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## ปัจจัยที่ส่งผลต่อการจัดการเครือข่าย ธุรกิจนำเที่ยว: งานวิจัยเชิงประจักษ์ธุรกิจนำเที่ยวในประเทศไทย

**Effecting Factors on Strategic Network Management Capability**

**in Tourism Businesses**

**Empirical Evidence from Tourism Businesses in Thailand**

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### บทคัดย่อ

กลยุทธ์ความสามารถในการจัดการเครือข่ายธุรกิจนำเที่ยวมีบทบาทสำคัญต่อการพัฒนา  
กระบวนการในการดำเนินงาน การเพิ่มประสิทธิภาพของทรัพยากร และความสามารถจากการมี  
ปฏิสัมพันธ์ร่วมกันกับกิจการอื่น อย่างไรก็ตามสภาพแวดล้อมทั้งภายในและภายนอกต่างมีอำนาจใน  
การปรับปรุงกลยุทธ์ให้มีความเหมาะสมและก่อให้เกิดประสิทธิภาพความสัมพันธ์ระหว่างองค์กร ใน  
การศึกษาครั้งนี้ได้ทำการตรวจสอบความสัมพันธ์ระหว่างปัจจัยภายในและภายนอกที่ส่งผลต่อกลยุทธ์  
ความสามารถในการจัดการเครือข่าย โดยรวบรวมข้อมูลจากธุรกิจนำเที่ยวในประเทศไทย 329 บริษัท  
สกัดที่ใช้การวิเคราะห์ตัดถอยเชิงเส้น (OLS regression) ผลการวิจัยพบว่าความพร้อมของทรัพยากร,  
ประสบการณ์ความสัมพันธ์, การเดินทางของความหลากหลายทางเทคโนโลยีและวิสัยทัศน์ในเชิงรุกมี  
อิทธิพลในเชิงบวกต่อกลยุทธ์ความสามารถในการจัดการเครือข่าย ซึ่งงานวิจัยได้แสดงให้เห็นถึงการทำ

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ความเข้าใจต่อการจัดการเครือข่ายตลอดจนความสามารถในการปรับใช้และตอบสนองต่อสภาพแวดล้อมที่มีความผันผวนเป็นปัจจัยสำคัญในการดำเนินธุรกิจนำเที่ยว

**คำสำคัญ:** กลยุทธ์ความสามารถในการจัดการเครือข่าย, วิสัยทัศน์เชิงรุก, ประสบการณ์ความสัมพันธ์, ความพร้อมของทรัพยากร, สภาพแวดล้อมที่มีความผันผวน และการเติบโตของความหลากหลายทางเทคโนโลยี, ธุรกิจนำเที่ยว

## ABSTRACT

Strategic network management capability in tourism businesses has an importance role to develop firm operations process, enhancing resource and capability from interaction between firms and other activities. However, both internal and external environment change are power drive firm in have appropriate strategy and to provide the efficacy on inter-relationships. This research investigates the relationships between internal factors and external factors are effecting on strategic network management capability. Data were collected from 329 tourism businesses in Thailand. The ordinary least square (OLS) regression statistical analysis is used to test all of hypothesis. The results found that firm asset readiness, relationship experience, technological diversity growth and proactive business vision have a positive influence on strategic network management capability, respectively. Additionally, this research has demonstrated an understanding of network management field as well as is able to adapt and response to volatile environmental as a key factor in business travel.

**Keywords:** Strategic Network Management Capability, Proactive Business Vision, Relationship Experience, Firm Asset Readiness, Environmental Intensity Force and Technological Diversity Growth, Tourism Businesses

## Introduction

Faster growing in service sector, tourism becomes one of the fastest growing industries in the world (UNWTO, 2015). According to, the expansion of volatile and unpredictable characterized business environments due to the uncertain demand and change in consumer behavior that provides the dynamic nature of relationship between organizations (Roh, Min and Hong, 2011). Therefore, firm needs to prepare to deal with the dynamic and

changing economy with appropriate strategy, improves their resources and capability, external source, cooperation and inter-organization relationship that provide firm to have competitive advantage, survival and prosperity (Xiang and Formica, 2007). Network relationships is alternative way of firm to take place networks rather than individual companies, involve to contribute to transaction costs, reduce monitoring cost and lead to faster decision-making (EcKenhofer, 2011; Möller and Rajala, 2007). However, network management capability becomes a key of strategy of service sector, absolute tourism industries deal to business environmental change as well as customers' needs.

Network management capability is one of strategy to cope with the change of service sectors to collect, integrate both resource and activities with other firms (Möller and Rajala, 2007). Thus, inter-firm relationship is a key characteristic of polled source (specific resource), activities (co-operation, coproduction) and integration among cross boundaries (Aarstad, Ness and Haugland, 2015). Therefore, strategic network management capability helps firm to be able to cope with environmental turbulence, through shared information, resource exchange and co-operation with other firms. Additionally, network management capability not only created good relationships but it is also a part of organizational learning that helps firm to create superior performance and sustainability as well.

Tourism context are represented inter-firm networks consist cooperation with other firms (Aarstad, Ness and Haugland, 2015). Moreover, it is the kind of business that needs internal resource to create products and services serving customer needs. In this research were collected data from tourism businesses in Thailand, because tourism businesses are important for the Thai economy which has two main reasons as follow: (1) the tourism business is important to GDP expansion in each country and the world. It is high value service business to employment and revenue, which affects on developing country in the world (Tourism Economic Review, 2016). (2) the tourism business confront with business environmental turbulence and operation under the changing society, economic, political of each country such as barrier from tourism law (e.g. local tour guide) of each country. Therefore, tourism businesses should take strategic network management capability for co-operation and shared resource and capability accompany with other firms. Moreover, the Contingency theory explained the fit of internal and external environment which is appropriate strategy based on different situations (Donaldson, 2006). Thus, the operational efficient based on how to adapt environmental context to create appropriate organizational strategy (Sausser, Reilly and Shenharr, 2009). Therefore, the influence by business contexts becomes a driver factor of the firm to select and improve organizational strategy. Beside, strategic network becomes one of capability and the most important of tourism firms. Thus, each business has a ตัววันร้อน สังยวน, ปพฤกษ์บาร์ฟี อุตสาหกรรมนิชกิจ และ การท่องเที่ยว

different way of cope with shape of relationships and network management (Manser *et al.*, 2015). The objective of this study to investigates the relationships between internal factors and external factors are effecting on strategic network management capability. This study is organized in five parts as follows: Firstly, to review the role and importance of strategic network management capability. Secondly, to review the relevant literature on strategic network management capability and the effecting factors both internal and external factors, conceptual model and develop the key research hypotheses for testing. Thirdly, to describe the research methods consist of the sample selection, data collection procedure, measurements and statistics. Fourthly, to show results and discussion; and the final part reveals contributions, conclusion, and suggestions for further research.

## **Literature review and hypotheses development**

Strategic network management capability can be viewed as relationship between organization as well as cooperation with other firms (Haugland *et al.*, 2011). Moreover, a network becomes a source of external capability to fulfill and lead to firm improved competitive advantage from internal and external environment. According to the contingency theory explained the degree of fit between context and structure (Betts, 2011), thus fit of strategic network depends on context and the effect of situation. The assumptions of the contingency theory suggest that organizational structure is based on both internal and external factors: the internal factor consists of the characteristic of firm size, goals, culture, and the experience of firm. Moreover, the external factors consist of influences from environmental change, and technological growth that influence on firm operations (Donaldson, 2006; Sauser, Reilly and Shenhar, 2009). Thus, the key concept of the contingency theory is balancing among structure and context that influence on firm operation and strategic management (Sousa and Voss, 2008).

### **Strategic Network Management Capability**

Strategic network management capability is the shape of relationship of inter-organization that is now popular phenomena amongst organizations of all types (Darbi and Knott, 2015). Järvensivu and Rajala (2013) indicate that long term relationship between firms becomes tools to take competitive advantage through external capability. Thus, a network is a significant role to create superior firm performance through ability to access pooled resources, collaboration from inter-firms relationship. This study defines strategic network management

capability as a character of relationship between firms and collected, integrated, and utilized inter-firm relationships (Manser *et al.*, 2015).

It is mainly emphasized of network management that is a set of ties which sets a representing group of relationships (Brass *et al.*, 2004). Therefore, a network consists of nodes or position (firms, trade associations, and other types of organizations related) and links established by collaboration between positions (Thorelli, 1986). The relationships are usually continuous over time, rather than being composed of discrete transactions (Håkansson and Ford, 2002). Besides, the relationship /collaboration is critical for network management firm that must create a relationship or collaboration for mutual benefit through varietal forms such as cooperation, joint ventures, strategic alliances, collaboration and consortia (partnership) (Provan *et al.*, 2007). In this study, to present learning process of network thorough process of information sharing, knowledge integration, learning collaboration and inter-teamwork, which are as new aspects for strategic network management capability.

### **The Effect of the internal and external factors on Strategic Network Management**

#### **Capability**

##### **Proactive Business Vision**

In environmental turbulence, vision is a direction that helps executive in decision making and represent operation direction (Posavac, Kardes and Brakus, 2010). Thus, business vision is very important to prescribe on mission and strategic and inter-firm relationships (Chenhall, 2003). Moreover, proactive business vision is a perspective of opportunity-seeking, which a proactive firm involves introducing new products or services, and fulfillment in the market; and acts in expectation of future demand by experimenting with change and exploiting upcoming opportunities. It creates change and the first- mover advantage; this seeking attempts to form an environment (Kropp and Zolin, 2005). In this research, proactive business vision refers to the direction of the organization (forward-looking, opportunity-seeking) and responding to business trends occurring in the future (Kropp and Zolin, 2005, Limpsurapong and Ussahawanichakit, 2011).

Previous research found that proactive vision is related to enhancing firm performance through accurate direction that helps firm to have decision making and response future trends (Yeunyong and Ussahawanitchakit, 2009). Moreover, proactive business vision about a looking forward and capturing opportunities can foster business to accomplishment objective and goal by making appropriate strategy and translating to direction, goals, and action. Testa and Sipe (2012) propose that vision from leadership as direction of firm has an influence on all activities

in organizational such as proactiveness activities, communication, learning and organizational response to business context. Therefore, this research proposes the hypotheses as follows:

**Hypothesis 1: Proactive business vision has a positive effect on strategic network management capability.**

#### **Relationship experience**

The experience is accumulated thing through activities or learning lessons through procedure (know-how) in inter-firm relations (Heimeriks and Duysters, 2007). Thus, firms experience under inter-relationship consistency with interaction with other firms such as co-ordination, cooperation, collaboration and inter-organizational network. Moreover, experience is covered a market context and environmental related, which firm is able to adapt to formulate strategic leading to goal achievement (Cho and Padmanabhan, 2005). In this research, relationship experience refers to the role of time (experiential) during connection with other firms (Hohental, Johnson and Johnson, 2014).

Previous research found that relationship experience from inter-relationships both an industry and related business becomes specific knowledge source through mutual activities (Hoang and Rothaermel, 2005). Gulati, Levie and Singh (2009) who indicate that partner experience provided firm to improve their skill to create new knowledge. Moreover, Gibb, Sune and Albers (2016) illustrate that network learning through learning process as mechanism collected, performed and towards a collective performance goal. Therefore, relationship experience is a vital thing and prepared skill, improved capability to business success. Thus, this research proposes the hypotheses as follows.

**Hypothesis 2: Relationship experience has a positive effect on strategic network management capability.**

#### **Firm Asset readiness**

Firm resource is an essential factor for driving strategy and the source of competitive advantage in business (Upadhyay, 2013) which, resource or asset of the firm can be classified into three main groups: physical capital, human capital, and organizational capital (Armstrong and Shimizu, 2007). It is both tangible and intangible resources that are available for business operations.

In this research, firm asset readiness refers to the fruitfulness of the both tangible and intangible assets of a firm. It concerns with technology, human, asset, capability, knowledge, information, and brand reputation, which asset readiness is a factor for supporting the work of

firm processes to achieve firm targets (Ray, Barney and Muhanna, 2004; Sriboonlue and Ussahawanitchakit, Raksong, 2015). Previous research found that asset available becomes essential factor for business operation. Wang *et al.* (2015) highlight that inter-organizational collaboration enhancement emerges from firm that has efficiency of internal capability (innovation, information and relational capability). Which, it is repressed firm that has benchmarking process and leads to improve their capability. Thus, complementary of firm asset readiness provides firm ability to create superior performance. Therefore, the hypotheses are proposed as below:

**Hypothesis 3: Firm asset readiness has a positive effect on strategic network management capability.**

#### **Environmental intensity force**

Intensity of environmental is the turbulence that affects on business operation, especially an environment from competitive intensity combines with environmental attractions. Which external factor from environmental change becomes vital factor has received an influence on organizational strategy (Rodríguez and Cruz, 2007). Su (2009) indicates that competitive intensity is patterns of change and severe competition from the external environment, and they have effect to improve firm strategy as well as capability that consists environmental change. In this research, environmental intensity force refers to the power of changing of environmental, regulations, customer needs and wants and competition that impact on firms operation (Martin and Javalgi, 2016).

Previous research found the power of customer needs and wants becomes one of power to drive firm operation. Li and Zhou (2010) indicate that when the power of customer needs and wants are changed, firm confront of demand that is highly uncertain, whereas the firm attempts to improve or modify products and service are related. Moreover, the complexity of environment influences on organizational decision-making strategy (Benschop, 2001) and inter-organizational relationship. Therefore, the hypotheses are proposed as below:

**Hypothesis 4: Environmental intensity force has a positive effect on strategic network management capability.**

#### **Technological Diversity Growth**

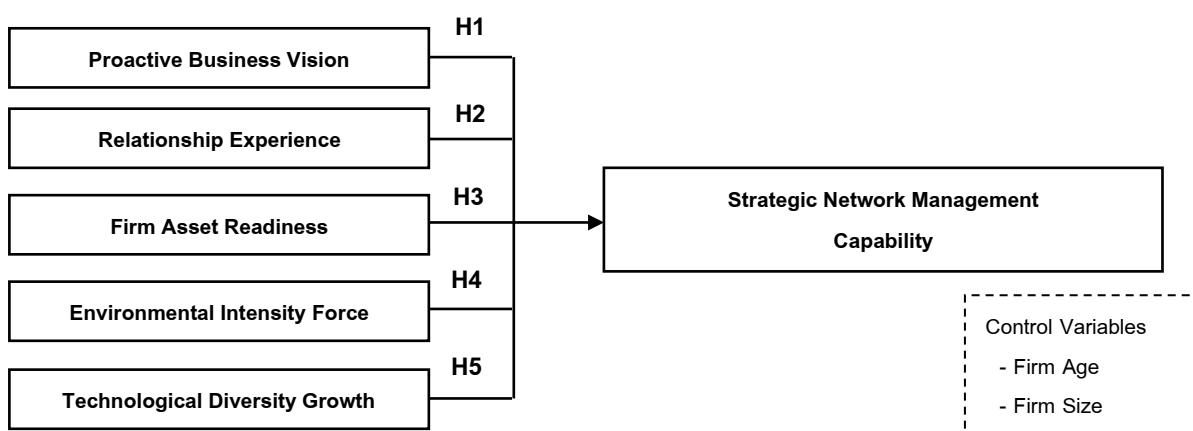
The progress of technology becomes one driver that affects on firm performance. Zhou and Wang (2014) illustrate that technology development such as internet is widespread and social media provides shift of pattern of people communication and life style. Which,

technology are progresses shown on the ways of communication between business to business, business to customers. Certainly, the variety of technology development such as computer, internet, mobile device, and involved software technology, becomes core factors to firm improvement, created and conduct firm activities (Lavies, 2006).

In this research, technology diversity growth refers to increasing of technology concerned with business operation (Xian, Magnini and Fesenmaier, 2015). It concerns with internet widespread, social media, mobile device and communication channel that affect to changes in operation and strategic involved. Previous research found that information technology provides flexibility and increases firm performance (Jennex, Amoroso and Adelakun, 2004). Besides, the online information provides the alternative ways to communication, share knowledge, and resource (Erden, Von Krogh and Kim, 2012). Thus, technological diversity growth influences on changes in operation, organizational learning and becomes alternative way of communication as well. Thus, the hypotheses are posited as follows:

**Hypothesis 5: Technological diversity growth has a positive effect on strategic network management capability.**

Based on the literature of the theoretical perspectives and literature review, this research attempts to describe the relationships among strategic network management capability and its antecedents. The conceptual model is proposed as presented in Figure 1 representing the relationships among proactive business vision, relationship experience, firm asset readiness, environmental intensity force and technological diversity growth are influencing on strategic network management capability, and all of hypotheses are proposed positive effect.



**Figure 1:** Conceptual Model of Strategic Network Management Capability and Its Antecedent

## Research Methodology

### Sample Selection and Data Collection Procedure

Inbound and outbound tourism businesses in Thailand are chosen as the population that are a total of 6,742 firms obtained from the online database of the Department of Tourism, Ministry of Tourism and Sport, Thailand, accessed on February 25, 2016. Accordingly, an appropriate sample size is 364 firms under the 95% confidentiality level (open table for determination of 7,000 population = 364 sample size; Krejcie and Morgan, 1970). However, previous research suggests that the average response rate of the mailed questionnaire survey is in a range between 15 and 20 percent (Aaker *et al.*, 2001). To maximize the possibility of a response rate, this research determines 1,820 (364\*100/20) tourism firms are an appropriate sample for a distributed mail survey which is the efficient population for research. In addition, to random choosing 1,820 tourism businesses in Thailand (choose inbound 910 firms and outbound 910 firms) and check in accuracy (company information) by the office of SMEs Promotion (OSMEP) ([www.sme.net.go.th](http://www.sme.net.go.th)). Moreover, the key informants are the managing directors or managing partners who can determine the policy and strategy, as well as can provide the true understanding and real information of their business. This study collected data through questionnaires by mail survey and follow-up by telephone call when firms who did not respond to return the surveys after four weeks, it has primary mailing.

A total of 347 questionnaires were received and the completed and usable questionnaires were 329. The response rate of this sample was approximately 19.51 percent. The rule of thumb for the minimum sample size should exceed five observations for each variable (Hair *et al.*, 2010). Therefore, 329 firms are an acceptable sample size for multiple regression analysis utilization. In order to verify of non-response bias was tested and the results presented a difference among respondents and non-respondents on basic characteristics of samples, which sample was drawn such as firm size (full time employees), firm age (operational years), firm capital (operational capital) and business owner type by the t-test statistics, comparing early versus late responders (Armstrong and Overton, 1977). The result found that there are non-significant statistically differences among early and late groups. Therefore, it can be stated that the non-response bias is not problem in this research (Armstrong and Overton, 1977).

### Variable Measurement

Each variable in the conceptual model measured by multi-item scales development. These variables are estimated scales applied from literature reviews and their definitions. Moreover, the measurement of each variable was employed by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This measurement included independent variables, dependent variables and control variables that are described as follows.

### Dependent Variable

Strategic network management capability is measured by a shape of relationship between firm on shared information, integrated of knowledge, learning together, interchange resource, and teamwork with other firms. This variable is adapted from Manser *et al.* (2015).

### Independent Variables

Proactive business vision is measured by a firm's direction of a business operation as seeking the opportunity in collaboration and networking as well as responding to the business trends occurring in the future. This variable is adapted from Kropp and Zolin (2005); Limpsurapong and Ussahawanichakit (2011).

Relationship experience is measured by experiential (knowledge acquisition from experience) during connection with other firms in network. This variable is developed as a new scale from literature reviews.

Firm asset readiness is measured by complement of firm assets, which are concerned with service assets in both tangible and intangible assets (technology, human resource, asset, capability, knowledge, information and brand reputation). This variable is developed as a new scale from literature reviews.

Environmental intensity force is measured by the changing in business situations as customer behaviors, competitive intensity, suppliers and substitute service that affect network management capability. This variable is developed as a new scale from literature reviews.

Technological diversity growth is evaluated and determined by increasing technology concerned with tourism such as the internet, social media, mobile devices and channels are supported. This variable is developed as a new scale from literature reviews.

### Control Variables

Control variables in this research consist of firm age and firm size. Firm age is measured through the number of years that the firm is in operation in which 0 (below and

equal to 15 years), and 1 (more than 15 years). Moreover, firm size is measured through number of full-time employees in which 0 (equal or lower than 5 employees) and 1 (more than 5 employees).

### Validity and Reliability

This study employed two academic experts who have know-how in this area to review the instrument in order to confirm that the questionnaires used have appropriate wordings and all variables were sufficient to cover the contents of the variables. The first 30 received surveys are selected to pre-test the validity and reliability of the instrument. In addition, the construct validity was examined by factor analysis. As a rule-of-thumb, the acceptable cut-off score is 0.40 as the minimum (Nunnally and Bernstein, 1994). The reliability was examined by Cronbach's alpha coefficients, which value should be equal or more than 0.70 as accepted (Nunnally and Bernstein, 1994). This research has presented validity and reliability as demonstrated in Table 1. The results found that factor loadings of each item of all variables were between 0.585 and 0.928 which indicates acceptable construct validity. Moreover, Cronbach's alpha coefficients of each item of all variables was between 0.847-0.918. It can be concluded that the internal consistency of the entire scale exists (Nunnally and Bernstein, 1994).

**Table 1:** Result of Measure Validation of Strategic Network Management Capability and Its Antecedent

Variables	Factor Loadings	Cronbach's Alpha
Strategic Network Management Capability (SNMC)	0.585 - 0.747	0.918
Proactive business vision (PBV)	0.799 - 0.898	0.879
Relationship Experience (RE)	0.754 - 0.900	0.897
Firm Asset Readiness (OEV)	0.700 - 0.895	0.847
Environmental Intensity Force (TU)	0.628 - 0.928	0.879
Technological Diversity Growth (EP)	0.788 - 0.912	0.842

### Statistical Techniques

The ordinary least square regression analysis was selected to examine the hypothesized relationships among independent and dependent variables. Consequently, all hypotheses were transformed into one equation. The following equation of relationships aforementioned is presented as follow.

$$\text{Equation 1: } \text{SNMC} = \alpha_1 + \beta_1 \text{PBV} + \beta_2 \text{RE} + \beta_3 \text{FAR} + \beta_4 \text{EIF} + \beta_5 \text{TDG} + \beta_6 \text{FA} + \beta_7 \text{FS} + \varepsilon,$$

## Research Finding and Discussion

Table 2 represents the descriptive statistic and correlation matrix of strategic network management capability on its antecedent. The most of these correlations are less than 0.80 (Hair et al., 2010). The maximum value of VIF is 1.967, which was below the cut-off value of 10 as recommended (Hair et al., 2010). Consequently, it can be concluded that the multicollinearity is not problems in this study.

The results of regression analysis of the relationships among strategic network management capability and its antecedent represents in Table 3. First of all, the results indicate that proactive business vision has a positive significant influence on strategic network management capability ( $\beta_1 = 0.129$ ,  $p < 0.05$ ). The result is consistent with Carmen, María de la Luz and Salustiano, (2006) who indicate that long-term business vision is the direction of firm move on and goal achievement. In addition, Fisher (2010) who indicates that vision firm CEO (Chief executive officer) is a key person to give direction for firm operation. Moreover, vision from leader has an influence on all activities in organizational such as proactiveness activities, communication, learning and organizational response to business context (Testa and Sipe, 2012). **Thus, hypothesis 1 is supported.**

**Table 2:** Descriptive Statistics and Correlation Matrix of Strategic Network Management Capability and Its Antecedent

	HRDOS	PBV	RE	FAR	EIF	TDG
<b>Mean</b>	3.97	4.19	3.72	3.96	4.10	4.15
<b>S.D.</b>	0.58	0.58	0.74	0.59	0.66	0.65
<b>HRDOS</b>	1					
<b>PBV</b>	0.458 ***	1				
<b>RE</b>	0.492 ***	0.494 ***	1			
<b>FAR</b>	0.551 ***	0.520 ***	0.631 ***	1		
<b>EIF</b>	0.396 ***	0.358 ***	0.448 ***	0.474 ***	1	
<b>TDG</b>	0.442 ***	0.476 ***	0.307 ***	0.491 ***	0.455 ***	1
<b>FA</b>	-0.038	-0.014	-0.055	0.104	0.051	0.078
<b>FS</b>	0.077	-0.014	-0.033	-0.042	0.115 **	0.082

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

Secondly, relationship experience has positive significant influence on strategic network management capability ( $\beta_2 = 0.178$ ,  $p > 0.01$ ). The results according to Gulati, Levie

and Singh (2009) who indicate that partnering experience provided firm to improve their skill to create new knowledge. Additionally, the increased experience of a firm will increase high quality performance that responds for increased customer requirements (Chow *et al.*, 2006). Gibb, Sune and Albers (2016) illustrate that network learning through learning process as mechanism collected, performed, and towards a collective performance goal. **Thus, hypothesis 2 is supported.**

Thirdly, firm asset readiness has a positive significant influence on strategic network management capability ( $\beta_3 = 0.279$ ,  $p < 0.01$ ). According to Wang *et al.*, (2015), who highlight that inter-organizational collaboration emerges from efficacy of internal capability (innovation, information and relational capability). Moreover, Xu and Yang (2013) illustrate available resource in service restaurants that provide firm has high rate of success. Furthermore, Upadhyay (2013) illustrates that technological resource has an influence on communication improvement, cost saving and inducing market performance. Thus, high level of firm asset readiness provides firm has high value and effectiveness in operation. **Thus, hypothesis 3 is supported.**

Table 3: Results of Regression Analysis of Strategic Network Management Capability and Its Antecedent

Independent Variable	Dependent Variables
	Strategic Network Management Capability (SNMC)
Proactive business vision (PBV) (H1)	<b>0.129**</b> (0.055)
Relationship Experience (RE) (H2)	<b>0.178***</b> (0.059)
Firm Asset Readiness (FAR) (H3)	<b>0.279***</b> (0.064)
Environmental Intensity Force (EIF) (H4)	0.048 (0.053)
Technological Diversity Growth (TDG) (H5)	<b>0.166***</b> (0.055)
Firm age (FA)	- 0.200 (0.117)
Firm size (FS)	<b>0.186*</b> (0.095)
<b>Adjusted R<sup>2</sup></b>	<b>0.390</b>
<b>Maximum VIF</b>	<b>1.967</b>

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

Fourthly, environmental intensity force has non-significant influence on strategic network management capability ( $\beta_4 = 0.048$ ,  $p > 0.10$ ). In tourism context, tourism firm often confronts environmental intensity, but nature of tourism firm has more flexibility and independency than other firms to create product and service. Which, tourism firm needs for close coproduction relationships; easily reach other to integrated specialized resource and activities (Aarstad, Ness and Haugkand, 2015). This, the flexible of firm to reach and integrated specialized resource becomes strengthen of tourism firms. Although, environmental intensity force has effect on firm operation but strengthen of network becomes shelter of firm to protect and synergy network firm that has operational effective. ***Thus, hypothesis 4 is not supported.***

Finally, technological diversity force has a positive significant influence on strategic network management capability ( $\beta_1 = 0.166$ ,  $p < 0.01$ ). In tourism context, technological diversity becomes tools for communication between partners and clients. Accordingly, Zhou and Wang (2014) illustrate that technology development such as internet is widespread and social media provides shift the pattern of people communication and life style that provide firm to learn and improve firm operation as well (Lavies, 2006). ***Therefore, hypothesis 5 is supported.***

## Contributions

These studies examine the effecting factors on strategic network management capability in tourism businesses. Moreover, it illustrates theoretical that are associated with how an organization regulate strategy to appropriate in the internal and external environment. Additionally, the results have managerial implications for practitioners. Managing directors and managing partners are able to improve their strategic arrangement from business environments. Especially, firm asset readiness and relationship experience are strongly significant related to strategic network management capability. Besides, firm asset readiness in service firm that provides firm to have high rate of success. Moreover, relationship experience from inter-firms becomes knowledge source (learning by doing) to improve product and service as well as firm operation. Thus, firms must be considerate and highlighting on firm asset readiness and relationship experience that are suitable with the firm actions lead to goal achievement. Lastly, managing directors and managing partners can identify how to generate suitable strategy form context factors (internal and external) are influenced the firm ability to learn and generate superior performance as well.

## Conclusion

The purpose of this study is to investigate the relationships among proactive business vision, relationship experience, firm asset readiness, environmental intensity force and technological diversity growth and strategic network management capability. The sample includes 329 observations of tourism businesses in Thailand. The ordinary least square (OLS) regression results found that proactive business vision, relationship experience, and firm asset readiness technological diversity growth have a positive influence on strategic network management capability. In addition, further research should focus on environmental intensity force is not significant and the moderating effect between relationships strategic network management capability and its antecedents such as collaborative culture, dynamic organization as the alternative moderating variables. Furthermore, further research should consider different sectors or compared in other service sectors to verify the generalizability of the study.

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