect the slowdown economic, and the stressful of political situation through military coup is emerged in Thailand during collecting data. Consequently, these situations might reasonable to support that the firms is limited in terms of communications independently. Furthermore, the major hotel customer is foreign tourist that might avoid traveling in Thailand because of the security, then restraint

the firm to implement marketing strategies. Therefore, the firm might not willing to reply questionnaires. The further research should re-investigate this results in normal political and economical situation time period. In addition, the further research should collect data from other industry or more industries by using cross-sectional study to confirm the findings of marketing diversity strategy with other context in order to create generalizability of research

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