

## STRATEGIC NETWORK MANAGEMENT CAPABILITY AND FIRM SUSTAINABILITY: AN EMPIRICAL RESEARCH OF TOURISM FIRMS IN THAILAND

กลยุทธ์ความสามารถในการจัดการเครือข่ายและความยั่งยืนของกิจการ:  
งานวิจัยเชิงประจักษ์ของธุรกิจนำเที่ยวในประเทศไทย

Tawanron Sungyuan<sup>1</sup> Phaprukbaramee Ussahawanitchakit<sup>2</sup> and Karun Pratoom<sup>3</sup>

<sup>1,2,3</sup>Maharakham Business School, Maharakham University

### Abstract

Strategic network management capability has significant roles in firm developments and operation process improvement, which enables the firm to gain resources and capability from inter-relationship between partners. Therefore, this research aims to examine the relationships between strategic network management capability and firm sustainability by collecting data from 329 tourism firms in Thailand. The result found that information sharing orientation and resource exchange competency has a positive influence on firm sustainability. Moreover, the research also finds that four of five dimensions (knowledge integration emphasis, learning collaboration capability, resource exchange competency and inter-organizational teamwork focus) of strategic network management capability influences the firm sustainability through value creation. Additionally, this research helps understanding the phenomena relating to network management capability and specifying key success factors on business advantage in tourism industry.

**Keywords:** Strategic network management capability, Value creation, Business advantage and Firm sustainability

## บทคัดย่อ

กลยุทธ์ความสามารถในการจัดการเครือข่ายมีบทบาทสำคัญสำหรับการพัฒนาและการปรับปรุงกระบวนการในการดำเนินงานซึ่งช่วยให้กิจการมีทรัพยากรและความสามารถจากความสัมพันธ์ระหว่างกิจการ งานวิจัยครั้งนี้มีวัตถุประสงค์เพื่อตรวจสอบความสัมพันธ์ระหว่างกลยุทธ์ความสามารถในการจัดการเครือข่ายและความยั่งยืนของกิจการ โดยรวบรวมข้อมูลจากธุรกิจนำเที่ยวในประเทศไทยจำนวน 329 กิจการ ผลการวิจัยพบว่า การมุ่งเน้นการแบ่งปันข้อมูลสารสนเทศและความสามารถในการแลกเปลี่ยนทรัพยากรมีอิทธิพลในเชิงบวกต่อความยั่งยืนของกิจการ นอกจากนี้พบว่า มิติจาก 4 ใน 5 (การมุ่งเน้นการบูรณาการความรู้ ความสามารถในการร่วมมือกันเรียนรู้ ความสามารถในการแลกเปลี่ยนทรัพยากร และการมุ่งเน้นการทำงานเป็นทีมระหว่างองค์กร) ของกลยุทธ์ความสามารถในการจัดการเครือข่ายมีอิทธิพลต่อความยั่งยืนของกิจการผ่านการสร้างคุณค่า นอกจากนี้งานวิจัยยังก่อให้เกิดความเข้าใจไปยังปรากฏการณ์ที่เกี่ยวกับความสามารถในการจัดการเครือข่ายและปัจจัยแห่งความสำเร็จในการสร้างความได้เปรียบทางธุรกิจของอุตสาหกรรมท่องเที่ยว

**คำสำคัญ:** กลยุทธ์ความสามารถในการจัดการเครือข่าย การสร้างคุณค่า ความได้เปรียบทางธุรกิจและความยั่งยืนขององค์กร

## Introduction

Because of competitive environment, modern companies nowadays face pressures from various sources, such as external economics, and the change of technology and political environment. Particularly, economic phenomenon becomes one of major factors for tourism industry to consider future productions, novel approaches, and adaptive strategies and models to meet the current requirement. (Marion et al., 2014). The basic idea of sharing resources within the network exists in the relationship structure, and should not be excluded from inter-relationship among the business parties. Network management, and inter-organizational relationships provide approach to access resources and capability from the outside. By learning from transaction of resources and interaction between parties, and combining the new learnt knowledge, the firms can create a

new business operation. (Lemmetyinen & Go, 2009). Moreover, Cao & Zhang (2011) indicate business relationship as the tools to create and strengthen business operation, increase benefits and business opportunities from combining information, and reduce operational process and costs. Therefore, strategic network management capability becomes one of capabilities to improve firm operation which potentially leads to firm sustainability.

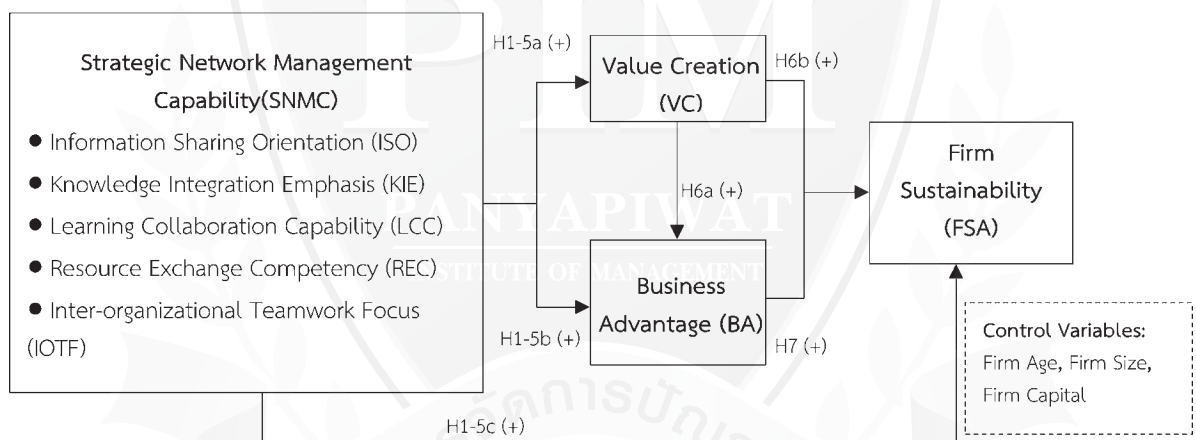
This research focuses on the tourism firms' learning process through partners from the network that provide firm the ability to improve and develop new business approach. The main research objective is to examine the relationship of five dimensions of strategic network management capability and value creation, business advantage and firm sustainability. The key research question is "how strategic network management capability influences value creation,

business advantage, and firm sustainability.” The research data are collected from small and medium size tourism companies in Thailand, because these enterprises are highly sensitive to the changes in consumer tastes, varieties of tourist attractions, emergence of new competitors, and technological change. Thus, these tourism businesses are likely to entail value added in the process through developing new approaches to increase competitiveness. This research contribution is to develop the concepts and provide clearer understanding of strategic network management capability and

firm sustainability.

## Literatures Review

The model of this research demonstrates that strategic network management capability (SNMC) and firm sustainability are as appearing in Figure 1. This research offers five dimensions of SNMC which indicate the illustration of relationship, understanding, and process within the network to bring task competition. The detailed discussion of these dimensions is provided below.



**Figure 1** Conceptual model of the relationship between SNMC and Firm sustainability

## Strategic Network Management Capability (SNMC)

SNMC is used as the main concept of this study. In the 21<sup>st</sup> century, the business competition is increasingly changing. It takes place between networks rather than between individual companies (Möller & Rajala, 2007). In term of organizational capability, the capability as a strategic management is an integrates,

re-arranging both internal and external organization resource (Helf & Peteraf, 2015). Hence, network management means an ability to organize the relationship between related firms and develops a network for strong relationships (ties) (Walter, Auer & Ritter, 2006). In this research, SNMC refers to an ability to collect, integrate, co-ordinate resource, activities, and collaboration between the firms (Manser et al., 2015).

Consequently, SMNC reflects the firm's ability to collect resource and capability from outside, and integrate them with inside resources, which helps the firm reduce transaction and monitoring cost, and enable faster decision-making. Thus, the network becomes a key success factor that leads to firm competitive advantage and firm sustainability as well. The five dimensions of strategic network management capability are as follow:

### Information Sharing Orientation (ISO)

ISO refers to the firm's focus on exchange processes of vital information for business operations between the firms (Frazier, Powell & Dayanik, 2009). Xiao, Zhang & Basadur (2016) finds that information sharing provides varieties of knowledge to the firms and give new perspective that might lead to product and service improvement. Gibb, Sune & Albers (2016) indicate that if a firm can leverage their resources to a greater value, it will be more competitive advantage than other firms in the industry. Therefore, the hypothesis of relationships in this research is given as follows:

**Hypothesis 1:** Information sharing orientation has a positive effect on a) value creation; b) business advantage; and c) firm sustainability.

### Knowledge Integration Emphasis (KIE)

KIE refers to the firm's concentration on collection and combination of knowledge and a transformation to new knowledge (Roussel & Deltour, 2012). Machado et al. (2016) indicated that knowledge integration is not only to protect

the asset, but also enhance and take customer needs, which lead to competitive advantage are increase. According to Gibb, Sune & Albers (2016) found that information sharing provides the firm's ability to utilize their knowledge to create superior performance. Thus, KIE leads to the increase of competitive advantages and firm sustainability as well. Therefore, the relationships of this research related to the second dimension is hypothesized as follows:

**Hypothesis 2:** Knowledge integration emphasis has a positive effect on a) value creation; b) business advantage; and c) firm sustainability.

### Learning Collaboration Capability (LCC)

LCC refers to the firm's ability to gain and acquire knowledge, and to joint-work with other firms Learning activities are embedded among the interactions between the firms, such as co-operation, transaction, and coordination (Baggio & Cooper, 2010). Moreover, the previous research shows that collaborative learning is positively associated with tourism operations (Mendonça, Varajao & Oliverira 2015). Klievink, Bharosa & Tan (2016) found that firms collaboration provide ability to access vital knowledge that leads to develop a new product and service as well as new practice. Thus, the collaboration of learning process is tools that provide firm have business advantage and sustainability as well.

Therefore, the relationships in this research are hypothesized as follows:

**Hypothesis 3:** Learning collaboration capability has a positive effect on a) value creation; b) business advantage; and c) firm sustainability.

### **Resource Exchange Competency (REC)**

REC refers to the firm's ability to transfer, and the mutual (tangible and intangible) resource utilization between the firms (Wong, Fang & Tjosvold, 2012). Martin-Rios (2014) found that inter-organization relationship becomes the ways and channels to access and transfer resources, which lead to the firm's ability to develop and reconfigure performance. Correspondingly, Oliver (2004) found that when the firm interacts with its business partners, the coordination becomes one of the opportunities to exchange and mutually utilize their capability. Therefore, the firm relationships in this research are hypothesized as follows:

**Hypothesis 4:** Resource exchange competency has a positive effect on a) value creation; b) business advantage; and c) firm sustainability.

### **Inter-organizational Teamwork Focus (IOTF)**

IOTF refers to the firm's emphasis on activities and goals in working together with business partners (Tarricone & Luca, 2002). Camison & Fores (2015) found that inter-firm relationships provide inter-organizational teamwork and opportunity to exchange working knowledge (learning by doing), which lead to new product and service improvement. Moreover, Camison & Fores (2015) opine that good partner provides

better value chain and strengthen business operation. Therefore, the relationships in this research are hypothesized as follows:

**Hypothesis 5:** Inter-organizational Teamwork Focus has a positive effect on a) value creation; b) business advantage; and c) firm sustainability.

### **The Effect of the Consequences of SNMC**

In this research, the consequences of SNMC comprise value creation, business advantage, and firm sustainability.

### **Value Creation (VC)**

Delivering superior value to the customer is a core task of services of the firms in competitive marketplace (O'Cass & Sok, 2015). In this research, VC refers to the firm's ability to respond to customer needs for superior product and service (Pongpeachan & Ussahawanitchakit, 2011). Nasution & Mavondo (2008) suggest that delivering superior value to customers is important to business success and is the source of competitive advantage. According to Kuo & Wu (2012), customer value in tourism firm, when the firm possess the ability to respond to customer's needs, provides the firm's competitive advantages. Therefore, the relationships in this research are hypothesized as follows:

**Hypothesis 6:** Value creation has a positive effect on a) business advantage; and b) firm sustainability.

### **Business Advantage (BA)**

Business advantage will be reflected when the firm has gained both short and long-term

performance which established on the firm's relationships within the industry and among competitors. In this research, BA refers to firm's possession of valuable resources and capability to develop superior performance (Agha, Alrubaiee & Jamhour, 2012) Zhao & Aram (1995) explained that business SMEs networks are able to access to a specific source that influences the business accomplishment. Lemmetyinen & Go (2009) found that skill or capability enhances business performance. According to Flagestad & Hope (2001) indicate that the richness of resources than other firms in tourism context. It is the essential of business advantage and one of factor to create firm sustainability. Therefore, the relationships examined in this research are hypothesized as follows:

**Hypothesis 7:** Business advantage has a positive effect on firm sustainability.

### Firm Sustainability (FSA)

Firm sustainability is significant for becoming a market leader. FSA comes from combining the firms' resources and capability. The environmental change and technology development help leading the firm to achieve superior performance over other firms in the industry (Wong & Avery, 2009). In addition, firm sustainability represents an achievement of the firm's strategy through implementing approach and outcomes. (Slater, Hult & Olson, 2010) Therefore, in this research FSA relates to the firm's achievement of long-term objectives, both in the growth of sales and the profitability on target.

### Research Methods

The data for further analysis is collected from managing directors or managing partners of 329 inbound and outbound tourism firms in Thailand by using questionnaire. The effective response rate is approximately 19.51 percent from mailing survey, Aaker, Kumar & Day (2001) point that response rate which range between 15-20 percent from top manager are acceptable, and the rule of thumb for the minimum sample size should exceed five observations for each variable. Moreover, this research has also tested non-response bias (early and late of respondents) on basic characteristics such as firm size (full time employees), firm age (operational years), and firm capital (operational capital) by t-test statistic. The test result finds that there are non-significant statistically differences between two groups. Thus, the non-response bias does not appear to be a problem in this research (Armstrong & Overton, 1977). On validity and reliability measurement, the research shows that factor loadings are between 0.481 and 0.912 ( $<0.4$ ), and statistically significant. Meanwhile, reliability value -Cronbach's alpha coefficients have a value between 0.714 and 0.867, which exceed the acceptable cut-off score ( $<0.7$ ) (Hair et al., 2010).

This research employs the ordinary least squares (OLS) regression analysis for examining all hypothesized relationships provided in prior sessions. To understand the relationship, the following equation is used in the research:



$$\text{Equation: } VC = \alpha_1 + \beta_1\text{ISO} + \beta_2\text{KIE} + \beta_3\text{LCC} + \beta_4\text{REC} + \beta_5\text{IOTF} + \beta_6\text{FA} + \beta_7\text{FS} + \beta_8\text{FC} + \varepsilon_1$$

$$BA = \alpha_2 + \beta_9\text{ISO} + \beta_{10}\text{KIE} + \beta_{11}\text{LCC} + \beta_{12}\text{REC} + \beta_{13}\text{IOTF} + \beta_{14}\text{FA} + \beta_{15}\text{FS} + \beta_{16}\text{FC} + \varepsilon_2$$

$$\text{FSA} = \alpha_3 + \beta_{17}\text{ISO} + \beta_{18}\text{KIE} + \beta_{19}\text{LCC} + \beta_{20}\text{REC} + \beta_{21}\text{IOTF} + \beta_{22}\text{FA} + \beta_{23}\text{FS} + \beta_{24}\text{FC} + \varepsilon_3$$

$$BA = \alpha_4 + \beta_{25}\text{VC} + \beta_{26}\text{FA} + \beta_{27}\text{FS} + \beta_{28}\text{FC} + \varepsilon_4$$

$$\text{FSA} = \alpha_5 + \beta_{29}\text{VC} + \beta_{30}\text{BA} + \beta_{31}\text{FA} + \beta_{32}\text{FS} + \beta_{33}\text{FC} + \varepsilon_5$$

## Results and Discussion

According to Table 2 that shows the relationships among variables, the correlations among all variables is between 0.123  $p < 0.05$  to 0.547  $p < 0.01$ . The variance inflation factors (VIF) in equation models 1-3 indicate the maximum value as 1.905 ( $>10$ ), according to Hair et al. (2010). Hence, multicollinearity is not a problem in this research.

Firstly, the results of multiple regression analysis in Table 3 demonstrates that information sharing orientation has significantly and positively related to firm sustainability ( $\beta_{17} = 0.213$ ,  $p < 0.05$ ). These empirical results are consistent with perspective of Xiao, Zhang & Basadur (2016) and Gibb, Sune & Albers (2016). **Thus, hypothesis 1c is supported.** Moreover, the research also finds that information sharing orientation has non-significant impact on value creation (H1a:  $\beta_{01} = -0.050$ ,  $p > 0.10$ ) and

business advantage (H1b:  $\beta_{09} = -0.090$ ,  $p > 0.10$ ). It may be emerged from external situation such as market uncertainty in tourism context.

**Thus, hypotheses 1a and 1b are not supported.**

Secondly, knowledge integration emphasis has significantly on value creation (H2a:  $\beta_{02} = 0.156$ ,  $p < 0.05$ ), business advantage, (H2b:  $\beta_{10} = 0.190$ ,  $p < 0.01$ ) and firm sustainability (H2c:  $\beta_{18} = 0.201$ ,  $p < 0.01$ ). These empirical results are consistent with perspective of Machado et al. (2016) **Thus, hypotheses 2a, 2b and 2c are supported.**

Thirdly, learning collaboration capability has positively significant influence on value creation ( $\beta_{03} = 0.237$ ,  $p < 0.05$ ). The results is consistent with Camarinha-Matos et al. (2009) that collaborative network organization allows firms to get information and exchange experience and specific tools between other firms in the network. **Thus, hypothesis 3a is supported.** Additionally, learning collaboration capability has not significant on business advantage ( $\beta_{11} = 0.237$ ,  $p < 0.05$ ) and firm sustainability ( $\beta_{19} = 0.237$ ,  $p < 0.05$ ). This exhibits that tourism firm has dependency characteristics and tend to have short-term operation with other firms. The possible reason for explaining such result is collaboration in short-term period provide inadequate time to learn and absorb knowledge and innovation to improve business operation. **Thus, hypotheses 3b and 3c are not supported.**

Fourthly, the research finds that resource exchange competency has significant on value creation ( $\beta_{04} = 0.064$ ,  $p > 0.10$ ) and business

advantage ( $\beta_{12} = 0.064$ ,  $p > 0.10$ ). According to the study of Oliver (2004). **Thus, hypotheses 4a and 4b are supported.** Moreover, the results found that resource exchange competency is not significant on firm sustainability (H4f:  $\beta_{20} = -0.020$ ,  $p < 0.10$ ). According to Pace (2016),

tourism firms tend to use the methods from the outsources and exchanges energy efficiency with external business partners. So, when firm uses external source it may lessen gain of the firm in the long-term period. **Thus, hypothesis 4c is not supported.**

**Table 1** Descriptive Statistics and Correlation Matrix

Variables	ISO	KIE	LCC	REC	ITOF	VC	BA	FSA
Mean	4.04	4.22	4.06	3.99	4.05	3.98	3.79	3.84
S.D.	0.51	0.47	0.49	0.55	0.48	0.54	0.70	0.45
ISO	1							
KIE	.476***	1						
LCC	.383***	.492***	1					
REC	.441***	.547***	.520***	1				
ITOF	.414***	.379**	.443**	.517***	1			
VC	.240***	.385***	.401***	.427***	.335***	1		
BA	.123**	.292***	.246***	.289***	.218***	.338***	1	
FSA	.231***	.244***	.137**	.141**	.167***	.252***	.154***	1
Fa	-.014	-.013	.039	-.088	.010	-.060	.062	.099
Fs	.055	.034	-.089	.094	.057	.059	.064	.106
Fc	-.089	-.085	-.093	-.046	.001	-.128**	.038	-.010

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

Fifthly, inter-organizational teamwork focus has significant on value creation ( $\beta_{05} = 0.068$ ,  $p > 0.10$ ). Camison & Fores (2015) argue that inter-organizational teamwork provides the cross-border team, which is better for a group of members to have opportunity to exchange (learning by doing together). **Thus, hypothesis 5a is supported.** On the other hand, the research

results show that the effect of inter-organizational teamwork focus is not significant on business advantage (H5e:  $\beta_{13} = 0.064$ ,  $p > 0.10$ ) and firm sustainability (H5f:  $\beta_{21} = 0.077$ ,  $p > 0.10$ ). Tourism operation team is often established for specific mission or project. Martin-Rios (2014) suggests that outsourcing might cause the firm lost advantage in the long period.



**Thus, hypotheses 5b and 5c is not supported.**

Sixthly, value creation has significant on value creation on business advantage ( $\beta_{25} = 0.068, p > 0.10$ ) and firm sustainability ( $\beta_{29} = 0.068, p > 0.10$ ). Kuo & Wu (2012) indicate that firm emphasizes on the creation and delivery of superior value to customer lead to customer satisfaction, loyalty, and high performance as well.

**Thus, hypotheses 6b and 6b are supported.**

Finally, business advantage has non-significant on firm sustainability ( $\beta_{30} = 0.068, p > 0.10$ ). The possible factors for tourism are the trends and a short-term period as well as the season of travel, and new attractions. Tourism firms might take opportunity from the current trends to create competitive advantage (Thomas, Shaw & Page, 2011). **Thus, hypothesis 7 is not supported.**

## Conclusion and Contributions

The purpose of this research is to examine whether the relationship between SNMC that includes five dimensions affects firm sustainability. The research samples are from 329 tourism firms in Thailand. Hypothesis testing is conducted by OLS regression analysis.

**Table 2** Results of Regression Analysis

Independent Variables	Dependent Variables		
	VC (Model 1)	BA (Model 2)	FSA (Model 3)
ISO H1a-c	- 0.050 (0.058)	- 0.090 (0.063)	0.144** (0.064)
KIE H2a-c	0.156** (0.062)	0.190*** (0.068)	0.201*** (0.069)
LCC H3a-c	0.195*** (0.062)	0.087 (0.067)	- 0.086 (0.068)
REC H4a-c	0.193*** (0.066)	0.150** (0.072)	- 0.027 (0.073)
IOTF H5a-c	0.108* (0.059)	0.064 (0.064)	0.077 (0.065)
VC H6a-b		0.350*** (0.053)	0.232*** (0.057)
H7			0.065 (0.057)
Firm age	- 0.120 (0.129)	0.160 (0.140)	0.251* (0.143)
Firm size	0.127 (0.107)	0.093 (0.116)	0.153 (0.118)
Firm capital (Fc)	- 0.273* (0.149)	0.158 (0.162)	- 0.013 (0.165)
Adjusted R <sup>2</sup>	<b>0.244</b>	<b>0.110</b>	<b>0.079</b>
Maximum VIF	<b>1.905</b>	<b>1.905</b>	<b>1.905</b>

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

The findings show that KIE and REC have the influence on the firm performance. Furthermore, the four dimensions comprising with KIE, LCC, REC and IOTF influences firm sustainability through value creation. This research result helps to explain and expand the usage of SNMC on organizational learning perspective through five dimensions. Managerial contribution, and SNMC supports operations through a learning process for developing the outcomes. The internal and external environment provide the firm business advantage and firm sustainability as well. Therefore, managing directors and managing partners can improve firm operation through

inter-relationship between partners. Especially, KIE is strongly and significantly related to firm sustainability. Moreover, the research finds that SNMC has an influence on firm sustainability through value creation. Consequently, learning process from inter-relationship becomes a source of knowledge from outside for improving firm operation which provides firm sustainability as well. For the future research, the research should be re-examined the research hypotheses that are not statistically significant, or consider different sectors, or compare the sampling group in this research to other service sectors to verify the generalizability of the study.

## References

- Aaker, D. A., Kumar, V. & Day, G. S. (2001). *Marketing Research* (7<sup>th</sup> ed.). New York: John Wiley and Son.
- Agha, S., Alrubaiee, L. & Jamhour, M. (2012). Effect of core competence on competitive advantage and organizational performance. *International Journal of Business and management*, 7(1), 192-204.
- Armstrong, J. S. & Overton, T. S. (1977). Estimating non-response bias in mail surveys. *Journal of Marketing Research*, 14, 396-402.
- Baggio, R. & Cooper, C. (2010). Knowledge transfer in a tourism destination: the effects of a network structure. *The Service Industries Journal*, 30(8), 71-100.
- Camarinha-Matos, L. M., Afsarmanesh, H., Galeano, N. & Molina, A. (2009). Collaborative networked organizations - Concepts and practice in manufacturing enterprises. *Computers & Industrial Engineering*, 57(1), 46-60.
- Camison, C. & Fores, B. (2015). Is tourism firm competitiveness driven by different internal or external specific factors?: New empirical evidence from Spain. *Tourism Management*, 48, 477-499.
- Cao, M. & Zhang, Q. (2011). Supply chain collaboration: Impact on collaborative advantage and firm performance. *Journal of Operations Management*, 29(3), 163-180.
- Flagestad, A. & Hope, C. A. (2001). Strategic success in winter sports destinations: A sustainable value creation perspective. *Tourism Management*, 22(5), 445-461.

- Frazier, P., Powell, W. B. & Dayanik, S. (2009). The knowledge gradient policy for correlated normal beliefs. *Inform Journal of Computing*, 21(4), 599-613.
- Gibb, J., Sune, A. & Albers, S. (2016). Network learning: Episodes of inter-organizational learning toward a collective performance goal. *European Management Journal*, 35(1), 15-25.
- Hair, J. F., Black, W. C., Babin, B. J. & Anderson, R. E. (2010). *Multivariate Data Analysis*. USA: Pearson Education International.
- Helfat, C. & Peteraf, M. (2015). Managerial Cognitive Capabilities and the Microfoundations of Dynamic Capabilities. *Strategic Management Journal*, 36, 831-850.
- Klievink, B., Bharosa, N. & Tan, Y. H. (2016). The collaborative realization of public values and business goals: Governance and infrastructure of public-private information platforms. *Government Information Quarterly*, 33, 67-79.
- Kuo, Y. F. & Wu, C. M. (2012). Satisfaction and post-purchase intentions with service recovery of online shopping websites: Perspectives on perceived justice and emotions. *International Journal of Information Management*, 32, 127-138.
- Lemmettyinen, A. & Go, F. (2009). The key capabilities required for managing tourism business network. *Tourism Management*, 30, 31-40.
- Machado, C. M. L., Scavarda, A., Hofmeister L. F., Thome, A. M. T. & Vaccaro, G. L. (2016). An analysis of the interplay between organizational sustainability, knowledge management, and open innovation. *Journal of Cleaner Production*, 142, 476-488.
- Manser, K., Hillebrand, B., Woolthuis, R. K., Ziggers, G. W., Driessen, P. H. & Bloemer, J. (2015). An activities-based approach to network management: An explorative study. *Industrial Marketing Management*, 90, 444-455.
- Marion, J., Eddleston, A., Friar, H. & Deeds, D. (2014). The evolution of inter organizational relationships in emerging ventures: An ethnographic study within the new product development process. *Journal of Business Venturing*, 30(1), 67-84.
- Martin-Rios, C. (2014). Why do firms seek to share human resource management knowledge? The importance of inter-firm networks. *Journal of Business Research*, 67, 190-199.
- Mendonça, V., Varajão, J. & Oliveira, P. (2015). Cooperation Networks in the tourism sector: Multiplication of business opportunities. *Procedia Computer Science*, 64, 1172-1181.
- Möller, K. & Rajala, A. (2007). Rise of strategic nets – New modes of value creation. *Industrial Marketing Management*, 36(7), 895-908.
- Nasution, H. N. & Mavondo, F. T. (2008). Customer value in the hotel industry: What managers believe they deliver and what customer experience. *International Journal of Hospitality Management*, 27(2), 204-213.

- O'Cass, A. & Sok, P. (2015). An exploratory study into managing value creation in tourism service firms: Understanding value creation phases at the intersection of the tourism service firm and their customers. *Tourism Management*, 51, 186-200.
- Oliver, A. L. (2004). On the duality of competition and collaboration: network-based knowledge relations in the biotechnology industry. *Scandinavian Journal of Management*, 20, 151-171.
- Pace, L. A. (2016). How do tourism firms innovate for sustainable energy consumption? A capability perspective on the adoption of energy efficiency in tourism accommodation establishments. *Journal of Cleaner Production*, 111, 409-420.
- Pongpearchan, P. & Ussahawanitchakit, P. (2011). Strategic entrepreneurship management competency and firm success: A comparative study of SMEs in auto and electronic parts in Thailand. *International Journal of Business Strategy*, 11(2), 1-31.
- Roussel, C. S. & Deltour, F. (2012). Beyond cross-functional teams: knowledge integration during organizational projects and the role of social capital. *Knowledge Management Research & Practice*, 10(2), 128-140.
- Slater, S. F., Hult, G. T. M. & Olson, E. M. (2010). Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness. *Industrial Marketing Management*, 39(4), 551-559.
- Tarricone, P. & Luca, J. (2002). Employees, teamwork and social interdependence-a formula for successful business? *Team Performance Management: An International Journal*, 8(3/4), 54-59.
- Thomas, R., Shaw, G. & Page, S. J. (2011). Understanding small firms in tourism: A perspective on research trends and challenges. *Tourism Management*, 32(5), 963-976.
- Walter, A., Auer, M. & Ritter, T. (2006). The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *Journal of Business Venturing*, 21(4), 541-567.
- Wong, A., Fang, S. S. & Tjosvold, D. (2012). Developing business trust in government through resource exchange in China. *Asia Pacific Journal of Management*, 29(4), 1027-1043.
- Wong, L. & Avery, G. C. (2009). Transforming organizations towards sustainable practices. *International Journal of the Interdisciplinary Social Sciences*, 4(1), 397-408.
- Xiao, Y., Zhang, H. & Basadur, T. M. (2016). Does information sharing always improve team decision making?: An examination of hidden profile condition in new product development. *Journal of Business Research*, 69, 587-595.
- Zhao, L. & Aram, J. D. (1995). Networking and growth of young technology-intensive ventures in China. *Journal of Business Venturing*, 10(5), 349-370.



**Name and Surname:** Tawanron Sungyuan

**Highest Education:** Ph.D. Candidate, Mahasarakham University

**University or Agency:** Mahasarakham University

**Field of Expertise:** Management

**Address:** 18 Soi 1 Sathorn-Chaiang-khan Rd., Amphoe Mueang Loei, Loei



**Name and Surname:** Phaprukbaramee Ussahawanitchakit

**Highest Education:** Ph.D. Business Administration, Washington State University, USA

**University or Agency:** Mahasarakham University

**Field of Expertise:** Management

**Address:** Mahasarakham Business School, Mahasarakham University



**Name and Surname:** Karun Pratoom

**Highest Education:** Ph.D. Applied Behavioral Science Research, Srinakarinwirot University

**University or Agency:** Mahasarakham University

**Field of Expertise:** Management

**Address:** Mahasarakham Business School, Mahasarakham University