

**ANTECEDENCE AND OUTCOMES ASSOCIATED WITH
SOCIAL MEDIA USE IN CUSTOMER RELATIONSHIP
MANAGEMENT AND NETWORKING
OF THAI MICROENTERPRISES**

Pakamon Sasatanun

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
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ABSTRACT

Title of Dissertation	Antecedence and Outcomes Associated with Social Media Use in Customer Relationship Management and Networking of Thai Microenterprises
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The present research project investigated some antecedence and outcomes associated with the social media use intensity for customer relationship management (CRM) and Networking, using the survey data collected from the sample of 217 entrepreneurs of some microenterprises in Thailand. The data was analyzed by using the partial least squares regression. Regarding the antecedence, the results indicated that the intensity of social media use for CRM tended to be highly significant for the entrepreneurs who emphasized the service differentiation strategy, but not for those who emphasized the cost leadership strategy. For the marketing communication competence, the results showed that this factor was positively and significantly related to the use of social media for CRM and networking. It could be explained that the entrepreneurs who had a high level of marketing communication competence could use social media very efficiently both for CRM and networking. Therefore, this skill is very important and necessary in communication through social media. Also, the positive relationship between the competitive pressure to use social media in business and the intensity of social media use for CRM was supported. Regarding the outcomes, the analysis indicated that the intensity of social media use for CRM was positively related to cost reduction and market expansion outcomes which, in turn, was positively linked to higher firm performance satisfaction.

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CHAPTER 1

INTRODUCTION

Social media is now one of the most popular aspects of daily internet usage, so businesses or entrepreneurs can use social media's global reach to expand their horizons. Social media profiles and content can now be seen and shared from most locations in the world, thereby offering businesses significant opportunities to increase brand awareness and engagement. Businesses must utilize social media to enhance their online reputation and interact with people who are consumers, customers, partners, suppliers and networking in a diverse range of locales. Thatthanun Pumnuch (2012) found that 85% of businesses in the world increase their prominence after the use of social media. New users are signing up to social media sites on a daily basis, thereby increasing the number of people for the business to target at a similar rate. If businesses want to fully optimize their digital marketing, a move onto social media sites is imperative.

In Thailand, social media is becoming another major marketing and public relations practice for Thai businesses. Social media has many important advantages over traditional media such as television, radio, and newspapers, especially in terms of interactive dialogue with consumers and networking. The Economic Intelligence Center by SCB banking, Thailand stated that in Thailand, most people with access to the internet receive their news first through the internet, second to television, newspapers and the radio respectively. As social media allows for quick updates and comments, it helps spread news and information instantly and effectively. These days, public and private entrepreneurs and the industry realize this change in trends. Some of them enter into this digital marketing for communication of the product and service to customers and networking via social media to have convenient and quick access to many types of diversified information.

1.1 Research Questions

To date, the importance and positive impact of the social media on businesses has been addressed in most local and international research (Hensel, & Deis, 2010; Lacho, 2010; Schaupp, & Belanger, 2014; Trainor, 2012). However, there is a lack of the empirical evidence that tests its effectiveness. Due to this research gap, this study will focus on the benefits of using social media in business. There are two main business activities which are of interest: using social media in Customer Relationship Management (CRM) and using social media for networking.

There are two main research questions. The first research question is to investigate the factors that can explain social media use in business. The three main aspects of focus are corporate strategies (cost leadership and service differentiation), environmental context (competitive pressure) and entrepreneurial competences (social competence, marketing communication competence and technology competence). The author aimed to study whether or not these factors have an influence on social media use in business activities. These factors were selected based on informal interviews with a number of entrepreneurs in Thailand who have used social media in their business. The second research question is to investigate the outcomes associated with social media use in business activities. Two aspects, cost reduction and market expansion, will be discussed and the subsequent effect on firm performance will also be investigated.

This research is based on four main theories, which are (1) the Resource-Based View (RBV) Theory, (2) the Upper Echelon Theory, (3) Corporate Strategy and (4) Organizational Isomorphism Theory. These four theories will be used to explain the hypotheses in this study. The Resource-Based View (RBV) Theory emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance (Barney, 1996). In this study, this theory can be used to explain why social media application in business could enhance the competitive advantage of a business. The Upper Echelon Theory focuses on the characteristics of business leaders, which can reflect the strategic implementation and the performance of the company (Hambrick, 2005). This theory can be used to explain why the characteristics of an entrepreneur are related to competency in using social media in

business activities. The Corporate Strategy by Porter (1980) proposed that there are two generic strategies that firms choose to implement to build a competitive advantage including the cost leadership strategy and the differentiation strategy. Firstly, entrepreneurs who emphasize cost leadership strategy are motivated to apply social media intensively for CRM. Porter (1980) stated that if the company decides to choose a cost leadership strategy, it has to adopt advanced technologies to increase efficiency in order to lower the overall costs. Secondly, entrepreneurs who emphasize the differentiation strategy are also motivated to use social media intensively for CRM. According to CRM tool, the company can use social media to tailor the personalized messages, marketing campaigns, and useful information to each customer group more effectively (Castronovo, & Huang, 2012; Hennig-Thurau et al, 2010; Trainor et al, 2014). Lastly, The Organizational Isomorphism Theory. The company might decide to use social media in business because they did not want to lose market opportunities to other competitors who had already implemented social media in their business operations. This result was in accordance with the organizational isomorphism theory which indicates that, sometimes, a business needs to imitate other companies' behaviors to enable its business to respond to market opportunities (Dimaggio, & Powell, 1983; Li, & Ding, 2013; Venard, 2009).

1.2 Significance of the Study

This research will provide the evidence about existing research on social media usage in business. First, this research offers a solid academic contribution, as the findings will fill the gap in the previous literature with evidence about the effectiveness of social media use in business. Second, this research can offer a practical contribution to the field, because of many companies in Thailand have begun to use social media in business, despite little or no evidence to prove its effectiveness to their business. Therefore, this research will shed further light on social media usage among businesses within Thailand.

CHAPTER 2

LITERATURE REVIEW

This chapter presents a literature review and hypotheses development. It will begin with the review of literature related to the main concepts employed in this study, which are entrepreneurship, social media, using social media in customer relationship management, and using social media in networking. In addition, a number of key theories, including the resource-based view theory, the upper echelon theory, the corporate strategy and organizational isomorphism theory, will be reviewed. Then, the detailed investigation of the relationships between the concepts will be presented in the hypothesis development section.

2.1 Entrepreneurship

The word entrepreneur originated in France as early as the 16th century. The primary meaning is “adventurer”, a person leading a military expedition needing to undertake a risk (Huiyuan & Hua, 2008). By the 19th and 20th Centuries, Jean Baptiste Say defined entrepreneur as “the entrepreneur shifts economic resources out of an area of lower and into an area of higher productivity and greater yield”. Some scholars defined an entrepreneur as “someone who specializes in taking responsibility for and making judgmental decisions that affect the location, the form, and the use of goods, resources, or institutions” (Hebert, & Link, 1989). Entrepreneurship is manifested in creative and innovative people who are always looking for new opportunities, trying to use the benefits of a favorable environment for development (Mare, & Alecsandri, 2013). The Entrepreneur as an excellent expert in operating management is a scarce resources which presents a very high human resource capital value, and plays an important role in the economic development of societies (Huiyuan, & Hua, 2008).

Hence, the researcher can conclude that being an entrepreneur means business owners plan the business process and control the business at every point themselves, with manufacturing resources brought in to do the most effective manufacturing. This can create new innovations by taking acceptable risks which aim to gain profit from entrepreneurs' own business including building customer relationships and business networking.

In Thailand, entrepreneurship also plays a crucial role in the Thai economy. A report of the Office of the National Economic Development Board (NEDB) showed that, in 1997 the Thailand economic crisis affected the economics seriously for architecture, industries, services, and finances which resulted in the Gross Domestic Product (GDP) to decrease to 18 percent and then continue to rapidly decrease to 10.2 percent in 1998. Since that period, the Thai economy has suffered immensely from that burnout, without any back-up or compensation plan. The effects of the economic crisis in Thailand in 1997 forced all large to small companies to face a huge decrease of consumers. This caused the supply chain to decrease continuously often causing bankruptcy. Moreover, unemployment increased, including that of new graduates. As noted in a report by Pikul Rukhapun, the Thai economic crisis in 1997 created about 1.13 million unemployed which increased further in 1998. Hence, high quality and professional workers became unemployed from this damage situation, although they were skilled and highly competent. Some of them used their experience and skills to become entrepreneurs instead of an employees, in order to employ themselves and support other staff and employ others in new businesses by setting up SMEs (Small and medium-sized enterprises). The report of the office of SMEs Promotion (OSMEP) showed that the number of new SMEs registered in January 2014 was 5,317, which was 83 percent higher when compared to the number in December 2013. Most registrations of new businesses fell within four specific business types: 1) property and landlord services; 2) industrial and devices distribution; 3) administration and management advisory; and 4) construction material accordingly.

In previous research, competencies were defined as the skills necessary for an entrepreneur to become successful (Baron, & Markman, 2003; Cooney, 2012; Quader, 2012). However, every year, many more new businesses either succeed or fail, once they find that investment is not the major factor, but competence of each entrepreneur

and style matters more instead. Boyatzis (1982) stated that competence is an underlying characteristic of a person which consists of an effective mix of motives, traits, skills, aspects of one's self-image or social role, or body of knowledge used by an individual. Given the complexity of today's business environment in the new media age, one of the most important competencies of the entrepreneur is technology skills. Scholars have previously suggested that the one particular skill that entrepreneurs need to progress the business with are technology skills. Danneels (2002) indicated that for an innovative product to be successful, product innovation for a company must link technological skills, such as technology competence and process know-how, with customer competence such as knowledge of customer needs.

Entrepreneurs who have technology skills can adapt IT knowledge and implement it in their business; for example, by connecting the market through e-markets, such as e-commerce, e-mail, or websites. Moreover, companies are improving their social technology skills such as social media, which enable them to enhance operations and exploit new market opportunities. One type of critical internet-based technologies that has become increasingly significant in business is social media technology, which will be discussed further in the next part.

2.2 Social Media (SM)

Kaplan and Haenlein (2010) described social media as the “application group on the internet which create the thinking system to be baseline of social and technology by the Web2.0 concept and open for the people to share and exchange the information”. Also, Kalia (2013) stated that social media is a concept that has given people a common platform for sharing their news, views and opinions regarding the happenings around them. Social media is also being used by the advertisers and companies for their promotions; by professionals for searching and recruiting; by students for internships; by amateurs for professional work; by parents and educators as social learning tools. Further, Thatthanun Pumnuch (2012) defined social media as the public space where the member can be any gender, age, race, religion, education, occupation and small group from all around the world. They are the communicators or authors of the story, of their experience, an article and a picture which members wrote

or took by themselves or found from another media source and shared with other people in their social network via the internet and social media. Online networks have been experienced rapid growth, creating a technological evolution. Therefore, the researcher concludes that social media is the online connection which has the user as the communicator or writer of a story, of an experience, by sharing written messages, pictures and videos which the authors made by themselves or found in other media with other people who are customers, networking and other people in their network via online social networks. Nowadays, this communication will be undertaken via the internet and mobile phones much more often than in the past.

Social media is first a widespread media platform, designed to emphasize and foster social relationships. This is not different from people in the past who would talk about the news with their neighbors, with the most interesting stories becoming 'the talk of the town.' But when it is used online, media is shared very easily by effective content sharing strategies. Second, social media is a change from the one way of information distribution by old media (one-to-many) to a conversation that can have many participants many-to-many) which can be the network group to talk in an interactive environment together or sharing opinions on products or services with no-one to control the conversation details, even the information producer, because information receivers can participate by adding more comments or even correct the information themselves. Third, it is a type of media which changes people from being information consumers to content producers. Social media comes at either no or low cost and gives everybody the chance to produce information and distribute it to others. If producers' information impact large number of the people, then they will be influencers. Especially in marketing, they can convince followers to easily make the decision to buy the product or service.

Social media has been widely and extensively used by people around the world. ComScore (2011) reported that that internet users consumed 19% or 1 of 5 of their online internet log in using social networks. This number increased from 7% in 2007. In Thailand, Yupin Pitayavatanachai (2013) found that the direction of consumer behavior in the Bangkok area is changing towards more multichannel shopping, with consumers using catalogues, the internet, smart phones and social networking. Moreover, a recent report by a Thai social network user posted in

“Marketeer Magazine” in May 2014 showed that the number Facebook users in Thailand is continually increasing to 28 million accounts, which is a 53 percent growth compared to the previous year. This means Thailand now has the ninth most active Facebook users in the world.

2.3 Application of Social Media in Business

Not only are people utilizing social media in their daily life, but they also apply social media to business activities as well. Schaupp and Belanger (2014) mentioned that companies are implementing social media for marketing, advertising, employee recruitment, and overall communications with employees, clients, and partners. Large global organizations’ recruiting operations use social media to advertise positions (Doherty, 2010) and screen applicants (Slovensky, & Ross, 2012). Marketing and advertising are the most widely recognized tools used as social media for all organizations, both large and small (Askool, & Nakata, 2011). Schaupp and Belanger (2014) suggested that businesses can communicate and share useful information through social media. Furthermore, Vongkaewpothong (2010) argued that in Thailand social media is now part of the era of broadband internet, both wired and wireless, including mobile internet which increased the number of internet users around the world to more than 3.2 billion (according to Committed to Connecting the World, 2015) people. The result is that businesses presently need to adjust and change their business strategies by using the social media to enhance their business potential.

In addition to the role of social media described by other scholars, this research project proposes another perspective initiated by the author, which is that social media can also be used in two main business areas: (1) Customer Relationship Management (CRM) and (2) Networking.

2.3.1 Using Social Media in Customer Relationship Management (CRM)

Many scholars have defined customer relationship management (CRM) as the continual management of customer relationships by focusing on customers and taking them into consideration all the time. CRM includes the ability to specify who the customers are, to classify the customers into different types, to recognize their

different needs and to interact with them appropriately and continuously. All of this is to acquire key information on customers, which can be applied to create products and services that can respond to the demand of each customer efficiently, with an aim to create customers' satisfaction and loyalty to the company (Ernst, Hoyer, Krafft, & Krieger, 2011). Additionally, the creation of the CRM system must also apply information technologies to enable customer service to become more efficient and to allow data collection and data analysis regarding customer behaviors to be faster and more systematic. Besides this, the application of technologies in the CRM system helps reduce the organization's expenses and increases its competitiveness, resulting in positive corporate image (Payne, & Frow, 2005; Trainor, 2012).

Peppers, Rogers, and Dorf (1999) established one of the most significant strategic models for CRM called IDIC in 2004. It consists of four operational steps, i.e., 1) Identify – the identification of customers; 2) Differentiate – the differentiation of customers according to their needs and their value for the company; 3) Interact – the interaction with customers and 4) Customize – the customization. This process will help analyze customers. Then, the result of the customer analysis will be utilized to create marketing tools for the creation of good relationships with customers. The first two tasks are done out of sight of customers and are therefore categorized as analysis. The last two require customer participation and, for that reason, are categorized as action, as noted in Figure 2.1 below:

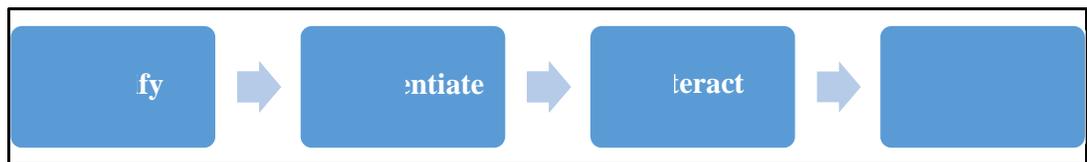


Figure 2.1 IDIC Model

Many scholars have discussed the four steps that are mentioned above (Muchsan, & Falahah, 2011; Padmanabhan, & Tuzhilin, 2003; Siddiqi, Akhgar, & Wise, 2006; Wilson, Daniel, & McDonald, 2002), which results in the following summary:

1) Identify is the identification of customers by collecting customer and company information such as customer names and contact information. This can be done by managing the customer database and collecting all necessary demographic information of the target customers, i.e., age, sex, education, residence, occupation or other details such as habits or individual interests. The customer database management will give the business the ability to hold the information and use it to define the future marketing strategy.

2) Differentiate is the differentiation of each customer's need. The company must differentiate its customers to identify which customers are generating the most value now and which offer most for the future, so that the company can concentrate on those who are generating more value. This also includes the differentiation of customers according to their individual needs. Different customers have different needs, and serving them in profitable ways requires more knowledge about their specific needs. Therefore, in this process, the company must make use of the database from step 1 "Identify" to differentiate customers so that the company will be able to provide both products and services which suit each customer's need.

3) Interact is the communication with customers such as talking face-to-face, by telephone or by using new communication technologies. The company must put an emphasis on communication with customers to ensure that its customers' expectations and their relationships with the brand are well understood. The company must interact with customers according to their needs and the value that they provide. Direct interaction with customers makes them feel that the company pays attention to them and wants to serve them individually. Hence, constant interaction with customers will enable the company to acquire customer information and understand their desires. It will also help to create customer loyalty and long-term customer-company relationships. For instance, if the company has the information from step 1 and step 2, it will be able to communicate with the customers about its new, updated products or services. The company can also contact the customers to ask about their

satisfaction after purchasing or using products or services, which shows that the company cares about their feelings and their needs. It also shows the company's sincerity in its attempt to develop and improve its products and services.

4) Customize means the response to the needs of individuals or groups by allocating or classifying products or services to suit the specific needs of customers. It can also be the clear identification of activities which will be applied to each target customer or each group of target customers such as the organization of special activities for each group of customers or, for example, the offering of special discounts for each customer. Therefore, using the information from step 2, the company differentiates its customers according to their personal values and needs. After that, the company customizes not only its products according to the customers' needs and values but also its offers and communications to ensure that the expectations of customers are met.

2.3.1.1 Applying Social Media with CRM

The above information is the traditional customer relationship management (CRM). However, since social media has now become popular, many organizations have started to pay more attention to the creation of conversations and relationships with customers through social media or social CRM. Research results by Baird and Parasnis (2011a) noted that social customer relationship management (Social CRM) means the creation of relationships with customers via social media. It is a tool which has started to play a role in assisting the traditional customer relationship management, allowing the communication and the building of relationships to become more efficient. It enables organizations to individually and immediately interact with its customers online, resulting in fast communication and information sharing, which allows organizations to respond to customers' needs accurately. Besides this, customers can access companies' data conveniently at any time. Thus, the application of social media with CRM according to the four-step procedure starts from step 1 and step 2 since a company needs to analyze its customer data first. The four steps are presented in more detail below:

The first step of Identify is the collection of customer data to prepare a comprehensive customer database. For example, Roosendaal (2011) mentioned the use of Facebook to contact customers that click the "like" button on a company's

website page or comment on the company's products. When customers do this, the company will be able to view the profiles of the customers on the company's page and access their basic information such as age, occupation, work experience, education level or their "likes" of products on other pages. Meanwhile, Hu, Manikonda, and Kambhampati (2014) stated that Instagram is another popular type of social media. After customers click "follow" on the name of a company because they are interested in its products, services or activities and the company clicks "accept" to allow those customers to become its followers, the company can also view the customers' profiles. The customers' information can be used to add to the company's database. The information thus acquired can also be used to differentiate each customer in the second step of Differentiate, which is the differentiation of each customer's need. After the company has acquired the information of customers in step 1, the data can be used to analyze each customer's behavior and classify customers into groups according to their value to the company. The database can be created as a Word file or an Excel file or by using a specific program of the company. For instance, the company may classify its customers into groups according to their liking; for example, they can see which female customers click "like" on Facebook or follow an Instagram account of a cosmetic product or which male customers click "like" on Facebook or follow Instagram accounts of mobile device makers. Afterwards, if the company launches new products, it can offer products tailored to each customer in each group.

After the company has analyzed basic information and differentiated each customer's need, step 3 and step 4 will concern the use of social media. The company can take action or contact its customers to form relationships with them continuously and create long-term satisfaction among its customers. The third step of Interact is the contact with customers. For example, the company uses social media as the media to communicate with its customers by interacting with them through blogs, status updates on Facebook and a discussion forum on Twitter. Apart from the use of social media to communicate with customers, sometimes the company may also receive good feedback or comments which could be used to improve its products or services (Castronovo, & Huang, 2012; Hennig-Thurau et al.; Trainor, Andzulis, Rapp, & Agnihotri, 2014). In the last step of Customize, the company uses the data which

has been classified according to each customer's need and offers products or services which suit each customer or group of customers via social media. For example, after the company has gathered information of customers who like the same product, the company can create its own customized profile and share important information in its own brand community. Following this, the customers in the company's database will be invited to click "like" on a fan page which has a specific group of customers, making it convenient for the company to present the same type of products that target customers might all like (Castronovo, & Huang, 2012). Furthermore, according to an interview with a Thai digital marketer, the company can use Facebook to send product or service information which suits its customers' needs by sending pictures, files with product details or videos to each customer's personal inbox. This method is useful because the company is able to present products or services that customers want directly and rapidly. Also, the company will be able to immediately receive comments from the customers about whether they like or dislike the products. If the customers like the products on offer, the sales can be closed. However, if the customers do not like the products, the company can use the information to improve the products and present them to the customers again in an adapted form.

2.3.2 Using Social Media in Networking

The second point of Networking is defined as creating a group of associates and partnerships or acquaintances and keeping it active through regular communication for mutual benefit. Misner (2012) defined networking as the process of developing and using one's contacts to increase their business, enhance knowledge, expand influence or serve the local community. Also, Coviello and Munro (1995) mentioned that the meaning of networking is a system of relationships among suppliers, competitors and private and public support agencies. Hence, the researcher can conclude that networking is the link between a people group or organization who is willing to share information or do the activities together by organizing the structure of the network with people's freedom, implementing equality based on their human rights, respect, trust and sympathy for each other.

Recently, many entrepreneurs have used online social media such as Facebook, Twitter, Myspace and YouTube, to communicate with customers, with

business networking being one of the most important factors for doing so. Similarly, O'Murchu, Breslin, and Decker (2004) specified that each business can communicate and share useful information between organizations. Moreover, Lacho and Marinello (2010) argued that a business can use social networks to find potential partners and collaborate on projects with networking. For example, internet forums are a form of social media. Forums are networking spaces to discuss areas of interest and have opinions and provide information or recommendations related to the company's products or services.

2.4 Theoretical Background

This research project is based on four main theories, which are: (1) the Resource-Based View (RBV); (2) Upper Echelon Theory; (3) Corporate Strategy; and (4) Organizational Isomorphism Theory. Detailed explanations of each theory are provided below.

2.4.1 Resource-Based View (RBV)

The Resource-Based View of the firm continues to grow in the field of business policy and strategy. RBV means that the business performance is determined by the internal nature of the organization resources. Barney (1991) suggested that the sustained competitive advantage derives from the resources and capabilities that a firm controls. Barney argued that critical resources must have four main characteristics, being: valuable, rare, imperfectly imitable, and not substitutable. These resources and capabilities can be viewed as bundles of tangible and intangible assets, and include a firm's management or entrepreneur skills, its organizational processes and routines, and the information and knowledge that it controls (Barney, & Zajac, 1994).

Moreover, Wright, McMahan, and Williams (1994) concluded that the resources include all assets, capabilities, organizational processes, firm attributes, information and knowledge controlled by a firm that enables the firm to conceive and implement strategies that improve its efficiency and effectiveness. Barney separated the resources into three categories: (1) physical capital resources; (2) human capital

resources; and (3) organizational capital resources. Physical capital resources consist of the firm's plant and equipment, technology and geographic location. Human capital resources include characteristics such as the experience, judgement and intelligence of the individual managers and workers in the firm. Organizational capital resources consist of such things as the firm's structure, planning, controlling and coordinating systems, and the informal relations among groups within the firm and other firms in its environment.

Another research project, undertaken by scholars Das and Teng (2000), presented the perspective that the RBV means that the firms need to seek a strategic fit between their internal characteristics (strengths and weaknesses) and their external environment (opportunities and threats). Considerable emphasis has usually been given to a firm's competitive environment and its competitive position. In dissimilarity to external emphasis, the resource-based view embodies a different approach, which is more important to the internal aspects of a firm than the external side.

Focusing on the resource based view theory of entrepreneurial businesses, Alvareza and Busenitz (2001) discovered that entrepreneurs have individual-specific resources that facilitate the recognition of new opportunities and the assembling of resources for the venture. Therefore, focusing on resources, from opportunity recognition to the ability to organize these resources into a firm can lead to the creation of heterogeneous outputs that are superior to the market. Therefore, businesses needs to develop and plan within their existing resources to respond to the external environmental factors and create the competitive advantage in the work process, organizational identity, information technology, experience, knowledge and technology. The capability to plan and combine existing different resources allows businesses to achieve their goals. For example, Newbert, Gopalakrishnan, and Kirchoff (2008) argued that an entrepreneurial capacity and entrepreneurial management are important capabilities that help in building competitive advantage for firms in the strategic management theory of RBV.

2.4.2 Upper Echelon Theory

The Upper Echelon Theory (UET) is defined as “the organization as a reflection of its top managers” (Hambrick, & Mason, 1984). Hambrick and Mason aimed to present the two important points of the theory: First, they claimed top managers act on the basis of their personal biases, experiences, and values. If anyone wants to understand why act organizations a certain way, it is necessary to understand the people at the top. Secondly, the characteristics of the entire top management team (TMT) will be far more predictive of organizational outcomes than those of individual top executives (CEO) alone. In addition, Hambrick and Mason proposed that managers’ characteristics (e.g. demographics) also influence the decisions that they make and therefore the actions adopted by the organizations that they lead.

In the existing research literature, the characteristics of top management were listed in terms of demographic attributes such as gender, social skills, educational background, and working experience. Various scholars related to these characteristics, such as Wiersema, and Bantel (1992), who found that education levels of top executives were positively associated with strategic portfolio changes in a large sample of diversified firms. Boal, and Hooijberg (2001) discussed social intelligence, explaining that upper levels of the organization are not only concerned with the internal functioning of the organization, but also with the larger marketplace or in the community and society as a whole. Black (1997) found support for her expectation that the international experiences on international environment and exposures of TMTs would be associated with the subsequent internationalization of their firms’ strategies as well as the performance from such international initiatives. Also, Dwyer, Richard, and Chadwick (2003) found that TMT’s gender diversity interacts with organizational culture and growth orientation in affecting organizational performance. It seems true that there are various reasons to believe that the demographic diversity that is represented in upper echelons should have positive consequences for diversity-related issues within organizations.

Entrialgo, Fernández, and Vázquez (2000a) suggested that the personal characteristics of entrepreneurs and managers influence the direction of their company, matching the company's activities with their personal skills. This seems necessary for a company's success and is even more important for SMEs. Chuang,

Nakatani, and Zhou (2009) found in their research that, based on the UET, a CEO's characteristics in the compositions of age and education had a significant positive influence on the extent of IT adoption in SMEs. Hsu, Chen, and Cheng (2013) concluded that characteristics such as age, educational level, international experience and duality of the CEO have moderating effects on the relationship between internationalization and company performance. It was also found to have significantly stronger powers of predicting the extent of adoption of IT. This finding provides some evidence about the contribution of entrepreneurial characteristics on the adoption of social media in business, which will be discussed in the next section.

2.4.3 Corporate Strategy

Competitive business strategies consider the profitability of a business, and how it differs from other competitors in terms of the efficacy, speed of response to the customer, products and services with a unique added value, which is stronger than other competitors. Porter (1997) identified two generic strategies which are cost leadership and service differentiation. They can be used by a business to gain competitive advantage in the market.

2.4.3.1 Cost Leadership

According to Porter (1997), cost leadership strategy, which is the most commonly adopted strategy, involves the ruthless pursuit of economy and efficiency in all business operations with the aim of providing the product or service to the buyer at the lowest possible price. This means that this strategy is the product and service is offered to the big market consumer at a lower price than that of the competitors. Generally, if companies decide to choose a cost leadership strategy, advanced technologies to increase efficiency in order to lower the overall costs need to be adopted. Broderick, and Boudreau (1992) proposed that the ability of technology to improve management decisions with better information had also been demonstrated to reduce the inventory cost and the time needed to meet production and delivery targets. To illustrate this, Schaupp and Belanger (2014) stated that businesses can deploy social media as technology to communicate with customers to reduce operating costs that are incurred from using more traditional communication channels. Furthermore, Bughin, and Chui (2010) suggested that social media can be used for advertising and promotion, to help reduce overall marketing expenses.

2.4.3.2 Service Differentiation

Porter (1997) noted that the aim of generic competitive strategies for businesses which use differentiation strategy is a unique product and more distinguished service than the competitors. Business owners who choose this strategy focus on service, which will make consumer service differ from any business in the same industry. To achieve differentiation strategy, companies must have a specific kind of technology, brand image design, service characteristics, or customer service before and after the purchase. Chenet, Dagger, and O'Sullivan (2010) emphasized the point that entrepreneurs who implemented the service differentiation strategy were motivated to offer exceptional service, superior to their competitors, in order to create more customer satisfaction. In addition, Castronovo, and Huang (2012) found that social media is a platform that facilitates quick interaction among users. It can be a channel through which the company can easily communicate and provide instant responses to customers to increase customer satisfaction. Moreover, as a CRM tool, companies can use social media to tailor personalized messages, marketing campaigns, and useful information to each customer group more effectively (Castronovo & Huang, 2012; Hennig-Thurau, et al., 2010; Trainor, Andzulis, Rapp, & Agnihotri, 2014). Finally, Porter (1979) presented the view that high levels of service quality also drive differentiation, which can operate as a competitive advantage for businesses.

2.4.4 Organizational Isomorphism Theory

DiMaggio, and Powell (1983) stated that institutional isomorphism considers “the major factors that an organization must take into account are other organizations”. In addition to competing for resources and customers, organizations are competing for political power and institutional legitimacy for social and economic rewards. The implications of this theory are that organizations may base their decisions on one or more of the following mechanisms: (1) they may experience pressure from other companies upon which they are dependent; (2) they may mimic other companies within their sector that they perceive to be successful; and (3) the professional associations may exert pressure on the companies by establishing a cognitive base and legitimation for the autonomy of the industry. Also, Venard (2009)

mentioned that organizational isomorphism is “the tendency of firms to model themselves on other organizations’ behaviors”. Essentially, firms may imitate the conduct of other organizations because of the pressure to conform due to market competition or because they believe that such conducts are beneficial (Li, & Ding, 2013; Mizruchi, & Fein, 1999).

2.5 Hypotheses Development

The hypotheses development is associated with social media used in the business aspects of corporate strategy, environmental context and entrepreneurial competence.

2.5.1 Cost Leadership and Using Social Media

This research proposes that companies which emphasize cost leadership strategy are more motivated to apply social media use in business. Porter (1997) stated that if the company decides to choose a cost leadership strategy, it has to reach a lower cost of a product or a service than that of its competition, for which they tend to adopt the most advanced and efficient technologies used in business. Social media can achieve this objective. Schaupp and Belanger (2014) suggested that businesses are implementing social media as technology to network and communicate with customers and also to reduce the overall operating cost. For example, a business can send a file or a document to a customer via social media to help the company reduce the cost of paper. Furthermore, a marketing company can focus on using social media campaigns to reduce costs. Bughin, and Chui (2010a) presented the view that companies using social media reduce their marketing expenses. For example, public relations firms use social media such as Facebook for free advertising and to promote events. Given all the supported details, the following hypotheses are presented:

Hypothesis 1: Cost leadership is positively associated with using social media in CRM.

Hypothesis 2: Cost leadership is positively associated with using social media in Networking.

2.5.2 Service Differentiation and Using Social Media

The author proposes that companies that emphasize on service differentiation strategy are more motivated to apply social media use in their business. Entrepreneurs use the service differentiation strategy to offer exceptional service, better than other competitors, in order to obtain an improvement of customer satisfaction. Chenet et al. (2010) found that service quality had an impact on trust, differentiation and good relationship outcomes. Moreover, service differentiation has an important impact on a business in terms of service quality, trust and client commitment towards the firm. Social media can be used by a business to deliver excellent service to customers. For example, on social media such as Twitter, customers expect quick responses. As a result, businesses dedicate full-time employees to the service job of responding to customers and potential customers on Twitter. Fogg and Iizawa (2008) presented the argument that businesses use Facebook to persuade users to take quick action with comments. Similarly, Kandampully (2002) proposed that businesses interact with their customers and business partners using technology to provide services instantaneously across international borders. Based on the above discussion, the following hypotheses are proposed:

Hypothesis 3: Service differentiation is positively associated with using social media in CRM.

Hypothesis 4: Service differentiation is positively associated with using social media in Networking.

2.5.3 Competitive Pressure and Using Social Media

This research project proposes that competitive pressure can be the reason that motivates a company to use social media in business. Sometimes, entrepreneurs need to use social media because of competitive pressure they face in the market. Zhu and Kraemer (2005) and Schaupp and Belanger (2014) mentioned that the competitive pressure on an environmental context happens when the firms are experiencing tough competition in markets affected by direct competition. Therefore, competitive pressure can happen when companies try to compete in changing the competitive landscape. For example, "Marketeer Magazine" in May 2014 stated that the number of social media users, both consumers and businesses, in Bangkok has increased. For

this reason, more companies are beginning to use social media in order to create more opportunities in the market. Therefore, the increase in the number of companies using social media can create competitive pressure for other firms to use social media as well. If they do not, they can lose the opportunity to gain access to customers. This situation can be explained by the organizational isomorphism theory when, if a company is under pressure from other organizations, they often decide to mimic and copy from other organizations (DiMaggio, & Powell, 1983; Lai, Wong, & Cheng, 2006). Based on the above information, the following hypotheses are proposed:

Hypothesis 5: Competitive pressure is positively associated with using social media in CRM.

Hypothesis 6: Competitive pressure is positively associated with using social media in Networking.

2.5.4 Social Competence and Using Social Media

The author proposes that social competence of entrepreneurs could explain the degree to which social media is implemented in a business. The lack of the interpersonal communication in social media may create more difficulties for people to interact as compared to face-to-face communication. In such cases, the entrepreneurs have to have social skills in order to be effective communicators in social media. Baron, and Markman (2000) suggested that entrepreneurs who have high social competence may be more successful in gaining the trust and confidence of persons with whom they interact with. In the case of CRM and Networking, Kaplan, and Haenlein (2010) indicated that if a firm has decided to utilize social media applications, awareness of three important points concerning social skills is needed. The first is being active. Entrepreneurs must be active in responding to customer needs. The second skill is being interesting. Entrepreneurs need to find interesting information, enjoyable stories and some valuable content to communicate with people. Thirdly, entrepreneurs have to be honest and respect the communication with customers and partners. It can thus be hypothesized that the social skill of entrepreneurs can help them become more effective in using social media in CRM activities and Networking (Baron, & Markman, 2000; Fragouli, & Noutrixa, 2014). This leads to the following hypotheses:

Hypothesis 7: Social competence is positively associated with using social media in CRM.

Hypothesis 8: Social competence is positively associated with using social media in Networking.

2.5.5 Marketing Communication Competence and Using Social Media

Marketing communication competence is important for the effective use of social media in CRM and Networking. Entrepreneurs who have marketing communication skills, can craft messages and present products or services to customers. For networking, the marketing communication skill is also important for an entrepreneur to use social media to communicate the product information with partners. Kiselicki (2013) mentioned that if the entrepreneurs have marketing communication competence, they can create new content for their social media platforms. Schaupp, and Belanger (2014) wrote about companies implementing social media as technology for marketing, advertising and overall communications with customers, suppliers and partners. For example, these companies provided updates about their products and services on social media such as Facebook and Instagram and also designed posters of their products on social media. These activities cannot be performed effectively without a marketing communication skill. This leads to the following hypotheses:

Hypothesis 9: Marketing communication competence is positively associated with using social media in CRM.

Hypothesis 10: Marketing communication competence is positively associated with using social media in Networking.

2.5.6 Technology Competence and Using Social Media

Generally, using social media in businesses requires entrepreneurs to have technology skills. These skills help entrepreneurs manage the IT systems effectively, to develop new innovations and increase the business potential. Bassellier, Reich, and Benbasat (2001) stated that a manager with IT competence can use this skill to develop new IT opportunities and behave proactively in the business world. In a related study, Askool, and Nakata (2011) suggested that an entrepreneur with

technology competence can adopt social media in their business. Therefore, technology competence is crucial for business owners and managers to support social media applications in business activities.

Thus, these hypotheses are presented:

Hypothesis 11: Technology competence is positively associated with using social media in CRM.

Hypothesis 12: Technology competence is positively associated with using social media in Networking.

2.5.7 Using Social Media and Cost Reduction

This research project suggests that using social media in business can lead to cost reduction. Some scholars have previously suggested that technology can be adapted in businesses for cost reduction. For example, Davenport, and Short (1990) stated that businesses are able to use technology in marketing to achieve cost saving. For example, a company can post a banner advertisement on social media sites, a technique that can directly target interested consumers and save the company a significant amount of money. Schaupp, and Belanger (2014) and Woo, Hsu, and Wu (2001) mentioned that using social media as technology in business can potentially reduce costs such as travel expenses and operating costs. For example, it is possible to reduce business travel costs by using a video call technology on social media to hold meetings with people. Therefore, these hypotheses are proposed:

Hypothesis 13: Using social media in CRM is positively associated with cost reduction.

Hypothesis 14: Using social media in Networking is positively associated with cost reduction.

2.5.8 Using Social Media and Market Expansion

This author presents the concept that social media can help a company expand the market. Scholars have previously suggested that businesses use social media to develop their market expansion to customers and broad networks. For example, Sørensen and Shklovski (2011) stated that new technological devices and social media tools have increased the speed of making contact with customers and partners,

while Chang (1997) suggested that a company can use technology to reach new markets and new customers. An example of this is that a business can share interesting content on their social media sites, so the business will then attract more followers. Lai (2011) concluded that the internet as a technology has given companies a chance to stay connected to people in different geographic territories. Also, the availability of high-speed internet access has created a powerful base from which to expand the customer base. Moreover, Overby, and Min (2001) concluded that the emergence of internet commerce is presenting a significant challenge to internationalization. Based on the above information, the following hypotheses are proposed:

Hypothesis 15: Using social media in CRM is positively associated with market expansion.

Hypothesis 16: Using social media in Networking is positively associated with market expansion.

2.5.9 Cost Reduction and Firm Performance

Cost reduction is believed to increase a firm's performance. In many industries, firms compete in the market by keeping their cost control (Porter, 1997). Specifically, Woo et al. (2001) and Zhu and Kraemer (2002) agreed that cost reduction is one of the key indicators of firm performance, because lower cost can help a firm increase the profitability. Similarly, Amoako-Gyampah and Acquah (2007) presented the view that to achieve higher business performance, companies need to focus on cost control to achieve and maintain profitability. This leads to the following hypothesis:

Hypothesis 17: Cost reduction is positively associated with firm performance

2.5.10 Market Expansion and Firm Performance

Finally, market expansion is identified as being a potential opportunity to enhance a firm's performance. Bang and Joshi (2008) mentioned that market expansion strategy is used to stimulate the primary demand to help speed up overall market growth and increase the performance of companies. Jung (2007) concluded that market expansions provide companies with the benefits as a way to gain

competitive advantage. These benefits have a positive impact on the firm's overall performance. Therefore, this hypothesis is proposed:

Hypothesis 18: Market expansion is positively associated with firm performance.

Table 2.1 Summary of All Research Hypotheses

No.	Research Hypotheses
Hypothesis 1	Cost leadership is positively associated with using social media in CRM
Hypothesis 2	Cost leadership is positively associated with using social media in Networking
Hypothesis 3	Service differentiation is positively associated with using social media in CRM
Hypothesis 4	Service differentiation is positively associated with using social media in Networking
Hypothesis 5	Competitive pressure is positively associated with using social media in CRM
Hypothesis 6	Competitive pressure is positively associated with using social media in Networking
Hypothesis 7	Social competence is positively associated with using social media in CRM.
Hypothesis 8	Social competence is positively associated with using social media in Networking
Hypothesis 9	Marketing communication competence is positively associated with using social media in CRM
Hypothesis 10	Marketing communication competence is positively associated with using social media in Networking
Hypothesis 11	Technology competence is positively associated with using social media in CRM
Hypothesis 12	Technology competence is positively associated with using social media in Networking

Table 2.1 (Continued)

No.	Research hypotheses
Hypothesis 13	Using social media in CRM is positively associated with cost reduction
Hypothesis 14	Using social media in Networking is positively associated with cost reduction
Hypothesis 15	Using social media in CRM is positively associated with market expansion
Hypothesis 16	Using social media in Networking is positively associated with market expansion
Hypothesis 17	Cost reduction is positively associated with firm performance
Hypothesis 18	Market expansion is positively associated with firm performance

CHAPTER 3

RESEARCH METHODOLOGY

This chapter describes the method and the techniques that were used to analyze the collected data, when social media can be used for management media benefiting entrepreneurs and businesses to succeed in having a competitive advantage in the market.

3.1 Research Context

The author collected the data from SMEs (Small and Medium-sized Enterprises) in Thailand. Thailand is suitable to be the research context of the study because Thailand has seen large increases in social media adoption and the emergence of social business models. As Thailand continues to develop as an emerging leader in Southeast Asia, social media will play a significant role in the development of the country's key industries, markets and businesses. Thailand closely follows the social media platform trends seen globally, with Facebook, Google+ and Instagram among the most popular social networks. In 2013, Facebook users in Thailand reached 24 million, with over 7.1 million Likes shared each month and over 5.5 billion messages sent. Bangkok remains one of the top cities in the world in terms of the total number of Facebook users (Kritsch, 2014).

Various kinds of social media have been used by entrepreneurs and businesses alike to foster good relations with customers. Social media have also been used for networking, resulting in good relationships as well as strong management competition, creating and cultivating networks at the same time.

3.2 Sample Selection

The sample in this research is a non-probability sampling, a type of convenience sampling. The subjects of these samples are small business entrepreneurs

who use social media to sell products. Data was obtained by collecting samples from 220 shops and by choosing shops that sell best selling products on the internet in four main categories: 1) clothing and accessories; 2) IT/cellphones; 3) health and beauty; and 4) others, where the shops had chosen to also sell other fashionable product categories, such as baked goods, products for children and bedding sets. The products mentioned above are highly popular and easily sold. The locations used to collect the samples are seven department stores and famous markets in Bangkok that contain the most shops with e-commerce: Siam Discovery Plaza, Villa Market (J-Avenue Thonglor branch), Train Night Market at Ratchada Road, Train Night Market at Srinakarin Road, Fortune Town Department store, Central Plaza Rama 2 and Central Plaza Rama 9. The researcher conducted a pre-test with samples of 40 shops before conducting an actual survey in order to check the reliability and accuracy of the survey. For the questionnaire development, the researcher used a self-administered questionnaire survey to collect the data. The questionnaire with a cover letter and envelope was sent out to the correspondents.

3.3 Questionnaire Development

The author used a questionnaire as the measurement tool for this research. The author's approach to determine the structure of the questionnaire and the process to create the questionnaire are as follows:

1) Step 1 The author created the questionnaire starting from the consideration of the objectives of the research and the variables which would be measured by analyzing the conceptual framework for the research, as well as the assumptions and related theories. Afterwards, the topics were arranged according to the concept of the research which had been set up.

2) Step 2 The author both open-ended questions and close-ended questions, but opted for this research to use close-ended questions exclusively. Close-ended questions concern a variety of variables that the author has provided the answers for the respondents to choose from based on the designated answer scales only. The author used Likert-type rating scales to measure the view of the owners or the managers who could best give information about the application of social media to

help manage businesses. Likert scales are commonly used to measure attitudes, providing a range of responses to a given question or statement. All measures used five-point Likert scales. There were 5 categories of response, i.e., 1 = absolutely disagree/lowest to 5 = absolutely agree/highest. The Likert scale is commonly used in business and marketing research (Gliem, & Gliem, 2003).

3) Step 3 This step was the drafting of the questionnaire. Once the author was aware of the attributes or the topics which would be measured and had determined the types of questions which would be included in the questionnaire, the author then wrote the questions to cover all the topics that would be measured. Each topic needed to contain at least 3 questions since the author used statistical software which needed at least 3 questions to process any calculations. Additionally, the author arranged the questions in each topic by making them continual and related to each other to make it easier for the respondents to understand and respond to them.

4) Step 4 In this stage, the author improved the questionnaire by submitting the draft of the questionnaire to the academic research experts in this field to check the questions are neutral and present no bias or any ambiguity in the wording. Also, the draft was given to 15 business owners or entrepreneurs who use social media to run their businesses to review and try to understand the questions. The questionnaire was then improved based on the suggestions from the experts and the business owners/entrepreneurs. In the last page of the questionnaire, the author also added a request for the name and the e-mail of each respondent. In a case where the respondent wanted to have a copy of the research conclusion, so that copies could be e-mailed to interested respondents.

5) Step 5 After improving and editing the questionnaire according to feedback from the experts and the entrepreneurs, the author conducted a pre-test with a sample of forty shops in Bangkok, Thailand before conducting an actual survey in order to check the reliability and accuracy of the survey. After conducting the pre-test, the results showed that the questionnaire did not have any flaws or errors to correct. Therefore, the author proceeded to print out the questionnaire for the collection of data from the target group in an actual survey. A total of 280 copies of the questionnaire were sufficient for the number of targets that the author wanted to collect information from. Besides that, 20 extra copies were printed out in case some copies were damaged, lost or not returned to the author.

3.4 Control Variables

For the controlled variables, firm-specific and external factors that might affect cost reduction outcome, market expansion outcome, and firm performance satisfaction were included in the analysis. Certain firm-specific factors included the firm's age (measured by the number of years that the firm had been established), firm size (measured by the number of full-time employees), and social media sales intensity (measured by the percentage of social media sales to total sales). External factors that affected the outcome variables included business competition intensity, high labor cost problem, the financial liquidity problem, and unpredictable market trend changes. These external factors were selected because they had been widely experienced by the majority of Thai firms during the time of the data collection. The subjective perception of business competition intensity was measured by three issues using the five-point Likert scale. The three identified issues were: 1) the high labor cost problem; 2) the financial liquidity problem; and 3) unpredictable market trend changes, which were measured by a single item each and they were rated on the five-point Likert scale. All the questions that were developed by the authors are presented in the Appendix.

3.5 Statistical Analysis

The model will be analyzed using Partial Least Square (PLS) regression. The PLS method was originally developed in the 1960s for modeling paths of causal relation between any numbers of blocks of variables (Laitinen, 2006). It became popular first in chemo metrics, but has been used more extensively in many areas of business research over the recent years (Pertusa-Ortega, Molina-Azorín, & Claver-Cortés, 2010).

PLS regression is the statistical technique that was used for data analysis. The major benefit of PLS regression is that it does not require data to be normally distributed and it supports a smaller sample size for the analysis (Gefen, Straub, & Boudreau, 2000; Hair, Ringle, & Sarstedt, 2011). In addition, PLS regression was appropriate for this specific research study because the Jarque-Bera test of norm

(Jarque, & Bera, 1980), which was performed prior to the data analysis, indicated that all key variables in the hypotheses were not normally distributed, thereby making the PLS analysis able to provide more reliable results as compared to other covariance-based structural equation modeling techniques. The PLS regression analysis was performed in WarpPLS 5.0.

CHAPTER 4

RESULTS

This chapter first reports the characteristics of the data, and the descriptive statistics of the samples. Next, information regarding how the data was prepared and analyzed is provided. Finally, the results from the hypothesis testing are reported.

4.1 Data

The researcher distributed 258 questionnaires to SMEs in 7 selected places around Bangkok. The returning number of questionnaires was 220, and a calculation of the response rate equals to 85.27% of those. There were 217 questionnaires returned from shop-owners that were usable with no missing data, while the other three sets had incomplete information. Moreover, the average online sales proportion of the 217 stores is 72%. Table 4.1 below, reports the percentage of the questionnaires responding in each place. The descriptive statistics of the places are also provided in Table 4.1

Table 4.1 Descriptive Statistics of Places

Place	Number of questionnaires	Percentage
1. The event “Cupid Floats” at the Siam Discovery Plaza	37	17.1
2. Villa Market at the J-Avenue Thonglor	26	12.0
3. Train Night Market at Ratchada Road	31	14.3
4. Train Night Market at Srinakarin Road	29	13.4
5. The event “Online on Sale at the Fortune Town”	48	22.0
6. Central Plaza Rama 2	26	12.0
7. Central Plaza Rama 9	20	9.2
	217	100.0

Among the SMEs in the samples, 168 reported that they sold fashion clothes & accessories for women and men (77.42 percent), while 21 sold accessories for mobile phones (9.65 percent); 10 sold cosmetics & perfumes (5.11 percent); 7 sold baked goods (3.22 percent); 5 of them sold products for diet (3.22 percent); 4 sold products for children (1.84 percent) and 2 sold bedding sets (0.92 percent). The statistics of product types in business are shown in Table 4.2

Table 4.2 Product Types in Businesses

Product types	Number of businesses	Percentage
1. Fashion Clothes & Accessories	168	77.42
2. Accessories for Mobile Phone	21	9.70
3. Cosmetics & Perfumes	10	4.60
4. Baked Goods	7	3.22
5. Diet products	5	2.30
6. Products for children	4	1.84
7. Bedding sets	2	0.92
	217	100.0

Descriptive statistics about a firm's characteristics are shown in Table 4.3. The majority of firms in the samples are small firms. The age of the entrepreneur ranged from 20 to 61 years old with a mean value of 29.40 (standard deviation = 5.64).

The age of the firm ranged from 1 to 7 years with a mean value of 2.86 (standard deviation = 1.56). The firm size ranged from 1 to 5 employees with a mean of 1.90 (standard deviation = 0.78). Using social media in business ranged from 1 to 5 years with a mean of 2.16 (standard deviation = 0.93).

Table 4.3 Descriptive Statistics of Firm Characteristics

Firm characteristics	Min	Max	Mean	Standard deviation
Age (age of entrepreneur)	29	61	29.40	5.64
Firm Age (years)	1	7	2.86	1.56
Firm Size (number of full-time employees)	1	5	1.90	0.78
Using social media in business (years)	1	5	2.16	0.93

The information collected from 217 shops showed that the majority of businesses in the samples — 186 shops — selected Facebook as the first choice of social media in their businesses. Meanwhile, 82 shops selected Instagram and 2 shops selected Line as the first choice. Moreover, the larger number of businesses in the sample shows that 134 shops used Instagram as the second choice, and 116 shops used Line as the third choice. The statistics of the social media preferences for use in business are shown below in Table 4.4

Table 4.4 Descriptive Statistics of Social Media Preferences for Use in Business

Social media preferences	First choice (1)	Second Choice (2)	Third Choice (3)	Not selected (0)	Total of Shops
Facebook	186 shops	22 Shops	9 shops	-	217
Instagram	82 shops	134 shops	1 shops	-	217
Line	2 shops	38 shops	116 shops	61 shops	217

4.2 Model Assessment

Before estimating the structural model, a test of validity of the latent variables was performed to ensure that the instruments measured what they were supposed to measure and did not measure what they should not measure (Chin, 1998). Two types

of validity, convergent validity and discriminant validity tests, were conducted. First, the convergent validity aims to determine whether items in a given scale converge in a single construct. Convergent validity is evaluated using factor loadings. For convergent validity to hold, individual loadings for each construct should share more variance with the component score than with the error variance (Chin, 1998). Research results by Chin (1998) concluded that the minimum value should be greater than 0.70. However, Hair, Black, Babin, Anderson, and Tatham (2009) suggested that a minimum value of 0.50 is sufficient. The results from the convergent validity test indicated that the value of loadings were more than 0.50. However, the loadings of one indicator of market trend (Effect3) was lower than 0.50; therefore, this indicator was removed from the analysis. Factor loadings and cross-loadings are reported in Table 4.5 as presented below

Table 4.5 Combined Factor Loadings and Cross-Loadings

	Cost	Service	Pressure	Social	Mktcomm	Tech	CRM	Network	Costre	Mktexpa	Perform	Firmsize	Firmage	SMSale	Compet	Effect
Cost1	(0.87)	-0.03	-0.04	-0.11	-0.00	0.04	-0.06	-0.05	-0.01	0.05	0.01	0.01	0.02	-0.00	-0.10	0.01
Cost2	(0.82)	-0.18	0.05	-0.18	0.21	0.00	-0.07	0.05	-0.02	-0.07	-0.01	-0.08	0.10	-0.10	-0.12	0.06
Cost3	(0.70)	-0.12	0.00	-0.20	0.25	0.10	0.01	-0.01	-0.25	0.12	0.13	-0.18	0.02	0.28	0.02	0.03
Cost4	(0.67)	-0.04	-0.01	0.30	-0.22	-0.09	0.16	0.03	0.18	-0.09	-0.07	0.20	-0.03	-0.20	0.21	-0.06
Cost5	(0.71)	0.41	0.00	0.26	-0.29	-0.06	-0.00	-0.01	0.09	-0.01	-0.06	0.05	-0.14	0.03	0.09	0.03
Service1	0.15	(0.78)	-0.06	0.26	-0.21	-0.05	0.06	-0.01	0.03	0.10	-0.20	0.17	-0.17	0.02	-0.00	0.05
Service2	0.18	(0.68)	-0.03	0.31	-0.25	-0.12	0.17	0.05	-0.03	0.02	-0.12	0.08	-0.06	-0.20	-0.00	0.06
Service3	-0.13	(0.62)	0.00	-0.28	0.25	0.08	-0.24	0.08	-0.31	0.08	0.19	-0.22	0.31	-0.03	-0.17	0.04
Service4	-0.10	(0.65)	0.05	-0.44	0.39	0.16	-0.17	0.00	-0.02	-0.08	0.16	-0.20	0.39	-0.03	-0.05	-0.13
Service5	-0.13	(0.74)	0.04	-0.06	-0.10	-0.05	0.13	-0.09	0.28	-0.13	0.01	0.10	-0.37	0.21	0.21	-0.04
Pressure1	-0.00	-0.07	(0.94)	0.00	0.01	-0.02	0.07	0.01	-0.01	-0.00	0.02	0.01	0.09	-0.07	-0.00	-0.03
Pressure2	0.10	0.19	(0.73)	0.03	-0.06	0.08	-0.18	-0.00	0.08	0.01	-0.03	0.11	-0.27	0.17	0.17	0.07
Pressure3	0.00	-0.08	(0.92)	-0.03	0.04	-0.03	0.06	-0.01	-0.05	-0.00	0.00	-0.10	0.12	-0.06	-0.06	-0.02
Social1	0.08	-0.03	0.02	(0.84)	0.00	-0.05	-0.10	0.07	-0.14	0.14	0.08	-0.04	-0.05	0.08	-0.02	0.04
Social2	0.02	-0.01	0.10	(0.78)	-0.12	-0.01	0.07	0.02	-0.20	0.14	0.03	-0.09	-0.04	-0.02	-0.08	0.07
Social3	0.00	0.11	0.04	(0.80)	-0.07	-0.08	0.07	-0.04	-0.22	0.21	-0.03	0.22	-0.20	0.04	0.14	-0.04
Social4	-0.01	0.03	-0.12	(0.76)	-0.11	0.09	-0.05	0.07	0.20	-0.19	-0.00	0.01	0.07	-0.08	-0.01	-0.02
Social5	0.00	-0.11	-0.08	(0.62)	0.10	0.21	0.07	-0.07	0.11	-0.17	0.00	-0.17	0.19	0.11	-0.04	-0.09
Social6	-0.11	-0.02	0.01	(0.67)	0.27	-0.11	-0.05	-0.08	0.36	-0.22	-0.11	0.04	0.09	-0.13	0.01	0.03
Mktcomm1	-0.13	0.10	0.04	0.31	(0.76)	-0.00	-0.05	-0.02	0.01	-0.00	0.00	-0.06	0.15	0.04	-0.01	0.00
Mktcomm2	-0.08	0.03	0.00	0.39	(0.77)	0.02	0.00	-0.10	0.05	-0.04	0.00	-0.11	0.23	0.00	0.00	-0.05
Mktcomm3	0.14	-0.16	-0.05	-0.39	(0.76)	0.11	0.02	0.06	0.04	0.03	-0.07	-0.02	-0.00	-0.08	-0.08	-0.03
Mktcomm4	0.05	0.01	-0.01	-0.20	(0.75)	-0.09	0.07	0.05	-0.03	0.03	-0.01	0.16	-0.24	0.01	0.01	0.01
Mktcomm5	0.03	0.03	0.02	-0.13	(0.74)	-0.05	-0.05	0.00	-0.09	-0.01	-0.05	0.04	-0.15	0.02	0.02	0.07
Tech1	0.05	-0.05	0.01	-0.13	0.13	(0.88)	-0.12	0.05	0.02	-0.00	-0.02	0.06	-0.03	-0.03	0.02	0.01
Tech2	0.07	-0.08	-0.01	-0.16	0.10	(0.89)	-0.09	0.05	0.01	-0.03	-0.06	0.05	0.01	-0.07	0.02	-0.02
Tech3	-0.09	0.09	-0.00	0.14	-0.10	(0.88)	0.13	-0.05	0.07	-0.07	0.04	-0.03	-0.01	0.05	0.02	0.01
Tech4	-0.05	0.05	0.01	0.21	-0.19	(0.65)	0.13	-0.07	-0.15	0.14	0.05	-0.12	0.03	0.08	-0.10	-0.00
CRM1	0.20	-0.22	-0.05	0.16	-0.05	0.05	(0.61)	-0.17	-0.12	0.14	0.16	0.17	-0.17	0.08	0.03	-0.04
CRM2	0.16	-0.27	0.16	-0.14	0.17	-0.01	(0.60)	0.06	0.00	-0.19	0.15	-0.02	-0.03	0.02	-0.21	0.07
CRM3	0.01	-0.09	0.08	0.22	-0.17	-0.10	(0.81)	-0.21	0.15	-0.10	-0.06	0.13	-0.11	-0.03	0.10	0.00
CRM4	-0.00	-0.10	0.03	0.20	-0.13	-0.10	(0.83)	-0.20	0.08	-0.02	-0.00	0.10	0.00	-0.07	0.12	0.00
CRM5	-0.03	0.00	-0.04	0.24	-0.12	-0.19	(0.71)	-0.11	-0.00	0.02	-0.02	0.14	-0.06	-0.01	0.02	0.05
CRM6	-0.06	0.13	-0.10	-0.31	0.20	0.09	(0.68)	0.23	-0.04	0.04	-0.07	-0.29	0.23	-0.06	0.01	-0.04
CRM7	-0.16	0.39	-0.03	-0.21	0.00	0.14	(0.65)	0.19	-0.04	0.15	-0.09	-0.03	-0.10	0.21	-0.13	-0.00
CRM8	-0.08	0.17	-0.06	-0.29	0.17	0.19	(0.66)	0.30	-0.08	-0.02	0.00	-0.26	0.26	-0.09	-0.04	-0.04

Table 4.5 (Continued)

	Cost	Service	Pressure	Social	Mktcomm	Tech	CRM	Network	Costre	Mktexpa	Perform	Firmsize	Firmage	SMSale	Compet	Effect
Network1	0.00	0.03	0.03	-0.13	0.04	0.06	-0.09	(0.80)	0.13	-0.03	-0.02	-0.06	0.00	0.11	-0.01	-0.00
Network2	-0.04	0.13	-0.03	0.04	0.06	0.01	0.04	(0.54)	0.00	0.09	-0.06	0.30	-0.16	0.05	0.06	0.04
Network3	-0.01	0.08	-0.08	-0.02	-0.00	-0.13	0.04	(0.76)	-0.13	0.13	-0.03	0.20	0.17	-0.39	0.16	-0.12
Network4	0.01	-0.11	0.01	0.06	0.03	0.02	-0.08	(0.77)	0.05	-0.15	0.08	-0.15	0.11	-0.00	-0.04	0.00
Network5	-0.06	0.04	0.00	-0.01	-0.01	-0.01	-0.13	(0.77)	0.00	-0.09	0.04	-0.17	0.11	0.06	-0.15	-0.00
Network6	0.10	-0.19	0.07	0.09	-0.14	0.09	0.31	(0.61)	-0.09	0.11	-0.02	-0.02	-0.35	0.21	0.01	0.12
Costre1	-0.00	0.00	0.03	0.07	-0.05	-0.02	-0.08	0.04	(0.80)	-0.19	0.08	-0.08	0.17	-0.09	-0.07	0.00
Costre2	-0.09	0.14	0.09	-0.24	0.08	0.08	-0.06	-0.04	(0.59)	-0.05	0.09	-0.11	-0.11	0.43	-0.15	-0.11
Costre3	-0.02	0.00	-0.07	0.04	-0.05	0.03	0.06	0.02	(0.82)	0.14	-0.12	0.05	-0.08	-0.07	0.09	0.04
Costre4	0.09	-0.10	-0.03	0.06	0.04	-0.06	0.06	-0.03	(0.85)	0.08	-0.03	0.10	0.00	-0.14	0.08	0.03
Mktexpa1	0.07	-0.00	-0.03	0.14	-0.18	-0.01	0.06	-0.05	0.19	(0.77)	-0.06	0.04	0.09	-0.27	0.10	0.09
Mktexpa2	-0.03	0.02	0.06	-0.06	0.04	0.00	0.01	0.09	-0.15	(0.84)	-0.02	-0.07	-0.04	0.15	0.01	-0.06
Mktexpa3	-0.02	0.03	-0.02	-0.03	0.11	-0.04	-0.01	-0.08	-0.06	(0.85)	-0.02	0.05	-0.07	0.07	-0.04	-0.07
Mktexpa4	-0.01	-0.05	-0.00	-0.03	0.01	-0.05	-0.05	0.03	0.04	(0.89)	0.09	-0.02	0.02	0.01	-0.05	0.05
Perform1	0.03	0.09	0.08	0.12	-0.21	0.11	-0.17	0.06	0.14	0.13	(0.74)	-0.06	-0.02	0.02	-0.00	0.00
Perform2	0.02	0.12	-0.05	-0.10	0.01	0.01	-0.00	0.08	0.05	-0.25	(0.70)	-0.12	0.13	0.01	-0.02	-0.04
Perform3	0.01	0.12	-0.06	0.03	-0.00	0.08	0.02	-0.01	-0.08	-0.05	(0.77)	0.00	0.06	-0.06	-0.05	0.03
Perform4	0.04	0.09	-0.06	-0.06	-0.08	0.05	-0.04	0.09	-0.12	-0.06	(0.76)	-0.05	-0.10	0.20	-0.08	0.06
Perform5	-0.02	-0.03	-0.10	-0.14	0.17	-0.11	-0.02	-0.15	0.16	-0.15	(0.76)	0.02	-0.08	0.13	-0.01	0.00
Perform6	-0.06	-0.05	0.04	0.14	-0.03	-0.06	-0.04	-0.01	-0.08	0.08	(0.76)	0.10	0.13	-0.30	0.15	-0.12
Perform7	-0.11	-0.08	0.07	0.02	0.06	-0.10	0.07	-0.05	0.00	0.05	(0.80)	0.12	-0.12	0.00	0.07	0.04
Perform8	0.10	-0.25	0.10	-0.01	0.08	0.02	0.20	0.00	-0.06	0.25	(0.68)	0.04	0.03	-0.00	-0.06	0.02
Firmsize	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(1.00)	0.00	0.00	0.00	0.00
Firmage	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(1.00)	0.00	0.00	0.00
SMSale	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(1.00)	0.00	0.00
Compet1	-0.06	0.05	-0.02	0.06	-0.03	-0.03	0.01	-0.01	-0.01	-0.03	-0.01	0.08	-0.08	0.10	(0.90)	-0.07
Compet2	-0.08	0.04	0.05	0.01	-0.01	0.02	-0.02	0.11	0.05	-0.00	0.01	0.02	-0.09	0.03	(0.93)	-0.00
Compet3	0.14	-0.09	-0.03	-0.07	0.04	0.00	0.01	-0.09	-0.04	0.03	-0.00	-0.11	0.17	-0.13	(0.91)	0.07
Effect1	-0.01	0.05	0.07	0.00	-0.03	-0.05	-0.02	0.03	0.05	0.01	0.00	0.11	0.14	-0.05	-0.10	(0.87)
Effect2	0.08	-0.05	0.02	-0.05	0.04	-0.05	0.00	0.06	-0.11	0.09	-0.00	0.06	-0.32	0.12	0.15	(0.79)
Effect3	0.09	0.12	0.08	0.09	-0.07	-0.08	-0.02	-0.03	0.05	-0.02	-0.08	0.30	-0.77	0.50	0.24	(0.39)

Note: Cost=Cost Leadership; Service= Service Differentiation; Pressure= Competitive Pressure; Social= Social Competence; Mktcomm= Marketing Communication Competence; Tech =Technology Competence; CRM= Customer Relationship Management; Network=Networking; Costre=Cost Reduction; Mktexpa=Market Expansion; Perform= Firm Performance; Firmsize= Firm Size; Firmage= Firm Age; SMSale = Social Media Sale Intensity; Compet= Business Competitiveness; Effect= Effect of Environment; Effect1= High Labor Cost Problem ; Effect2= Financial Liquidity Problem; Effect3= Unpredictable Market Trend Change

Second, discriminant validity is the requirement that a construct should share more variance with its measures than with other constructs in a given model (Hulland, & Ivey, 1999). The test of discriminant validity was performed by comparing the square root of the average variance extracted (AVE) for each latent variable with the correlations involving that latent variable (Kline, 2005). As suggested by Fornell, and Larcker (1981), the square root of the AVE must be greater than any of the correlations involving the latent variable in order for discriminant validity to exist. The AVE threshold frequently recommended for acceptable validity is 0.5 (Fornell, & Larcker, 1981), and applies only to reflective latent variables. The results from the test indicated that the AVE for each construct meets this requirement for all scales. AVEs are reported in Table 4.6 Overall, the level of validity of all instruments was satisfying.

Table 4.6 Variable Correlations and Average Variance Extracted (AVE)

	Cost	Service	Pressure	Social	Mktcomm	Tech	CRM	Network	Costre	Mktexpa	Perform	Firmsize	Firmage	Innocap	Compet	Effect
1. Cost	(0.76)															
2. Service	0.61	(0.70)														
3. Pressure	0.24	0.27	(0.87)													
4. Social	0.23	0.26	0.16	(0.75)												
5. Mktcomm	0.19	0.29	0.21	0.62	(0.75)											
6. Tech	0.05	0.17	0.12	0.07	0.16	(0.83)										
7. CRM	0.23	0.27	0.20	0.07	0.25	0.19	(0.70)									
8. Network	0.06	0.15	0.09	0.05	0.22	0.07	0.39	(0.72)								
9. Costre	0.31	0.26	0.05	0.10	0.13	0.17	0.37	0.25	(0.77)							
10. Mktexpa	0.20	0.18	0.11	0.20	0.11	0.04	0.28	0.13	0.68	(0.84)						
11. Perform	0.24	0.25	0.00	0.11	0.07	0.19	0.10	-0.00	0.50	0.47	(0.75)					
12. Firmsize	0.00	0.07	-0.07	-0.03	-0.10	0.09	-0.03	0.03	0.16	0.14	0.05	(1.00)				
13. Firmage	0.05	0.00	-0.07	-0.05	-0.13	0.00	-0.04	-0.00	0.06	0.08	0.06	0.44	(1.00)			
14. Applsm	0.05	-0.02	-0.12	-0.06	-0.15	0.01	-0.17	-0.07	0.03	0.00	0.09	0.37	0.67	(1.00)		
15. Compet	-0.19	-0.05	-0.03	-0.14	-0.10	0.05	-0.12	0.11	-0.08	-0.08	-0.08	0.10	0.17	0.17	(0.91)	
16. Effect	-0.03	-0.05	-0.17	0.00	-0.02	0.09	-0.10	-0.01	0.00	0.04	0.07	0.21	0.40	0.28	0.28	(0.78)

Note: **Cost**=Cost Leadership; **Service**= Service Differentiation; **Pressure**= Competitive Pressure; **Social**= Social Competence; **Mktcomm**= Marketing Communication Competence; **Tech** =Technology Competence; **CRM**= Customer Relationship Management; **Network**=Networking; **Costre**=Cost Reduction; **Mktexpa**=Market Expansion; **Perform**= Firm Performance; **Firmsize**= Firm Size; **Firmage**= Firm Age; **SMsale** = Social Media Sale Intensity; **Compet**= Business Competitiveness; **Effect**= Effect of Environment

For the next step, a series of analyses were performed to ensure that the data had a sufficient level of reliability and validity. First, the construct reliability was tested to ensure that the latent variable scores were free from random measurement error (Kline, 2005). Construct reliability measures the degree to which a scale consistently yields the same response (Nunnally, 1978). Two measures of reliability, Cronbach's alpha coefficient (α) and composite reliability were both conducted. For the scale to yield internal consistency, the minimum value of Cronbach's alpha coefficient is widely recommended to be 0.70 (Fornell & Larcker, 1981). The results showed that all values met the requirement. In addition to Cronbach's alpha coefficient, Chin (1998) recommended composite reliability as another measure for reliability. A minimum value of composite reliability is 0.70 (Hair et al., 2009). The test result also indicated that all values exceeded this threshold. Overall, these results suggested that the instruments used for this study have adequate reliability. Cronbach's alpha coefficient and composite reliability coefficient are shown in Table 4.7 below:

Table 4.7 Cronbach’s Alpha Coefficient and Composite Reliability of Latent Variables

	Cost	Service	Pressure	Social	Mktcomm	Tech	CRM	Network	Costre	Mktexpa	Perform	Firmsize	Firmage	Innocap	Compet	Effect
Cronbach’s alpha (α)	0.81	0.74	0.83	0.84	0.81	0.84	0.85	0.80	0.77	0.86	0.89	1.00	1.00	1.00	0.90	0.84
Composite reliability	0.87	0.82	0.90	0.88	0.87	0.90	0.88	0.86	0.85	0.90	0.91	1.00	1.00	1.00	0.94	0.89

Note: **Cost**=Cost Leadership; **Service**= Service Differentiation; **Pressure**= Competitive Pressure; **Social**= Social Competence; **Mktcomm**= Marketing Communication Competence; **Tech** =Technology Competence; **CRM**= Customer Relationship Management; **Network**=Networking; **Costre**=Cost Reduction; **Mktexpa**=Market Expansion; **Perform**= Firm Performance; **Firmsize**= Firm Size; **Firmage**= Firm Age; **SMSale** = Social Media Sale Intensity; **Compet**= Business Competitiveness; **Effect**= Effect of Environment

Due to high correlation among variables, a test for the presence of multicollinearity among the indicators was conducted by using Variance Inflation Factor (VIF) statistics. In addition, a full collinearity VIF test, which allows a researcher to assess vertical and lateral collinearity simultaneously, was assessed using WarpPLS 5.0. Kock, and Lynn (2012) argued that the full collinearity test can serve as a technique that captures the possibility of common method variance (Lindell & Whitne, 2001) in a model. Also, full collinearity VIF can also be used for common method bias tests (Kock, & Lynn, 2012; Lindell, & Whitne, 2001). Petter, Straub, and Rai (2007) suggested that the full VIF value should be lower than 3.30. Kock (2015) highlighted in the WarpPLS 5.0 user manual that a rule-of-thumb rooted in the use of this software for many SEM analyses in the past suggests that full collinearity VIFs should be of 3.3 or lower. The test result suggested that most of the full VIF values were considerably lower than the critical value. Full VIF statistics are reported in Table 4.8 below:

Table 4.8 Full VIF Statistics

Cost	Service	Pressure	Social	Mktcomm	Tech	CRM	Network	Costre	Mktexpa	Perform	Firmsize	Firmage	Innocap	Compet	Effect
1.84	1.84	1.22	1.83	1.94	1.18	1.56	1.31	2.46	2.19	1.56	1.36	2.22	1.98	1.23	1.35

Note: **Cost**=Cost Leadership; **Service**= Service Differentiation; **Pressure**= Competitive Pressure; **Social**= Social Competence; **Mktcomm**= Marketing Communication Competence; **Tech** =Technology Competence;**CRM**= Customer Relationship Management; **Network**=Networking; **Costre**=Cost Reduction; **Mktexpa**=Market Expansion; **Perform**= Firm Performance; **Firmsize**= Firm Size; **Firmage**= Firm Age; **SMSale** = Social Media Sale Intensity; **Compet**= Business Competitiveness; **Effect**= Effect of Environment

4.3 Test of Hypotheses

The significance of the test results were determined by the P-value (Kline, 2005). In this study, P values for all the eighteen hypotheses should be equal to or lower than 0.05; that is, significant at the 0.05 level (Kock, 2015; Theil, 1958). The results from the PLS analysis are shown in Figure 4.1 below:

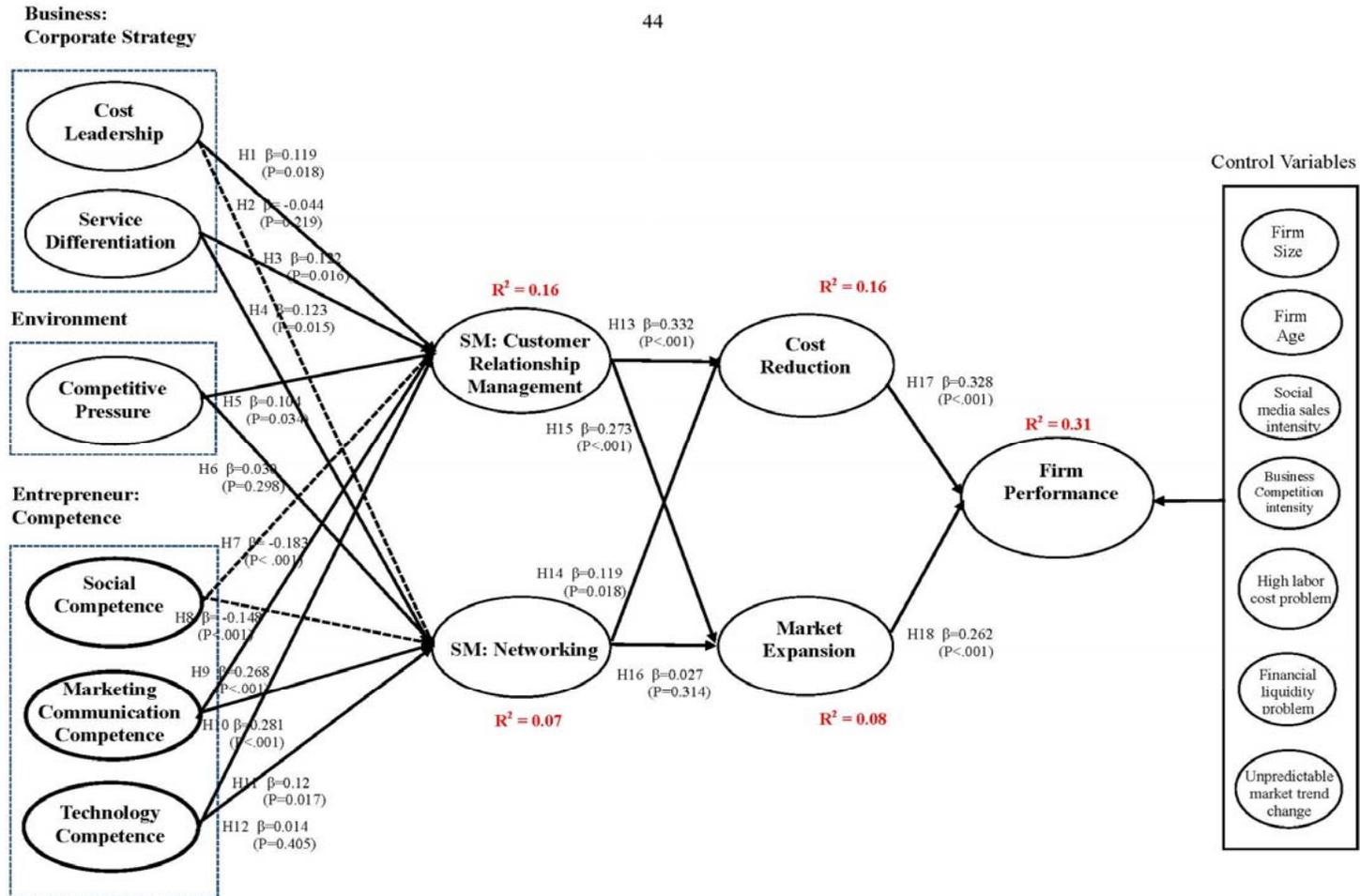


Figure 4.1 Main Model Results

Hypothesis 1 predicts a positive relationship between cost leadership and using social media in CRM. The result from the PLS analysis confirms a positive and strong relationship between them ($\beta = 0.119$; $p = 0.018$). This finding suggests that a company that emphasizes cost leadership strategy is associated with using social media used in CRM. Thus, hypothesis 1 is supported.

Hypothesis 2 predicts a positive relationship between cost leadership and using social media in Networking. A relationship between them is found but it is not statistically significant ($\beta = -0.044$; $p = 0.219$). Therefore, hypothesis 2 is not supported.

Hypothesis 3 predicts a positive relationship between service differentiation and using social media in CRM. The result confirmed a positive and significant association between these two variables ($\beta = 0.122$; $p = 0.016$). This finding suggests that companies that emphasize the service differentiation strategy are more motivated to apply social media in CRM. Thus, hypothesis 3 is supported.

Hypothesis 4 predicts a positive relationship between service differentiation and using social media in networking. The result confirmed a positive and significant association between these two variables ($\beta = 0.123$; $P = 0.015$). This result suggests that companies that emphasize service differentiation strategies are associated with social media use in networking. Therefore, hypothesis 4 is supported.

Hypothesis 5 predicts a positive relationship between competitive pressure and using social media in CRM. The result from PLS analysis confirms a positive and strong relationship between them ($\beta=0.104$; $P=0.034$). This finding suggests that competitive pressure can be the reason that motivates a company to use social media in CRM. Thus, hypothesis 5 is supported.

Hypothesis 6 predicts a positive relationship between competitive pressure and using social media in networking. Although a relationship between them is found, their association is not statistically significant ($\beta=0.030$; $P=0.298$). Therefore, hypothesis 6 is not supported.

Hypothesis 7 predicts a positive relationship between social competence and using social media in CRM. A relationship between them is found but it is not statistically significant ($\beta = -0.183$; $P < .001$). Thus, hypothesis 7 is not supported.

Hypothesis 8 predicts a positive relationship between social competence and social media in Networking. A relationship between them is found but it is not statistically significant ($\beta = -0.148$; $P = 0.005$). Therefore, hypothesis 8 is not supported.

Hypothesis 9 predicts a positive relationship between marketing communication competence and using social media in CRM. The result confirmed a positive and significant association between these two variables ($\beta=0.268$; $P<.001$). This finding suggests that marketing communication competence is associated with social media in CRM. Thus, hypothesis 9 is supported.

Hypothesis 10 predicts a positive relationship between marketing communication competence and using social media in networking. The result confirmed a positive and significant association between these two variables ($\beta=0.28$; $P<.001$). This finding suggests that marketing communication competence is associated with social media in networking. Thereby, hypothesis 10 is supported.

Hypothesis 11 predicts a positive relationship between technology competence and using social media in CRM. The result confirmed a positive and significant association between these two variables ($\beta=0.12$; $P=0.017$). This finding suggests that technology competence is more important for business owners and managers to support social media applications in CRM activities. Thus, hypothesis 11 is supported.

Hypothesis 12 predicts a relationship between technology and using social media in Networking. Although a relationship between them is found, their association is not statistically significant ($\beta = 0.014$; $P = 0.405$). Therefore, hypothesis 12 is not supported.

Hypothesis 13 predicts a positive relationship between using social media in CRM and cost reduction. The result confirmed a positive and significant association between these two variables ($\beta=0.332$; $P<.001$). This finding suggests using social media in CRM association with cost reduction. Hence, hypothesis 13 is supported.

Hypothesis 14 predicts a positive relationship between using social media in Networking and cost reduction. The result confirmed a positive and significant association between these two variables at the significant level of $p \leq 0.05$ ($\beta = 0.119$; $P <.018$). This finding suggests using social media in networking is associated with cost reduction. Thus, hypothesis 14 is supported.

Hypothesis 15 predicts a positive relationship between using social media in CRM and market expansion. The result confirmed a positive and significant association between these two variables ($\beta = 0.273$; $P < 0.001$). This finding suggests that using social media in CRM can help a company expand the market. Therefore, hypothesis 15 is supported.

Hypothesis 16 predicts a positive relationship between using social media in networking and market expansion. Although a relationship between them is found, their association is not statistically significant ($\beta = 0.027$; $P = 0.314$). Thus, hypothesis 16 is not supported.

Hypothesis 17 predicts a positive relationship between Cost Reduction and firm performance. The result confirmed a positive and significant association between these two variables at the significant level ($\beta = 0.328$; $P < .001$). This finding suggests that cost reduction can increase a firm's performance. Hence, hypothesis 17 is supported.

Hypothesis 18 predicts a positive relationship between Market Expansion and firm performance. The result confirmed a positive and significant association between these two variables at the significant level ($\beta = 0.262$; $P < .001$). This result suggests that market expansion can enhance a firm's performance. Therefore, hypothesis 18 is supported.

4.4 Overview of Findings

Overall, the results from this research project found that from the total of eighteen hypotheses, there were twelve hypotheses regarding the social media used in business which were supported. These were corporate strategy, environment context and entrepreneur competence for the business performance. Meanwhile, the other six of the hypotheses were not supported in the results from this research.

Table 4.9 A Summary of the Results from the Hypotheses Testing

Hypotheses	Path coefficients (β)	P values (p)	Support
H1: Cost Leadership is positively associated with using social media for CRM	0.119	0.018	Yes
H2: Cost Leadership is not associated with using social media for Networking	-0.044	0.219	No
H3: Service Differentiation is positively associated with using social media for CRM	0.122	0.016	Yes
H4: Service differentiation is positively associated with using social media for networking	0.123	0.015	Yes
H5: Competitive pressure is positively associated with using social media as CRM	0.104	0.034	Yes
H6: Competitive pressure is not associated with using social media as Networking	0.030	0.298	No
H7: Social competence is not associated with using social media as CRM.	-0.183	<0.001	No
H8: Social competence is not associated with using social media as Networking.	-0.148	0.005	No
H9: Marketing communication competence is positively associated with using social media as CRM.	0.268	<0.001	Yes
H10: Marketing communication competence is positively associated with using social media as networking.	0.281	<0.001	Yes
H11: Technology competence is positively associated with using social media as CRM.	0.12	0.017	Yes
H12: Technology competence is not associated with using social media as Networking.	0.014	0.405	No
H13: Using social media as CRM is positively associated with cost reduction.	0.332	<0.001	Yes
H14: Using social media as Networking is positively associated with cost reduction.	0.119	0.018	Yes
H15: Using social media as CRM is positively associated with market expansion.	0.273	<0.001	Yes
H16: Using social media as networking is not associated with market expansion.	0.027	0.314	No
H17: Cost Reduction is positively associated with firm performance	0.328	<0.001	Yes
H18: Market Expansion is positively associated with firm performance	0.262	<0.001	Yes

Table 4.10 Effect Sizes of Hypothesized Links

	Effect size
Cost -----→ CRM	0.028
Service -----→ CRM	0.033
Pressur -----→ CRM	0.022
Social -----→ CRM	0.013
Mktcomm ----→ CRM	0.068
Tech -----→ CRM	0.023
Cost -----→ Network	0.003
Service -----→ Network	0.018
Pressur -----→ Network	0.003
Social -----→ Network	0.008
Mktcomm ---→ Network	0.063
Tech -----→ Network	0.001
CRM -----→ Costre	0.126
Network -----→ Costre	0.030
CRM -----→ Mktexpa	0.078
Network -----→ Mktexpa	0.004
Costre -----→ Perform	0.164
Mktexpa -----→ Perform	0.125

Note: **Cost**=Cost Leadership; **Service**= Service Differentiation; **Pressur**= Competitive Pressure; **Social**= Social Competence; **Mktcomm**= Marketing Communication Competence; **Tech** =Technology Competence; **CRM**= Customer Relationship Management; **Network**=Networking; **Costre**=Cost Reduction; **Mktexpa**=Market Expansion; **Perform**= Firm Performance; **Compet**= Business Competitiveness; **Effect**= Effect of Environment

Effect sizes of each hypothesized link are reported in Table 4.10 above. According to Kock (2015), “the effect sizes are calculated as the absolute values of the individual contributions of the corresponding predictor latent variables to the R-square coefficients of the criterion latent variable in each latent variable block”. Cohen (1988) suggested that users can ascertain whether the effects indicated by path coefficients are small, medium, or large. The values usually recommended are 0.02, 0.15, and 0.35; respectively. Effect size below 0.02 indicates that the effect of the predictor is weak (Kock, 2015). From Table 4.10, the effect size of Cost Reduction on Firm Performance can be classified as medium. On the other hand, the effect size of

social competence on CRM, cost Leadership on networking, service differentiation on networking, competitive pressure on networking, social competence on networking, technology competence on networking and the effect size of networking on market expansion can be classified as weak. The effect sizes of the remaining links are classified as small.

CHAPTER 5

DISCUSSION AND CONCLUSION

The prime objective of this chapter is to summarize the overall research. This chapter begins with a general discussion of the study, following by a discussion of research limitations. Next, practical implications for Thai microenterprises are suggested. Finally, directions for future research are recommended.

5.1 General Discussion

The objective of this research project was to explore some antecedents and outcomes associated with the intensive use of social media for CRM and networking, using the sample of microenterprise entrepreneurs in Thailand.

Firstly, the results from the PLS analysis showed that the entrepreneurs who strongly emphasized service differentiation strategy were the group that used social media for CRM and networking intensively. Such finding is consistent with the literature which states that the strategy that the entrepreneurs emphasize tends to determine the business practices that the companies are eager to implement (Lee, Lim, & Tan, 1999; Wisner, & Fawcett, 1991; Zahra, & Covin, 1993). In addition, strategic initiation of the entrepreneurs to offer superior service to their customers, along with the benefits that social media offers to accomplish this objective, tends to encourage the entrepreneurs to deploy social media extensively for CRM and networking. As for the cost leadership strategy, the results showed that this factor was positively and significantly related to the use of social media for CRM only. This result is in line with the literature which specifies that, if a business decides to apply cost leadership strategy initiative to gain success, that business must apply technology to help manage the business activities (Porter, 1979; Schaupp, & Belanger, 2014). However, the results were not statistically significant between cost leadership strategy and the use of social media for networking. This was probably due to the fact that small

businesses, especially microenterprises in the retail industry, tend to focus more on the reduction of costs by using technology to create relationships with customers than on the building of a specific supplier network.

Secondly, the analysis found support for the role of competitive pressure as another factor that was predicted to motivate the entrepreneurs to use social media intensively for CRM. This suggests that the motivation to use social media can also be driven by the perception of the entrepreneurs, in that when knowing other firms have now increasingly used social media in their business, they therefore have to use social media as well, in order to avoid losing potential market opportunities. This result is in line with the literature on organizational isomorphism which suggests that, on some occasions, firms have to imitate the behaviors of other firms in order to help them respond to the market opportunities (DiMaggio, & Powell, 1983; Li, & Ding, 2013; Venard, 2009). The findings of this research project are also consistent with previous research results about the role competition as a driver of technology adoption in small business (Ghobakhloo, Arias-Aranda, & Benitez-Amado, 2011). The results have also supported the argument previously presented by Lin (2006) who suggested that competitive pressure, particularly pressure resulting from a threat of losing competitive advantage, was among the main determinants of the reason to adopt and adapt technology by some businesses. However, the competitive pressure of using social media in business did not significantly explain the degree of social media use for networking. This may be because most online microenterprises employ only one or two persons. Thus, it was more necessary for these businesses to use social media support, in order to create a relationship with customers than to create a business network among themselves. Moreover, it is possible that the businesses can use social media to sell online products than to collaborate on larger projects with networking (Lacho, 2010).

Regarding the role of entrepreneur competence (social competence, marketing communication competence and technology competence) the results from the PLS analysis showed that the social competence of entrepreneurs who used social media in business did not significantly explain the degree of social media use for CRM and networking, which contradicted with the hypotheses of this research. Interestingly, the findings of prior research projects mentioned that the higher positive contribution of

social media use of this group of entrepreneurs is in line with the prediction suggested by the social compensation hypothesis (Valkenburg, Schouten, & Peter, 2005; Zywicki, & Danowski, 2008). The social compensation hypothesis was previously used to explain the benefits that individuals who have difficulty communicating with others in the real world can obtain from social media communication. Therefore, it could be explained that the entrepreneurs who lacked social competency might obtain benefits when social media was used intensively to interact with the customers and for networking. This finding implies that social media interaction can be used as the channel which facilitates entrepreneurs who lack the social skills to develop face-to-face relationships with customers to compensate for this weakness. Given that communication in social media tends to involve less interpersonal interaction than face-to-face communication, using social media for CRM activities tends to be essential in enabling entrepreneurs with low social competency to interact with customers to improve customer satisfaction.

The results showed that the marketing communication competence factor was positively and significantly related to the use of social media for CRM and networking. It could be explained that the entrepreneurs who had a high level of marketing communication competence could use social media very efficiently both for CRM and networking. Therefore, this skill is very important and necessary in communication through social media, because the entrepreneur has to use this skill to write good content about a product or service to motivate, attract and convince the customer. This finding is also consistent with previous research results which indicated that entrepreneurs who use social media in their businesses must write creatively about their products or services to engage potential customers (Kiselicki, 2013; Schaupp, & Belanger, 2014).

Finally, the analysis found that technology competence, was positively and significantly related to the use of social media for CRM only. This result is in line with the literature which specifies that if entrepreneurs have to use social media to interact with customer in their businesses, they must be equipped with the knowledge of technology and must be able to apply it in their work (Askool, & Nakata, 2011; Bassellier et al., 2001). However, regarding the relationship with networking, the results did not significantly explain the technology competence of entrepreneurs who

used social media for networking. This might be because some entrepreneurs used conversation instead of using social media to create networks or persuade other entrepreneurs to join their businesses.

The result analysis confirmed that the entrepreneurs who used social media for CRM more intensively tended to report a higher degree of cost reduction and market expansion outcomes. In addition, cost reduction and market expansion outcomes were also significantly associated with firm performance. Overall, these results support the argument that firms which are able to implement the technology in their business effectively are then able to develop competitive capabilities, which are important for them to achieve a higher positive performance rate (Chang, 1997). The results also support several previous research projects which emphasized the role of social media application in small businesses (Schaupp & Belanger, 2014) especially in CRM activities (Baird, & Parasnis, 2011b; Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013; Trainor et al., 2014a; Woodcock, Green, & Starkey, 2011). Furthermore, these new findings provide additional evidence for the pioneer work of Ainin, Parveen, Moghavvemi, Jaafar, and Mohd Shuib (2015) which mainly focused on the benefits of social media use in business.

The results of the analysis concluded that entrepreneurs who intensively applied social media for networking tended to experience a higher level of cost reduction. Such a finding is in line with studies which point out that the application of social media technology in business networking will also result in the reduction of business costs (Schaupp, & Belanger, 2014; Woo et al., 2001). The results also showed that social media use for networking was positively related to market expansion outcome, although it might always help to do so efficiently. Nevertheless, the use of social media in general for networking in terms of cost reduction and market expansion still generated results which were associated with positive firm performance. This finding is also consistent with the previous research results which indicated that the market expansion of business creates advantages in business competition and firm performance (Jung, 2007; Lai, 2011; Overby, & Min, 2001; Sørensen, & Shklovski, 2011).

5.2 Limitations

Despite the contributions to the academic field that the present research study provides, there are some limitations that need to be considered. First, the measurements of the key concepts were obtained through self-reported surveys which may be susceptible to some subjective bias outcomes. Second, the study used the non-probability sampling technique to select the sample. However, several scholars have criticized that the sample obtained through using this sampling technique may not be a true representative of the entire population. In addition, the rather small sample size of 217 firms which was used, will limit the generalization of the findings and, therefore, not represent the entire population of small businesses in Thailand. Third, the author used cross-sectional data collection. When cross-sectional data is used in the analysis, the causality between constructs cannot be inferred. Thus, the interpretation of the findings can only be made in terms of correlation.

5.3 Research Contributions

For research contributions, this study offers additional evidence that advances the knowledge about the antecedents and outcomes associated with social media used in small businesses. This present research was extended from previous research conducted by Ainin, Parveen, Moghavvemi, and Jaafar (2015) which focused on a broad area of social media that is used in business in Malaysian firms. This present research focused on the application of social media for CRM. From the result of firm strategies it is suggested that, generally, the entrepreneurs who strongly emphasized the service differentiation strategy is the group that used social media in their business intensively. Such finding was in accordance with the theory of competitive strategies for business by Porter (1979) which explains that service differentiation for customers with the help of technology will be able to create customers' satisfaction. Besides that, such a result was in accordance with the literature, which states that the offering of differentiated services to customers, together with the application of technology, will create credibility and maximum satisfaction of customers and business networks (Chenet et al., 2010; Fogg, & Iizawa, 2008).

Apart from the role of separate firm strategies, this research project also provides additional evidence that the decision of the entrepreneurs to use social media intensively in CRM is also driven by their concern that more and more competitors have increasingly used social media to reap the market opportunities that are actively out there. One of the results suggested that the entrepreneurs might decide to use social media in business because they did not want to lose market opportunities to other competitors who had already implemented social media in their business operations. This result was in accordance with the organizational isomorphism theory which indicates that, sometimes, a business needs to imitate other companies' behaviors to enable its business to respond to market opportunities (DiMaggio, & Powell, 1983; Li, & Ding, 2013; Venard, 2009).

Moreover, the research provides some evidence about the skills of entrepreneurs, i.e., the marketing communication competence, which is needed in order to run an online business effectively. There was a finding which was in accordance with the Upper Echelon Theory, which stated that the personal characteristics of entrepreneurs and managers influence the direction of their company, and that matching the company's activities with their personal skills seems necessary for the company's success (Entrialgo, Fernández, & Vázquez, 2000; Hambrick, & Mason, 1984). The research suggested that the entrepreneurs who had good marketing communication skills were able to write interesting content or messages to convince customers to buy the products or services on offer. This suggestion corresponded to the research by Kiselicki (2013), which demonstrates that entrepreneur who uses social media in business should be equipped with the skill to write or create content on social media.

Finally, regarding the outcomes of the use of social media in business, a result analysis indicated that the use of social media in CRM might explain cost reduction and market expansion outcomes which allowed the businesses to develop performance satisfaction. This finding was also in line with the theory of RVB, which states that if a business has a greater ability to use existing resources and capabilities than its competitors, then that business will have competitive advantages and better business performance (Barney, 1991). Such a result was in accordance with the literature, which states that the capability to plan resources and combine existing

resources will enable a business to achieve its goal (Alvarez, & Busenitz, 2001). Previous research studies have also found that firms that harness technology for CRM tended to report more performance satisfaction (Coltman, Devinney, & Midgley, 2011).

5.4 Practical Implications

This study provides some practical implications which are useful for the entrepreneurs of SMEs. In the present research project, the social media used in CRM was positively associated with cost reduction and market expansion outcomes. Therefore, it is important that the entrepreneur should learn how to use social media for CRM to achieve higher business performance satisfaction. Moreover, a study conducted by Chuang (2009) mentioned that the investment in state-of-the-art CRM technology to accomplish these goals tends to be unfeasible for small firms due to their obvious financial limitations. A solution for these small companies could be applying social media technology to facilitate CRM implementation. Given the various benefits that the social media technology offers, entrepreneurs who are able to apply social media for CRM can significantly benefit from this, both in terms of cost reduction and market expansion. The application of social media, which can be implemented at a lower cost, can also be a marketing practice that will allow these firms to achieve a better business performance.

Another point that shows entrepreneurial competency is using social media as a CRM tool. This can be particularly important for entrepreneurs who lack the social skills to build good relationships with customers in the bricks-and-mortar business environment. Generally good interpersonal skills are desirable for entrepreneurs order to build long-term relationships with customers. But for entrepreneurs who lack this social competency, using social media as a CRM tool can help them compensate for this interpersonal communication weakness by exploiting computer-mediated communication to promote relationship-building.

Moreover, entrepreneurs perceive the need to use social media in business as competitive pressure. This suggests that entrepreneurs may decide to use social media in their businesses because they do not want to lose market opportunities to other

competitors that have already implemented social media in their business operation. In conclusion, as more and more businesses have now begun to use social media in business, it is important for entrepreneurs to realize the significant benefits of social media outlets that can help them achieve their strategic objectives. More importantly, entrepreneurs also need to know how to apply the technology appropriately in their business in order to increase their opportunity to become successful in the small retail shop market.

5.5 Directions for Future Study

Based on the findings of this research project, the author also provides some directions for future study. In the present research study, the author only focused on the cost reduction and market expansion outcomes which were positively linked to higher firm performance satisfaction. Future research would need to extend the present research area by focusing on other beneficial outcomes which can be derived from the use of social media in business. Another area that future research could explore would be the characteristics of an entrepreneur. Future researchers may extend the present research topic by focusing on other aspects of the characteristics of entrepreneurs and firms that use social media to improve overall business performance. Finally, future studies regarding the contribution of social media used in businesses should be conducted in different industries to investigate whether the effects of social media used in business on firm performance are valid in other contexts.

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APPENDICES

APPENDIX A

COVER LETTER OF QUESTIONNAIRE

Cover Letter of Questionnaire

ที่ ศธ.๐๕๒๖.๑๔/๐๐๐๐๐๕



วิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์
๑๑๘ ถนนเสรีไทย
แขวงคลองจั่น เขตบางกะปิ
กรุงเทพมหานคร ๑๐๒๔๐

๑๓ กุมภาพันธ์ ๒๕๕๘

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน ผู้บริหารของธุรกิจ

สิ่งที่ส่งมาด้วย แบบสอบถาม

ด้วย นางสาวกมลชนก สาสะตานันท์ นักศึกษาระดับปริญญาเอก วิทยาลัยนานาชาติ สถาบันบัณฑิตพัฒนบริหารศาสตร์ ได้รับอนุมัติให้จัดทำวิทยานิพนธ์ เรื่อง “ปัจจัยที่มีผลต่อความสำเร็จของธุรกิจที่ใช้ social media ในการพัฒนาธุรกิจ” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรนิเทศศาสตรบัณฑิต สาขาวิชานิเทศศาสตร์และนวัตกรรมการจัดการ

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขอความอนุเคราะห์ท่านในฐานะท่านเป็นเจ้าของหรือผู้บริหารของบริษัทอนุญาตให้นางสาวกมลชนก สาสะตานันท์ เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามที่แนบมาพร้อมนี้ โดยผู้วิจัยจะเป็นผู้ประสานในรายละเอียดกับท่านต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพฑูริย์ สุริเวทย์)

คณบดีวิทยาลัยนานาชาติ สถาบันบัณฑิตพัฒนบริหารศาสตร์

APPENDIX B

QUESTIONNAIRE SURVEY (IN ENGLISH)

Questionnaire Survey (in English)

Questionnaire

This questionnaire is part of the research on the application of social media to help manage businesses. As the owner or the executive of a company, you are the person who can best give information about the management of your company. This questionnaire will take no more than 10 minutes to complete. The researcher would like to ask for your favor and your cooperation to answer this questionnaire in the most truthful way possible for the benefit of Thai business development and academic work. Thank you very much for answering this questionnaire.

General Information of Respondent

1. Gender male female
2. Age years old
3. Education level lower than bachelor's degree bachelor's degree master's degree PhD

Business Information

4. The number of staff in your business Full time staff Part time staff
5. Your business has been established for approximately years.
6. You have applied social media in your business for approximately..... years.
7. The social media that you currently use are: (Please rank the following media from 1 to 3; 1 is the most used media.)
.....Facebook.....InstagramLineOthers (Please specify).....
8. Which type of main product do you sell on the social media?.....
9. The proportion of your company's product sales through the social media is considered.....% of the sales at your points of sale.

Please put ✓ in the below tables according to the level of your opinion on the following questions:

Please assess the level of competition in your business.	Low	Quite Low	Moderate	High	Very High
In your opinion, the competition in your type of business is at which level?					
The pressure from the competition in your type of business is at which level?					
The risk of failure in your type of business is at which level?					

How much is your business affected by the following issues?	Low	Quite Low	Moderate	High	Very High
The problem of higher wages					
The lack of labor/ personnel					

The problem of financial liquidity					
The problem of fast-changing product trends					
The problem of being charged a tribute/ bribe which is connected to your business					
The political unrest					

At which level do you pay attention to the following aspects of business development?	Lowest	Low	Moderate	High	Highest
The reduction of product/ service costs at every stage of business					
The attempt to reduce costs of raw materials					
There are earnest and continual studies and development on the subject of cost reduction					
The selection of modern technologies to reduce production cost					
The raising of employees' awareness of the efficient use of resources to reduce costs					
The focus on service to impress customers continuously					
The search for new technologies to improve and offer excellent service to customers					
The development of service to become the business's strength in order to create the difference to stay on top of the competition					
The constant study and search for the new demands for service of customers in order to respond to their needs better than the competitors					
The training for employees at all levels to have service mind and to create good relationship with customers					

Do you agree with the following conditions or not?	Absolutely Disagree	Disagree	Indifferent	Agree	Absolutely Agree
You believe that, if you don't apply social media in your business, you will lose business opportunities to your competitors.					
You need to apply social media in your business because, nowadays, other competitors apply social media in their businesses more and more.					
The growth of business on social media at present makes you feel the need to apply social media in your business.					

Please assess the level of your skills or characteristics as follows:	Lowest	Low	Moderate	High	Highest
Having good interpersonal relations with customers					
Promptness and enthusiasm in communicating with or offering service to customers					
Honest and sincere to customers and business networks					
Skilled at customer relationship management such as talking to customers regularly					
Skilled at solving problems quickly for customers					
Willingness to share useful information with customers					
Able to communicate with customers about the details of products/ services accurately					
Skilled at presenting products/ services in an interesting and reliable manner					

Please assess the level of your skills or characteristics as follows:	Lowest	Low	Moderate	High	Highest
Creativity in terms of marketing communications such as the ability to design advertisements for products/ services in the way that makes them look outstanding and interesting					
Eagerness to communicate to customers about the details of products/ services so that customers recognize them such as posting product information on a regular basis					
Equipped with convincing communication techniques to make customers interested in products and decide to purchase them					
Having good knowledge of technology					
Skilled at using technologies					
Able to apply technologies in work efficiently					
Eager to learn and follow up with new technologies and innovations all the time					

How much do you apply social media in the following activities?	Lowest	Low	Moderate	High	Highest
Use social media to compile the data of each customer who purchases your product					
Use social media to differentiate customers such as differences in gender, age, career, etc.					
Use social media to interact with, talk to or share opinions with customers					
Use social media to facilitate customers by allowing them to check the details of products or order them at any time					
Use social media to study the needs of individual customers and offer the products that suit their tastes					
Use social media to categorize products to make it easy for customers to view products according to their interests such as the use of hashtag(#) to categorize products					
Use social media to create groups of customers who are interested in the same types of products such as the creation of personal groups which makes it easy to offer products to specific groups of customers					
Use social media to create a specific strategy for each group of customer to make it easy to respond to the demands of specific groups of customers					
Use social media to search for and to create business alliances with suppliers					
Use social media to create good relationships with business networks					
Use social media to exchange data between business networks					

How much do you apply social media in the following activities?	Lowest	Low	Moderate	High	Highest
Use social media to send product details between business networks					
Use social media to support and solve problems between business networks					
Use social media to arrange consignment deals between business networks such as the selling of products on the social media of other networks in contact					

Please assess the level of benefit that your business gains from the use of social media in the following aspects:	Lowest	Low	Moderate	High	Highest
Your company can control costs as estimated.					
Your company can lower costs better than your competitors.					
You are satisfied with the cost reduction of your business.					
The costs of your business are at the satisfactory level.					
Your business can expand customer base in a satisfactory way.					
Your business can access new target groups in a satisfactory way.					
The expansion of your company's customer base is satisfactory.					
Your business can penetrate new groups of customers efficiently.					

Please assess the level of your satisfaction towards your business performance "via social media" in consideration of the following indicators:	Lowest	Low	Moderate	High	Highest
Overall sales					
Growth of sales					
Profits from sales					
Growth of profits					
Return on investment					
Satisfaction of customers					
Maintenance of customer base					
Overall satisfaction of business performance					

Thank you very much for answering the questionnaire

In case that you would like to have a copy of the conclusion of this research, please give the researcher the following information:

Name-Surname..... E-mail.....

APPENDIX C

QUESTIONNAIRE SURVEY (IN THAI)

Questionnaire survey (in Thai)

แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของการทำวิจัยเกี่ยวกับการนำ Social Media มาช่วยบริหารจัดการในธุรกิจ ในฐานะที่ท่านเป็นเจ้าของหรือผู้บริหารของบริษัท ท่านคือผู้ที่สามารถให้ข้อมูลเกี่ยวกับการบริหารจัดการของบริษัทได้เป็นอย่างดีที่สุด การตอบแบบสอบถามฉบับนี้ จะใช้เวลาไม่เกิน 10 นาที โดยผู้วิจัยจะขอความกรุณาและความร่วมมือจากท่านช่วยตอบแบบสอบถามนี้ให้ตรงตามความเป็นจริงมากที่สุด เพื่อเป็นประโยชน์ต่อการพัฒนาธุรกิจไทยและประโยชน์ในงานวิชาการ จึงขอขอบพระคุณทุกท่านเป็นอย่างสูงในการตอบแบบสอบถามในครั้งนี้

ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1. เพศ ชาย หญิง
2. อายุ ปี
3. การศึกษาสูงสุด ต่ำกว่าปริญญาตรี ปริญญาตรี ปริญญาโท ปริญญาเอก

ข้อมูลของธุรกิจ

4. จำนวนพนักงานในธุรกิจของท่าน Full Time คน Part Time คน
5. ธุรกิจของท่านก่อตั้งมาแล้วประมาณ ปี
6. ท่านนำ Social Media มาประยุกต์ใช้ในธุรกิจของท่านมาแล้วประมาณ..... ปี
7. Social Media ที่ท่านใช้ในปัจจุบันคือประเภทใด (จงเรียงลำดับ 1-3 โดยให้เลข 1 คือใช้มากที่สุด)
.....FacebookInstagramLineอื่นๆ (กรุณาระบุ).....
8. สินค้าหลักประเภทใดที่ท่านนำมาขายใน Social Media
9. สัดส่วนของยอดขายสินค้าผ่านทาง Social Media ของบริษัทท่านคิดเป็น% ของยอดขายหน้าร้าน

กรุณาใส่เครื่องหมาย ✓ ตามระดับความคิดเห็นของท่านตามข้อดังต่อไปนี้

กรุณาประเมินระดับการแข่งขันในธุรกิจที่ท่านทำ	ต่ำ	ค่อนข้างต่ำ	ปานกลาง	สูง	สูงมาก
ท่านรู้สึกว่าการแข่งขันในประเภทธุรกิจที่ท่านทำจัดอยู่ในระดับใด					
ความกดดันจากการแข่งขันในประเภทธุรกิจที่ท่านทำจัดอยู่ในระดับใด					
โอกาสที่จะล้มเหลวในประเภทธุรกิจที่ท่านทำจัดอยู่ในระดับใด					

ธุรกิจที่ท่านทำได้รับผลกระทบจากปัญหาต่างๆเหล่านี้เพียงใด	ต่ำ	ค่อนข้างต่ำ	ปานกลาง	สูง	สูงมาก
ปัญหาค่าแรงที่เพิ่มขึ้น					
ปัญหาการขาดแคลนแรงงาน/บุคลากร					
ปัญหาสภาพคล่องทางการเงิน					
ปัญหาการเปลี่ยนแปลง Trend สินค้าที่รวดเร็ว					
ปัญหาการถูกเรียกเก็บส่วย/สินบนที่เกี่ยวข้องกับธุรกิจท่าน					
สถานการณ์ความไม่สงบทางการเมือง					

ท่านให้ความสำคัญกับการพัฒนาธุรกิจด้านต่างๆดังนี้ อยู่ในระดับใด	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
ให้ความสำคัญกับการลดต้นทุนของสินค้า/บริการในทุกขั้นตอนของธุรกิจ					
พยายามลดต้นทุนในส่วนของวัตถุดิบ					
มีการศึกษาพัฒนาเรื่องการลงทุนอย่างจริงจังและต่อเนื่อง					
เลือกใช้เทคโนโลยีที่ทันสมัยเพื่อลดต้นทุนการผลิต					
ส่งเสริมให้พนักงานมีจิตสำนึกในการใช้ทรัพยากรอย่างประหยัดเพื่อการลดต้นทุน					
ให้ความสำคัญกับการบริการเพื่อให้ลูกค้าเกิดความประทับใจอย่างต่อเนื่อง					
สรรหาเทคโนโลยีใหม่ๆ เพื่อปรับปรุงการบริการที่ดีเยี่ยมให้กับลูกค้า					
พัฒนาการบริการให้เป็นจุดแข็งของธุรกิจเพื่อสร้างข้อแตกต่างให้เหนือคู่แข่ง					
ศึกษาค้นหาความต้องการด้านการบริการใหม่ๆจากลูกค้าอยู่เสมอ เพื่อตอบสนองความต้องการของลูกค้าได้ดีกว่าคู่แข่ง					
ฝึกอบรมให้พนักงานทุกระดับมีจิตรักในงานด้านบริการ (Service Mind) และสร้างมนุษยสัมพันธ์ที่ดีกับลูกค้า					

คุณเห็นด้วยหรือไม่กับสภาวะการดังต่อไปนี้	ไม่เห็นด้วย อย่างยิ่ง	ไม่ เห็นด้วย	ปาน กลาง	เห็น ด้วย	เห็นด้วย อย่างยิ่ง
คุณเชื่อว่า ถ้าคุณไม่นำ Social Media มาใช้ในธุรกิจ จะทำให้ คุณเสียโอกาสทางธุรกิจให้กับคู่แข่ง					
คุณจำเป็นต้องนำ Social Media มาใช้ในธุรกิจ เพราะปัจจุบันคู่แข่งรายอื่น นำ Social Media มาใช้ในธุรกิจกันมากขึ้น					
การเติบโตของธุรกิจบน Social Media ในปัจจุบัน ทำให้คุณจำเป็นต้อง นำ Social Media มาใช้ในธุรกิจ					

กรุณาประเมินว่า ท่านมีทักษะหรือคุณลักษณะดังต่อไปนี้ อยู่ในระดับใด	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
มีมนุษยสัมพันธ์ที่ดีกับลูกค้า					
มีความคล่องแคล่ว ว่องไว และกระตือรือร้น ในการติดต่อสื่อสาร หรือการบริการกับลูกค้า					
มีความซื่อสัตย์และจริงใจกับลูกค้าและเครือข่ายธุรกิจ					
มีทักษะการบริหารความสัมพันธ์ที่ดีกับลูกค้า เช่น ชวนลูกค้าคุยเป็นประจำ					
มีทักษะการแก้ปัญหาให้กับลูกค้าได้อย่างรวดเร็ว					
ชอบแบ่งปันข้อมูลที่เป็นประโยชน์ให้กับลูกค้า					
สามารถสื่อสารรายละเอียดของสินค้า/บริการให้กับลูกค้าได้ถูกต้อง					
มีทักษะในการนำเสนอสินค้า/บริการได้อย่างน่าสนใจและเชื่อถือได้					

กรุณาประเมินว่า ท่านมีทักษะหรือคุณลักษณะดังต่อไปนี้อยู่ในระดับใด	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
มีความคิดสร้างสรรค์เกี่ยวกับงานสื่อสารการตลาด เช่น ออกแบบโฆษณาสินค้า/บริการ ให้มีจุดเด่นที่น่าสนใจ					
ชอบที่จะสื่อสารข้อมูลสินค้า/บริการ เพื่อให้ผู้บริโภคจำสินค้าได้ เช่น โฟสต์ชื่อผลิตภัณฑ์อยู่เป็นประจำ					
มีเทคนิคในการสื่อสารด้านการโน้มน้าว ให้ลูกค้าเกิดความสนใจ และตัดสินใจซื้อสินค้า					
มีความรู้ที่ดีเกี่ยวกับเทคโนโลยี					
มีทักษะที่ดีทางการใช้เทคโนโลยี					
สามารถนำเทคโนโลยีมาปรับใช้กับงานได้เป็นอย่างดี					
ชอบที่จะเรียนรู้และติดตามเทคโนโลยีและนวัตกรรมใหม่ๆ อยู่ตลอดเวลา					

ท่านนำ Social Media มาใช้ในกิจกรรมเหล่านี้มากน้อยแค่ไหน	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
ใช้ Social Media ในการเก็บรวบรวมข้อมูลของลูกค้าแต่ละรายที่ซื้อสินค้า					
ใช้ Social Media ในการแยกความแตกต่างระหว่างลูกค้า เช่น ความแตกต่างด้านเพศ อายุ อาชีพ เป็นต้น					
ใช้ Social Media ในการโต้ตอบหรือพูดคุยแสดงความคิดเห็นกับลูกค้า					
ใช้ Social Media เพื่ออำนวยความสะดวกให้ลูกค้าสามารถดูรายละเอียด สินค้าหรือสั่งซื้อสินค้าในช่วงเวลาไหนก็ได้					
ใช้ Social Media เพื่อดูความต้องการของลูกค้าแต่ละคน และเสนอสินค้า ให้ตรงกับความต้องการของลูกค้า					
ใช้ Social Media ในการแบ่งแยกสินค้าเป็นหมวดหมู่ ทำให้ง่ายตรงตาม ความสนใจของลูกค้า เช่น ใช้ Hashtag(#) เพื่อแบ่งกลุ่มสินค้า					
ใช้ Social Media ในการสร้างกลุ่มของลูกค้าที่สนใจสินค้าประเภทเดียวกัน เช่น การ Create Group ส่วนตัว ทำให้เสนอสินค้าถึงเฉพาะกลุ่มลูกค้าได้ง่าย					
ใช้ Social Media ในการสร้างกลยุทธ์ที่เฉพาะเจาะจงกับลูกค้าแต่ละกลุ่ม ทำให้ง่ายต่อการตอบสนองความต้องการกับลูกค้าเฉพาะกลุ่ม					
ใช้ Social Media ในการค้นหาและสร้างพันธมิตรทางธุรกิจกับ Supplier					
ใช้ Social Media ในการสร้างความสัมพันธ์ที่ดีกับเครือข่ายทางธุรกิจ					
ใช้ Social Media ในการแลกเปลี่ยนข้อมูลระหว่างเครือข่ายทางธุรกิจ					

ท่านนำ Social Media มาใช้ในกิจกรรมเหล่านี้มากน้อยแค่ไหน	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
ใช้ Social Media ในการส่งรายละเอียดของสินค้าระหว่างเครือข่ายทางธุรกิจ					
ใช้ Social Media ในการสนับสนุนและแก้ไขปัญหาระหว่างเครือข่ายทางธุรกิจ					
ใช้ Social Media ในการฝากขายสินค้าระหว่างเครือข่ายทางธุรกิจ เช่น ฝากขายสินค้าบน Social Media ของเครือข่ายที่รู้จักกัน					

กรุณาประเมินว่าการใช้ Social Media ในธุรกิจของท่านส่งผลในด้านต่อไปนี้มากน้อยเพียงใด	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
บริษัทของท่านสามารถควบคุมต้นทุนได้ตามที่คาดไว้					
บริษัทของท่านถือว่าสามารถลดต้นทุนให้ต่ำกว่าคู่แข่ง					
ท่านมีความพึงพอใจกับการลดต้นทุนของธุรกิจของท่าน					
ต้นทุนของบริษัทท่านอยู่ในระดับที่น่าพึงพอใจ					
ธุรกิจของท่านสามารถขยายฐานลูกค้าได้เป็นที่น่าพอใจ					
ธุรกิจของท่านสามารถเข้าถึงกลุ่มเป้าหมายใหม่ๆได้เป็นที่น่าพอใจ					
การขยายฐานลูกค้าของบริษัทท่านเป็นที่น่าพอใจ					
ธุรกิจของท่านสามารถเจาะตลาดกลุ่มเป้าหมายใหม่ๆได้ดี					

กรุณาประเมินว่า ท่านพอใจกับผลประกอบการธุรกิจ "ผ่านทาง Social Media" ในตัวชี้วัดต่อไปนี้มากน้อยเพียงใด	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
ยอดขายโดยรวม					
การเติบโตของยอดขาย					
ผลกำไรจากยอดขาย					
การเติบโตของกำไร					
ผลตอบแทนจากการลงทุน					
ความพอใจของลูกค้า					
การรักษาฐานลูกค้า					
ความพอใจโดยรวมของผลการดำเนินงาน					

ขอขอบพระคุณอย่างสูงในการตอบแบบสอบถาม

กรณีที่ท่านต้องการสำเนาสรุปผลของงานวิจัยนี้ ขอได้โปรดให้ข้อมูลกับผู้วิจัยดังนี้

ชื่อ-นามสกุล..... E-mail.....

BIOGRAPHY

NAME	Miss Pakamon Sasatanun
ACADEMIC BACKGROUND	Master of Administration in MBA (2004) at Rangsit University, Thailand Graduate Diploma Program in English for Business and Management (2006) at Thammasat University, Thailand Bachelor of Arts in Communication Arts (Public Relations and Advertising) (1997) at Bangkok University, Thailand
PRESENT POSITION	Lecturer and Head of Communication Arts (Bilingual Program) at the Faculty of Communication Arts, Stamford International University, Bangkok, Thailand
WORK EXPERIENCE	Director of Student Affairs at Stamford International University, Bangkok, Thailand (4 Jun 2008 – 30 Sep 2013) Head of Academic Affairs at St. Theresa Inti College (International College) (01 Feb 2007 – 30 Apr 2008) Head of Administration, Administration Section and Manager of International House, Mahidol University International College, Bangkok, Thailand (16 May 2004 – 31 Jan 2007)

RESEARCH EXPERIENCE

Consolation prize in the national level on topic “Strategic Antecedence and Business Outcomes Associated with Social Media Use in Customer Relationship Management” which awarded on April 1, 2016 in the 50th anniversary of the establishment of National Institute of Development Administration