

**CONTRIBUTION OF SOCIAL MEDIA MARKETING
CAPABILITY TO BUSINESS PERFORMANCE
OF THAI FIRMS**



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**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
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**CONTRIBUTION OF SOCIAL MEDIA MARKETING
CAPABILITY TO BUSINESS PERFORMANCE
OF THAI FIRMS**

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ABSTRACT

Title of Dissertation	CONTRIBUTION OF SOCIAL MEDIA MARKETING CAPABILITY TO BUSINESS PERFORMANCE OF THAI FIRMS
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Social media has become a part of people's daily lives by allowing billions of people from all around the world to create, communicate and exchange contents virtually with each other. The use of social media has become a part of business strategies for both large and small enterprises. From the marketing perspective, the social media has become crucial because social media marketing provides a significant opportunity for businesses as a tool to engage both existing and new customers at lower cost as well as to promote and sell their products or services. However, many social media marketing initiatives tend to be unsuccessful. Therefore, it is important to understand how to develop social media marketing capability in order to enhance business performance. Although there is growing interest in social media marketing, research on the association between social media marketing capability of firms and business performance is still lacking. In order to fill this research gap, this research aims to provide empirical evidence of the social media marketing capability contribution to the performance of Thai firms, to build a conceptual foundation of social media marketing capability as well as provide the guidance for Thai firms to integrate social media on marketing activities effectively so as to enhance firms' competitiveness. This study conceptualizes social media marketing capability as multidimensional constructs based on Day (1994) perspective consisting of 1) outside-in capabilities (market-sensing capability, customer-linking capability, and channel-bonding capability), 2) inside-out capabilities (technology development capability and human resource development capability), and 3) spanning capabilities (pricing capability, product development capability, marketing communication capability, social media marketing planning capability, and social media marketing implementation capability). Regarding firms' performance associated with social media marketing capability, this study considers

three aspects of performance outcomes consisting of 1) customer relationship performance, and 2) market expansion. These two aspects of performance outcomes subsequently link to 3) financial performance. To explain the relationship between social media marketing capability and performance outcomes, the Resource-based view (RBV) is a theoretical foundation to explain that the heterogeneity of firms' resources and capabilities leads to heterogeneity in their performance. In the context of social media marketing capability, firms that have stronger social media marketing capability are able to utilize their social media marketing-related resources and implement social media marketing activities more effectively, thus leading to superior performance. The main hypotheses of this research are that the level of social media marketing capability of firms would positively determine the level of customer relationship performance and market expansion, which in turn, influences financial performance. Survey data were collected from entrepreneurs who attended seminar and training courses organized by the Ministry of Commerce. To ensure that the sample was valid, they were pre-screened by being asked whether they use social media as a marketing tool. Of the 736 questionnaires distributed, 400 usable questionnaires. Partial Least Squares (PLS) regression was used for data analysis. The results show that only spanning capability is positively associated with both customer relationship performance and market expansion. The positive effect of spanning capability on these two variables is also statistically significant. On the other hand, outside-in and inside-out capabilities were not associated with customer relationship performance and market expansion. However, the results from PLS analysis shows that that both outside-in capability and inside-out capability are positively associated with spanning capability, and the coefficient was statistically significant. Thus it can be indicated that outside-in and inside-out capabilities can enhance firms' performance by playing supporting roles in facilitating spanning capability, which is a critical aspect of capability that directly determines firms' performance. In this regard, these three aspects of firms' social media marketing capabilities need to be integrated to enhance firms' performance. Therefore, business owners and marketers should pay attention to various aspects of social media marketing capabilities and develop themselves to utilize social media for marketing activities to enhance business performance.

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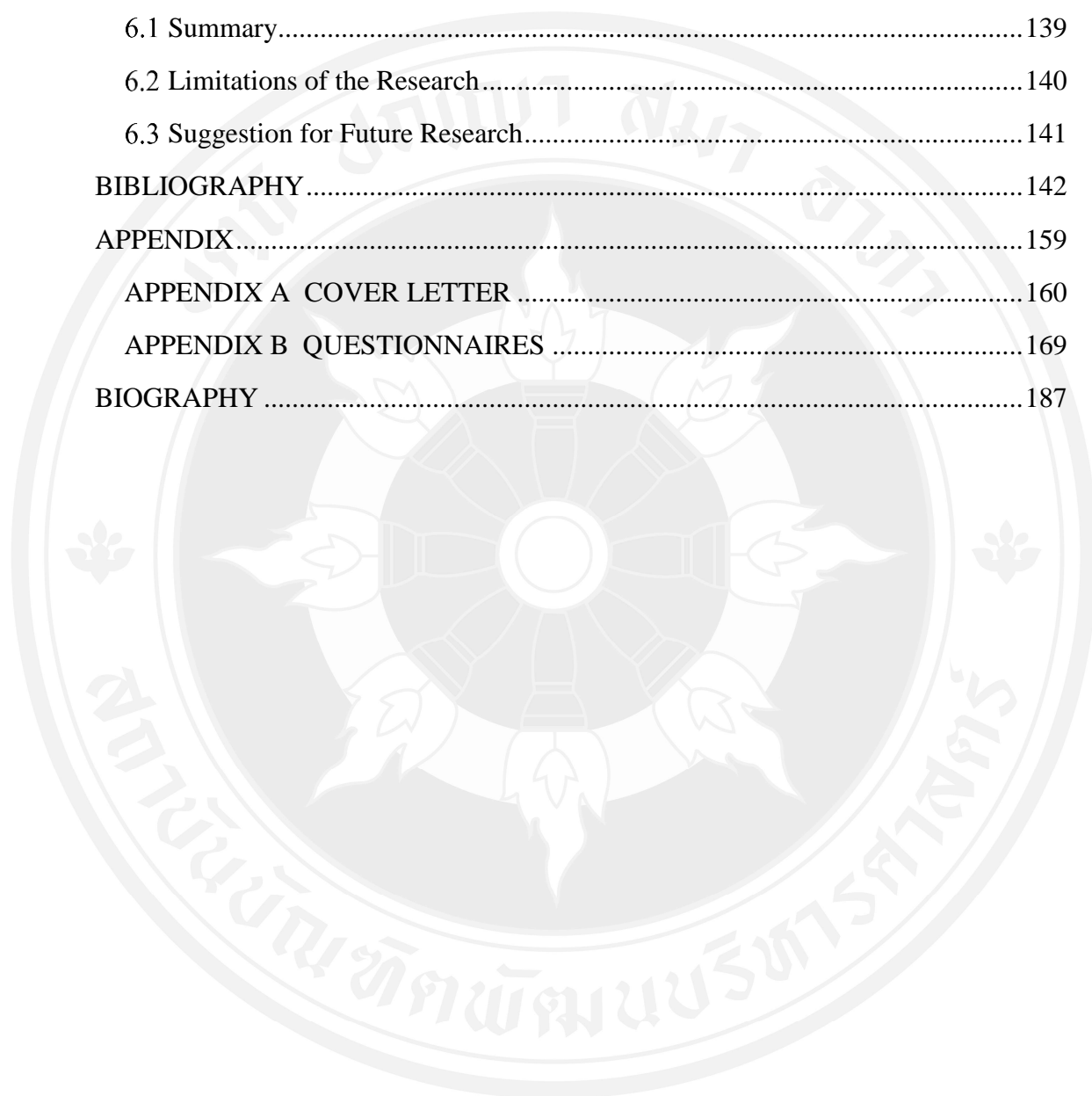
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Social media has become a part of people's daily lives. As social media is an internet-based application building on the technological foundations of Web 2.0, it allows billions of people from all around the world to create, communicate and exchange contents virtually with each other through online platforms (Charoensukmongkol, 2014; Kaplan & Haenlein, 2010). As people recognize the importance of social media, it is attractive to users as a new tool for communication (Charoensukmongkol, 2015; Kavoura, 2014). The use of social media is not limited to personal social activities but also has become a part of business strategies for both large and small enterprises (Tsimonis & Dimitriadis, 2014). According to Constantinides (2014), social media platforms provide new opportunities for businesses to improve their competitive positions through the new interactive ways, and this has made social media widely adopted as a business tool in the 21st century (Chikandiwa, Contogiannis, & Jembere, 2013). From the marketing perspective, the role of the social media has become crucial because it is changing traditional way of marketing that involves one-way direction of information flow (Park & Oh, 2012). On the other hands, the emergence of social media has highlighted the role of online contents in two-way or many-to-many ways of communication (Tsimonis & Dimitriadis, 2014). In changing the marketing context, social media marketing, defined as "a system which allows marketers to engage, collaborate, interact and harness intelligence crowd sourcing for marketing purposes" (Chikandiwa et al., 2013, p. 365), allows marketers to build brand awareness, to share knowledge and information, to acquire and to retain customers, and to initiate low cost promotions as well as to engage with customers through interactive means (Bolotaeva & Cata, 2011; Kaplan & Haenlein, 2010). Furthermore, social media provides opportunities for

customers to participate in the spreading of information through social media platforms (Ryan & Jones, 2009).

Regarding the function of social media, social media marketing provides a significant opportunity for businesses, especially small businesses, as a tool to engage both existing and new customers easily at lower cost (Braojos-Gomez, Benitez-Amado, & Llorens-Montes, 2015; He, Wang, & Zha, 2014). At present, more and more businesses use some forms of social media as their marketing tool to promote and sell their products or services (Atanassova & Clark, 2015; Öztamura & Karakadılar, 2014). As some firms, especially small firms, have limited financial resources and employees, they cannot afford to use powerful marketing channels such as mass media as large enterprises (He et al., 2014). Therefore, the development of social media provides them an opportunity to compete in the market.

Although social media marketing provides new opportunities and benefits for firms, many social media marketing initiatives implemented by small and medium enterprises (SMEs) tend to be unsuccessful (Weber, 2009). Several studies have examined the problems of SMEs in adopting social media marketing, such as a lack of a well-defined strategy (Anghern, 1997; Webb & Sayer, 1998), problems in dealing with the technology (Blackburn & Athayde, 2000), lack of understanding of the opportunities provided by social media, and how social media can be utilized (Nakara, Benmoussa, & Jaouen, 2012). Additionally, it is difficult for firms to control their image since consumers can easily share their comments on a variety of social media platforms especially when they are not satisfied with the products or services (Nakara, Benmoussa, & Jaouen, 2012). Therefore, it is important to understand how to develop social media marketing capability in order to enhance business performance.

While there is growing interest in social media marketing, most of the existing studies focus on consumer attitudes and behaviors towards social media marketing (Bruhn, Schoenmueller, & Schäfer, 2012; Godey et al., 2016; Kim & Ko, 2012; Stephen, 2016), social media adoption by business (Chan & Guillet, 2011; Chikandiwa et al., 2013; Park & Oh, 2012; Tsimonis & Dimitriadis, 2014), and the impact of social media marketing strategies on business performance (Guillet, Kucukusta, & Liu, 2016; Öztamura & Karakadılar, 2014; Sasatanun & Charoensukmongkol, 2016; Zhou, Zhang, & Zimmermann, 2013). There is a lack of

research on the association between social media marketing capability of firms and business performance. In addition, although some of the studies that emphasize the relationship between marketing capability and the firm's performance, the focus of existing studies is broad in the context of marketing in general (Fang, Chang, Ou, & Chou, 2014; Morgan, Vorhies, & Mason, 2009; Nath, Nachiappan, & Ramanathan, 2010; O'Cass, Ngo, & Siahtiri, 2015; Shin & Aiken, 2012), as well as internet marketing and e-marketing (Bianchi & Mathews, 2016; Mathews, Bianchi, Perks, Healy, & Wickramasekera, 2016; Trainor, Rapp, Beitelspacher, & Schillewaert, 2011) all of which do not focus specifically on social media marketing. Moreover, there remains a gap in our understanding of the conceptualization of social media marketing capability and its impact on performance. In this regard, more explanation and understanding are needed in order to fill this gap.

1.2 Purpose of the Study

Given that many social media marketing initiatives are not very successful (Weber, 2009), it is crucial to understand the role of firms' capabilities that allow them to utilize social media technology to build competitive advantage. This study has several purposes. Firstly, this study aims to build a conceptual foundation of social media marketing capability, which is an area that has not been clearly developed in literature. Based on the extant marketing capability literature, this study conceptualizes social media marketing capabilities based on Day (1994) perspective including outside-in, inside-out and spanning capabilities which is comprehensive and broader framework to capture marketing capability in the context of social media.

This paper defines social media marketing capability as a firm's ability to use social media platforms to support marketing functions facilitating interaction with customers and ultimately generating value for them that leads to enhance business performance. Additionally, this study investigates the contribution of social media marketing capability on the firm performance. In particular, this study concentrates on the social media marketing capability of firms in Thailand. Thai firms are chosen for this research because social media have been widely adopted in various business sectors (Leesa-Nguansuk, 2016).

Regarding the theoretical background, this research uses the resource-based view (RBV) (Barney, 1991) as the theoretical foundation to support the role of social media marketing capability on firms' business performance. Based on the RBV perspective, firms that are able to obtain or develop critical strategic resources can deploy those resources to build capabilities which are important to outperform competitors and to gain a sustainable competitive advantage (Barney, 1991; Day, 1994; Morgan et al., 2009). In the context of social media marketing, therefore, social media marketing capability can be regarded as a critical capability to integrate social media technology with marketing strategy to enhance firms' performance.

1.3 Research Questions

This study attempts to explore whether firms that exhibit a high level of social media marketing capability tend to achieve higher performance. Two aspects of firms' performance that this research focus on are customer relationship performance and market expansion, which subsequently link to financial performance. The author aims to determine whether all three aspects of social media marketing capability consisting of (1) outside-in capabilities, (2) inside-out capabilities and (3) spanning capabilities will relate to these two performance variables. Further, this study aims to determine whether these two aspects of performance are associated with financial performance.

1.4 Significance of the Study

This study provides academic contributions and practical contributions. Firstly, this study aims to contribute to emerging literature in the area of social media marketing by developing a conceptualization of social media marketing capability to build a conceptual foundation for future research. Since previous studies have mainly focused on social media marketing without considering the role of firms' social media marketing capability (Paniagua & Sapena, 2014; Smith, Blazovich, & Smith, 2015), this study, provides the empirical evidence to fill this research gap. Secondly, this research also provides practical contributions for businesses. Since most of firms in Thailand are at an early stage of social media marketing adoption, it is vital for Thai

firms to understand the importance of firms' capabilities related to social marketing which is crucial for them to successfully implement social media marketing strategies to benefit business performance. Therefore, this study will provide guidance for Thai firms to utilize social media effectively to create competitive strength and to enhance business performance. The contributions of this study are consistent with a policy vision of Thailand's economic development called "Thailand 4.0". This policy describes the vision for Thailand's economic development through driving a value-based and innovation-based economy. The policy aims to promote the transformation of business from producing commodity products to innovative products, as well as from a production-based to a service-based economy (Board of Investment (BOI), 2017). One of the main objectives of the Thailand 4.0 economic model is to transform traditional SMEs into smart enterprises (Board of Investment (BOI), 2017). This objective leads to the capability development of Thai firms by focusing on the integration of technology in business to create competitive strength (Digital Economy Promotion Agency (DEPA), 2017). Therefore, the results from this study will provide the guidance regarding the strategy of firms to integrate social media technology on marketing activities effectively so as to enhance firms' competitiveness according to the policy.

CHAPTER 2

LITERATURE REVIEW

2.1 Social Media

Social media is defined as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of User Generated Content” (Kaplan & Haenlein, 2010, p.61). Additionally, social media is “the online means of communication, conveyance, collaboration, and cultivation among interconnected and interdependent networks of people, communities, and organizations enhanced by technological capabilities and mobility” (Tuten & Solomon, 2013, p.2). There are various types of social media including collaborative projects (e.g. Wikipedia), blogs, user-generated content communities (e.g. YouTube), social networking sites (e.g. Facebook), virtual game worlds (e.g. Ever Quest), and virtual social worlds (e.g. Second Life) (Kaplan & Haenlein, 2010).

Realizing the characteristics of social media, it becomes attractive and popular for users since social media is used for connecting with people, building and maintaining personal relationships while at the same time providing entertainment for users (Raacke & Bonds-Raacke, 2008; Zhu & Chen, 2015). Furthermore, users can access social media to search and exchange information (Park, Kee, & Valenzuela, 2009; Zhu & Chen, 2015). Social media use increases rapidly, not only for personal purposes, but also businesses have also applied social media to support their activities. At present, firms have used a combination of social media platforms for various business objectives such as internal communication (Dateling & Bick, 2013), and human resource purposes (Chan & Guillet, 2011). In addition, social media has been used for marketing purposes, such as digital product promotion (Dateling & Bick, 2013), customer service (Dateling & Bick, 2013; Kaplan & Haenlein, 2010; Kim & Ko, 2012), customer relationship management (Rodriguez, Peterson, & Krishnan, 2012; Sasatanun & Charoensukmongkol, 2016). Furthermore, social media has

applied for community relationship building and social responsibility (Rodriguez et al., 2012). Thus, the use of social media for marketing is expected to grow rapidly. In this research, the focus of social media usage in business will target social media marketing specifically. The detailed discussion of social media marketing will be presented in the next section.

2.2 Social Media Marketing

Recently, social media marketing has expanded rapidly due to the growth of social media usage by online users (Tuten & Solomon, 2013).

Gunelius (2011, p.10) defines social media marketing as:

...any form of direct or indirect marketing that is used to build awareness, recognition, recall, and action for a brand, business, product, person, or other entity and is carried out using the tools of the social Web, such as blogging, microblogging, social networking, social bookmarking, and content sharing.

According to Tuten and Solomon (2013), social media marketing is the adoption of social media platforms to create conversations and positively influence consumer behavior, such as product purchase, newsletter subscription, online community registration, and other consumer action. In addition, firms adopt social media marketing to achieve a marketing objective, which is to generate value for customers by integrating social media marketing with other marketing communication tools (Dahnil, Marzuki, Langgat, & Fabeil, 2014). Kaplan and Haenlein (2010) also viewed social media marketing as a channel to distribute electronic word of mouth about products, brands or companies.

Social media marketing adoption in business can benefit both customers and firms. From a consumer perspective, product and company information can be accessed easily by customers from a variety of social media channels. From a firm's perspective, the key benefit of social media is that allows the company to connect people across the globe and is regarded as a powerful marketing tool (Trusov,

Bucklin, & Pauwels, 2009) as well as an efficient low-cost marketing platform. According to Gunelius (2011), the five most common goals of social media marketing comprise relationship building, brand building, publicity, promotions, and market research. For example, social media provides closed connections between consumers and firms (Agnihotri, Dingus, Hu, & Krush, 2016). In addition, social media can influence consumers' attitudes toward the products that the company offers through online messages of product reviews and feedback from peers or product users, which can affect their purchasing decision (Mangold & Faulds, 2009; Mangold & Smith, 2011). In addition, Braojos-Gomez et al. (2015) indicated that social media is used as a tool to improve relationships with customers, to build brand awareness (Weinberg & Pehlivan, 2011), brand equity (Smith et al., 2015), and brand image (Trusov et al., 2009) as well as to facilitate new product development (Tuten & Solomon, 2013). Furthermore, Aral, Dellarocas, and Godes (2013) indicate that social media can be adopted to improve the firm's business activities, which ultimately enhances business value. Additionally social media platforms facilitate information collection, database enhancement and service delivery at lower cost (Barnes, 2010). In the recent study of Sasatanun and Charoensukmongkol (2016), it was found that using social media for customer relationship management can help firms to reduce costs and expand their market, thereby allowing firms to achieve higher performance satisfaction. Moreover, Charoensukmongkol and Sasatanun (2017) found that communication through social media channels allows people who lack social competency to perform better in business because face-to-face interaction is not required in social media marketing. From these benefits gained from social media adoption, the expansion of social media use in business has had a great impact on the way companies conduct their business, especially in marketing field. All in all, these benefits have made firms increasingly adopt social media as a tool in their marketing activities (Atanassova & Clark, 2015).

Although the adoption of social media marketing is beneficial to business, many firms struggle since they lack a strategic plan to implement social media marketing activities (Melissa Barker, Donald Barker, Bormann, & Zahay, 2013). It means that many firms start their social media businesses without defining clear marketing objectives and having a strong strategic plan, which are important to ensure business success (Barker et al., 2013). According to Morgan et al. (2009), the

appropriate strategic marketing process can facilitate firms to achieve higher performance. Prior studies have proposed that firms with a strong marketing capability can effectively mobilize their resources to create appropriate strategies (Day, 1994; Day & Wensley, 1988), as well as to implement their strategies to gain competitive advantage (Morgan, Katsikeas, & Vorhies, 2012; Olson, Slater, & Hult, 2005). For example, Morgan et al. (2009) found that marketing capability facilitated export ventures to implement marketing strategies effectively, thereby allowing them to gain high financial performance. Therefore, it is important to emphasize specifically firm's capability in the context of the social media marketing, which is an important source of a firm's competitive advantage. Because prior research has paid a little attention to the conceptualization of social media marketing capability, this study aims to develop a model of social media marketing capability to expand on prior knowledge and fulfil a research gap in this area.

2.3 Resource-Based View (RBV)

Regarding the theoretical background, the resource-based view (RBV) proposed by Barney (1991) is a theoretical foundation to explain the contribution of social media capability to firms' performance as mentioned below.

RBV provides a theoretical base for understanding why firms can sustain a competitive advantage and achieve superior performance (Barney, 1991; Teece, 2007; Teece, Pisano, & Shuen, 1997). According to Bianchi and Mathews (2016) and Amit and Schoemaker (1993), RBV focuses on the relationship between a firm's internal characteristics and its performance. The theory predicts that a firm's performance is dependent on the possession of superior resources. From a resource-based perspective, a firm's resources are defined by Barney (1991, p.101) as "all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness". Typically, Barney (1991) conceptualizes resources as internal attributes, including tangible assets, specific internal capabilities, routines, and knowledge such as the competitiveness of products, financial and technological resources, leadership of managers, and international experience

(Bianchi & Mathews, 2016). Barney (1991) further argued that the resources held by firms that make firms gain a competitive advantage must have four attributes. Firstly, resources must be valuable. This means that resources have to enable firms to respond effectively to environmental opportunity and threat. Secondly, the resources must be rare. Under this attribute, the firm's resources must be controlled by a small number of competitors. Thirdly, the firm's resources must be imperfectly imitated resources. This means that it is difficult and costly for potential competitors to imitate and obtain such resources. Lastly, the resources cannot be substituted by strategically equivalent resources, in other words, there are no strategically equivalent resources. Underlining the RBV perspective, these characteristics of firms' resources can be thought of as a source of resource heterogeneity and immobility for generating sustainable competitive advantage (Barney, 1991; Vorhies & Morgan, 2005).

However, scholars argued that the possession of resources that meet these four characteristics does not necessarily lead to sustainable competitive advantage since a firm's ability to achieve competitive advantage depends on its ability to convert existing resources into specific capabilities (Rodriguez et al., 2012; Shin & Aiken, 2012). In this regard, it depends on the firm's capability to acquire, integrate and deploy its valuable resources (Morgan et al., 2009; Peteraf, 1993; Song, Benedetto, & Nason, 2007) as well as transform processed resources into providing superior products or services to customers and consequently outperform competitors (Amit & Schoemaker, 1993; Barney, 1991; Grant, 1991; Sirmon, Hitt, & Ireland, 2007). According to Dutta, Narasimhan, and Rajiv (1999), capability can be defined as a firm's ability to deploy possessed resources to achieve its objectives. In addition, Helfat and Peteraf (2003, p.999) define capability as "an ability to perform a coordinated set of tasks utilizing organizational resources". Day (1994, p.38) viewed capabilities as ... the glue that brings [firm resources] together and enables [firm resources] to be deployed advantageously".

Regarding the assumption of capability perspectives of RBV, heterogeneity of firm resources and capabilities lead to heterogeneity in firm performance (Barney, 1991; Vorhies & Morgan, 2005). The capabilities enable the resource deployment to perform better than other firms (Grant, 1991; Teece et al., 1997). Generally, firms that have such capabilities can utilize their processed resources to implement strategic

actions more effectively than competitors (Sirmon et al., 2007). Grewal and Slotegraaf (2007) also suggest that capabilities embedded in organizational processes cannot easily be transferred to competitors, thereby granting firms' advantage over competitors.

Particularly in the area of marketing, the RBV framework has been extensively used to explain the importance of marketing capability on firms' performance (Chang, Park, & Chaik, 2010; Dutta et al., 1999; Krasnikov & Jayachandran, 2008; Nath et al., 2010; Shin & Aiken, 2012; Theodosiou, Kehagias, & Katsikea, 2012; Tsai & Shih, 2004). For example, the study of Theodosiou et al. (2012), conducted by using data collected from 316 bank branch managers in Greece, found that firms' marketing capabilities enabled effective resources deployment, helped firms to successfully identify and respond to customer needs, and allowed them to establish long-term customer relationships. Furthermore, Tsai and Shih (2004) provide empirical support that firms with marketing capability tend to outperform their competitors that do not. By collecting data from manufacturers of consumer goods and service companies in Taiwan, their study found that a high level of marketing capabilities, such as the capability of channels/distribution, marketing research and development, product/service development, pricing, and promotional management, allowed firms to identify and respond to customer needs and also develop appropriate strategies. Consequently, these benefits made firm achieve superior business performance. In addition, Nath et al. (2010) revealed the significant role of marketing capability on financial performance. By using archival data of 102 logistics firms based in UK, this study found that firms with high level of marketing capability were able to deploy and allocate the marketing resources effectively for generating customer value, thereby leading to competitive advantage and superior business performance. The study of Chang et al. (2010) conducted by collecting data from 500 Korean firms in various industries demonstrated the direct role of a firm's marketing capability, which enabled the firm to achieve higher performance and competitive advantage.

More specifically in the area of digital marketing, internet technology when combined with marketing activities, skills and information that firms possess, can be developed as an internet marketing capability (Knudsen & Madsen, 2002; Ray,

Muhanna, & Barney, 2005). Generally, internet technology can be integrated into marketing activities, such as market research (Saban & Rau, 2005), sales force management (Mika Gabrielsson & Peter Gabrielsson, 2011), channel management (Mika Gabrielsson & Peter Gabrielsson, 2011), customer support (Li & Ye, 1999; Prasad, Ramamurthy, & Naidu, 2001), international market development (Li & Ye, 1999; Prasad et al., 2001) and customer relationship management (Bauer, Grether, & Leach, 2002). However, Li and Ye (1999) suggest that internet technology as a resource is easy to imitate by competitors, and is not enough to achieve a competitive advantage. This argument is in line with Barney, Wright, and Ketchen (2001) who suggest that information and communication technology investment may not necessarily benefit firms since technology alone can be easily transferred to and imitated by competitors. Trainor et al. (2011) also argue that technology alone is not sufficient to improve business performance unless it is integrated with a firm's other unique firm resources and this technology is embedded in organizational practices and processes (Booth & Philip, 1998; Powell & Dent-Micallef, 1997). When firms are able to integrate the internet technology with other unique resources and embed it in organizational practice and process, they can achieve superior performance by leveraging such capability (Li & Ye, 1999; Tippins & Sohi, 2003).

In line with internet marketing literature, social media technology as a group of internet-based applications when combined with a firm's other resources and marketing processes, firms can develop a specific marketing capability, and consequently, leverage such capability to enhance their performance.

Despite the growing attention to social media within marketing area, the studies that investigate the antecedents, dimensions or outcomes of social media marketing capability are at an initial stage. Specifically, this study focuses on whether social media marketing capability will enhance firms' performance.

2.4 Definition of Social Media Marketing Capability

To date, the definition of social media marketing capability has not been comprehensively identified in literature. In order to conceptualize social media marketing capability, this study will therefore review the literature of marketing

capability, internet marketing capability, e-marketing capability and social media competency as a foundation of thought to define social media marketing capability.

In a broad scope, prior research has defined marketing capability as the integrative process of firms' resource utilization, including intangible and tangible resources, to perform marketing activities, to understand specific consumer needs, to develop product differentiation, and to enhance brand equity (Day, 1994; Dutta et al., 1999; O'Cass, Ngo, & Siahtiri, 2012; Song et al., 2007). Nath et al. (2010, p.319) suggested that "marketing capability involves integration of all marketing related activities of a firm using superior market knowledge from customers and competitions". This enables firms to meet customer needs and to enhance the value of their products and services, as well as differentiate them from competitors (Kotler, 2002; Tuominen, Moller, & Rajala, 1997).

More specifically in e-marketing literature, Trainor et al. (2011, p.163) defined e-marketing capability as "a firm's competence in using the internet and other information technologies to facilitate rich interactions with customers". Additionally, e-marketing technologies are not only about internet-based communications and advertising but also include technologies that support marketing activities such as customer relationship management, sales activity, customer support and marketing research (Brady, Saren, & Tzokas, 2002). Regarding internet marketing literature, Bianchi and Mathews (2016, p.427) conceptualized internet marketing capability as "a capability of firm to use the internet in marketing function to generate value for customers". Studies on internet marketing suggest that the application of internet technology, regarded as a resource within firms for marketing activities, will become specific marketing capability (Liao, Kickul, & Ma, 2009; Yalcinkaya, Calantone, & Griffith, 2007).

Combining the definition of marketing capability, internet capability, e-marketing capability, and social media competency, this study defines social media marketing capability as a firm's ability to utilize social media technologies such as collaborative projects, blogs, user-generated content communities, social networking sites, virtual game worlds, and virtual social worlds, and its related technologies, to support marketing functions in order to facilitate interactions with customer and ultimately generate value for customers. As a group of internet – based application,

when social media is utilized and combined with other resources in marketing practices, such specific marketing capabilities enable firms to connect to a wide range of customers (Chang, Yu, & Lu, 2015), to generate two-way and real-time interaction (Vargo & Lusch, 2004), to create further exchange by expanding their networks (Chang, Yu, & Lu, 2015) to become network members (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011) through a variety social media tools. Consequently, social media marketing capability enhances the ability of firms to have a better understanding of customer needs and create value in their products and services, as well as to enhance their performance.

Although conceptualizations in the area of social media competency and capability are available in the literature, there seems to be only narrow scope to capture the conceptualization of social media marketing capability. For example, Braojos-Gomez et al. (2015, p.444) simply define social media capability as “firms’ proficiency in using and leveraging social media for business activities”. The conceptualization of social media competence in the study of Culnan, McHugh, and Zubillaga (2010) is determined by three formative first-order constructs including Facebook capability, Twitter capability and blog capability. Given this research limitation, the present study aims to develop a more comprehensive conceptualization of social media marketing capability based on more robust theoretical frameworks in marketing and strategic management research. The proposed conceptualization of social media marketing capability will be mentioned in the next section.

2.5 Conceptualization of Social Media Marketing Capability

This study conceptualizes social media marketing capability as a multidimensional construct by integrating conceptualization of marketing capability from prior marketing literatures in the context of social media. Based on the review of literature, various multidimensional conceptualizations of marketing capabilities are available as shown in Table 1. According to Vorhies and Morgan (2005), marketing capabilities are divided into two aspects. The first aspect is specific marketing capabilities to deploy and transform firms’ resources into outputs based on the marketing mix elements consisting of product development capability, pricing

capability, channel management capability, marketing communication capability, selling capability, and market information management. The second aspect is architectural marketing capabilities, focusing on marketing strategy development and execution, consisting of marketing planning and marketing implementation (Capron & Hulland, 1999; Day, 1994; Vorhies & Morgan, 2005). In addition, several studies viewed marketing capability as composed of marketing planning capability and marketing implementation capability concerning the firm's ability to formulate marketing strategies and execute them (O'Cass et al., 2012; Shin & Aiken, 2012; Vorhies & Morgan, 2005). In addition to these three dimensions, networking capability is considered as another significance aspect of marketing capability (Greenley, Hooley, & Rudd, 2005; Hooley, Greenley, Cadogan, & Fahy, 2005). Nevertheless, several scholars emphasized only marketing mix elements to conceptualize marketing capabilities such as product, pricing, distribution and promotion (Afzal, 2009; Weerawardena, 2003). Recently, the study of Fang et al. (2014) classified marketing capabilities into two perspectives composed of market-sensing capability and customer-linking capability.

Recent studies proposed that internet technologies can enhance the development of internet capabilities composed of online advertising, sales, after-sales service purchasing and market research (Bianchi & Mathews, 2016; Mathews et al., 2016). On the other hand, Trainor et al. (2011) suggested the multidimensional constructs of e-marketing capability composed of three resources comprising information technology (IT) resources, business resources and human resources. From the perspective of Trainor et al. (2011, p.164), IT resources represent the technology deployment to support e-marketing activities. Business resources refer to "the extent to which the technology is integrated throughout the organization". The last dimension is human resources which represent an organizational culture and managerial support for e-marketing activities. Regarding the perspective of Day (1994) and Chahal and Kaur (2014), marketing capabilities are classified into three categories based on the focus of the processes from external to internal emphasis, consisting of outside-in, inside-out, and spanning capabilities. The first capability is outside-in capability, which is the skills and abilities that allow firms to understand market requirements better than their competitors and building relationships with

customers and channel members (Day, 1994) such as market-sensing customer linking, and channel-bonding capability. The second capability is inside-out capability that emphasizes the internal resources and capabilities to enhance business performance which essentially involves different functional activities in the organization, such as human resource management, technology development, and logistics (Day, 1994; Santos-Vijande, Sanzo-Pérez, Gutiérrez, & Rodríguez, 2012). Lastly, spanning capability is the integration of outside-in and inside-out capability by combining the knowledge from outside organizations and internal organizational functions, such as pricing, new product development, customer service, strategy development (Chahal & Kaur, 2014; Day, 1994).

Table 2.1 Dimensions of Marketing Capabilities

Literatures	Dimensions of Marketing Capabilities
Marketing capability	
Day (1994)	- Outside-in capabilities
Chahal and Kaur (2014)	- Inside-out capabilities - Spanning capabilities
Greenley et al. (2005); Hooley et al. (2005)	- Outside-in capabilities - Inside-out capabilities
Rostami (2015)	- Spanning capabilities - Networking capability
Fang et al. (2014)	- Market-sensing capability - Customer-linking capability
Vorhies and Morgan (2005)	- Specific marketing capabilities (pricing, marketing communication, product development, channel management, and selling) - Architectural marketing capabilities - (marketing planning and implementation)
Chang et al. (2010); O'Cass et al. (2012); Shin and Aiken (2012)	- Marketing planning capability - Marketing implementation capability
Afzal (2009); Weerawardena (2003)	- Market research - Pricing

Literatures	Dimensions of Marketing Capabilities
	<ul style="list-style-type: none"> - Product - Channel of distribution - Promotion - Marketing Management - Customer service
Tsai and Shih (2004)	<ul style="list-style-type: none"> - Market research - Pricing - Product - Channel of distribution - Promotion - Product development
Murray, Gao, and Kotabe (2011)	<ul style="list-style-type: none"> - Pricing capability - New product development capability - Marketing communication capability
Morgan et al. (2009)	<ul style="list-style-type: none"> - Pricing - Product management - Distribution management - Marketing communications - Selling - Marketing planning - Marketing implementation
Odhiambo, Kibera, and Musyoka (2015)	<ul style="list-style-type: none"> - Pricing - Product development - Marketing communication - Distribution - CRM
Theodosiou et al. (2012)	<ul style="list-style-type: none"> - New product development - Advertising - Public relations - Sales promotions - Environmental scanning - Developing marketing plans - Implementing marketing plans

Literatures	Dimensions of Marketing Capabilities
Zou, Fang, and Zhao (2003)	<ul style="list-style-type: none"> - Pricing - Distribution - Communication
Liu and Ko (2012)	<ul style="list-style-type: none"> - Product development - Pricing - Product development - Channel management - Selling - Market information management - Marketing planning - Marketing communication - Marketing implantation
Internet marketing capability	
Bianchi and Mathews (2016)	<ul style="list-style-type: none"> - Advertising
Mathews et al. (2016)	<ul style="list-style-type: none"> - Online sales - After sales service - Market research - Purchasing/Procurement
e-marketing capability	
Trainor et al. (2011)	<ul style="list-style-type: none"> - Information technology resources - Business resources - Human resources

Although various conceptualizations of marketing capability have been proposed in prior literature, this study argues that Day's perspective can be seen as broader perspective of social media marketing capability (Chahal & Kaur, 2014). This means that almost all marketing capability dimensions shown in Table 2.1 can be included in Day (1994), marketing capability dimensions consisting of outside-in, inside-out, and spanning capabilities as shown in Table 2.2. From this, this study conceptualizes social media marketing capability as multidimensional constructs based on the three dimensions of outside-in capabilities, inside-out capabilities, and spanning capabilities

Table 2.2 Dimensions of Marketing Capabilities included in Outside-in, Inside-out, and Spanning Perspectives

Literatures	Outside- in Capabilities	Inside-out Capabilities	Spanning Capabilities
Day (1994)	Market-sensing capability	Financial management	Customer order fulfilment
	Customer-linking capability	Cost control	Pricing
	Channel-bonding capability	Technological development	Purchasing
		Integrated logistic	Customer service delivery
		Manufacturing process	New product/service development
		Human resource management	Strategy Development
Chahal and Kaur (2014)	Relationship	Web technology	Advertising skills
	Regularity	Employee bonding	Pricing skills
	Communication		Product/service skills
Mu (2015)	Market sensing		
	Customer engaging		
	Partner linking		
Hooley et al. (2005)	Networking capability		
Fang et al. (2014)	Market-sensing capability		
	Customer-linking capability		

Literatures	Outside- in Capabilities	Inside-out Capabilities	Spanning Capabilities
Shin and Aiken (2012)			Marketing planning capability
O'Cass et al. (2012)			Marketing implementation capability
Weerawardena (2003)	Market research	Marketing Management	Pricing
Afzal (2009)	Channel of distribution		Product
			Promotion
			Customer service
Tsai and Shih (2004)	Market research		Pricing
	Channel of distribution		Product
			Promotion
			Product development
Murray, Gao, and Kotabe (2011)			Pricing capability
			New product development capability
			Marketing communication capability
Vorhies and Morgan (2005)	Channel management		Pricing
			Product development,
			Marketing communication
			Selling
			Marketing planning
			Marketing implementation

Literatures	Outside- in Capabilities	Inside-out Capabilities	Spanning Capabilities
Morgan et al. (2009)	Distribution management		Pricing Product management Marketing communications Selling Marketing planning Marketing implementation
Odhiambo, Kibera, and Musyoka (2015)	Distribution CRM		Pricing Product development Marketing communication
Theodosiou et al. (2012)	Environmental scanning		New product development Advertising Public relations Sales promotions Developing marketing plans Implementing marketing plans
Zou, Fang, and Zhao (2003)	Distribution		Pricing Communication Product development

Literatures	Outside- in Capabilities	Inside-out Capabilities	Spanning Capabilities
Liu and Ko (2012)			Pricing Product development Channel management Selling Marketing planning Marketing communication Marketing implantation Market information management
Bianchi and Mathews (2016)	Market research		Advertising
Mathews et al. (2016)			Online sales After sales service Purchasing/ Procurement
Trainor et al. (2011)		IT resources Business resources Human resources	

2.5.1 Outside-in Capabilities

Outside-in capabilities are the skills and abilities that enable firms to understand market requirements better than their competitors and to build customer relationships as well as channel members (Day, 1994). Outside-in capabilities facilitate proper implementation and reaction to changing market conditions; consequently, firms can meet customers' expectation and achieve the firm's overall objectives (Chahal & Kaur, 2014). These capabilities include market-sensing capability, customer-linking capability, and channel-bonding capability (Day, 1994; Mu, 2015).

2.5.1.1 Market-sensing Capability

Firstly, market-sensing capability refers to a firm's ability to acquire and disseminate customer, competitor and market information and to utilize market knowledge to forecast and monitor market changes (Day, 1994; Foley & Fahy, 2004). When a firm obtains market information and learns about changes that affect its customers, competitors, and market, this enables the firm to spot the trends, as well as opportunities and threats, of the current and future market environment (Fang et al., 2014; Morgan et al., 2009). In addition, firms that have the capability to forecast customer demands and market trends accurately can offer better products and services to target the market (Fang et al., 2014), thereby allowing firms to gain higher profitability.

Based on the extant literature, market-sensing capability in social media marketing represents a firm's ability to utilize social media platforms to acquire and to disseminate information about customers, competitors and markets, as well as to utilize such information to forecast market trends, opportunities and threats of the market environment (Day, 1994; Foley & Fahy, 2004). For example, Facebook, as one of social media platforms, allows users to create a profile page which shows their most recent activities and allows users to join groups of common interest (Quesenberry, 2016). Also, Facebook users can share photos and videos on their own page as well as have discussions with their network (Quesenberry, 2016). In this regard, firms can utilize Facebook by creating their own page and encourage Facebook users to click "Like", since when the users clicked "Like" on a firm's Facebook page, firms can access to users' information and profiles that they have

been shared on their personal Facebook page. This allows marketers to obtain basic customer information from their profile page. In addition, firms can obtain customer lifestyle and characteristic information through status updates, emoticons and photos that social media users, for example, on Facebook, have posted and shared to the public on their social media page (Sasatanun & Charoensukmongkol, 2016). At the same time, marketers can spot the market trends from Facebook because when people click “Like” on a company’s page, it allows marketers to monitor online conversations that people share with their friends and to understand consumers’ opinions about the firm or the firm’s activities (Schweidel & Moe, 2014). Furthermore, as with customer information, information about competitors can be accessed through Facebook and Instagram channels when the marketer clicks “Like” or “Follow” on their competitors’ Facebook page or Instagram. This allow marketers to access information about their competitors’ movements, for example, their new products and marketing activities.

2.5.1.2 Customer-linking Capability

Secondly, customer-linking capability represents the firm’s ability to identify customer needs, as well as its ability to build and maintain customer relationships (Chahal & Kaur, 2014; Day, 1994; Hooley et al., 2005; Theoharakis, Sajtos, & Hooley, 2009). Firms can develop such capability by developing knowledge when connecting with customers and strengthen interpersonal relationships with them (Hooley et al., 2005). As social media has distinct functions that allow users to generate content, and communicate and share information among their online network, it increases opportunities for interaction between customers and businesses, and enables customer participation and customer support through online networks (Michaelidou, Siamagka, & Christodoulides, 2011; Pentina & Koh, 2012; Ramani & Kumar, 2008). Therefore, customer-linking capability by using social media technology becomes important to connect with customers.

In this sense, social media technology can be integrated in the concept of the customer –linking capability of firm. This study views customer-linking capability in the social media marketing context as a firm’s ability to identify customer needs by connecting and interacting with customers and also creating and strengthening customer relationships by using social media platforms. Companies can

create official social media pages that allows customers to give feedbacks to firms through comments, which allows firms to learn more about customer needs and preferences (Castronovo & Huang, 2012; Hennig-Thurau et al., 2010; Trainor, Andzulis, Rapp, & Agnihotri, 2014). Rapp, Beitelspacher, Grewal, and Hughes (2013) found that more than 50 percent of online shoppers using social media applications, especially social networking sites such as Facebook, LinkedIn, and Twitter, to interact with sellers. Hence, a firm's ability to utilize social media to connect and interact with customers as well as to create and strengthen customer relationships is considered as one of the critical social media marketing capabilities of firms.

2.5.1.3 Channel-bonding Capability

Finally, the outside-in capability relevant to social media marketing is channel-bonding capability or partner-linking capability described by Mu (2015). Channel-bonding capability represents a firm's ability to connect and leverage its resources and capabilities with partners or channel members such as suppliers and distributors (Day, 1994; Mu, 2015). At present, business tends to involve more collaborative relationships, high-level coordination, and closed communication with their major channel members (Day, 1994). Firms with channel-bonding capability can strengthen mutual relationships with their channel members (Chahal & Kaur, 2014) and manage the channels effectively (Afzal, 2009). Thus, firms are able to deliver products and services to the ultimate customer effectively (Chahal & Kaur, 2014). Day (1994) viewed that many firms tend to focus on building, maintaining, and strengthening relationships with their major channel members; however, few firms have this capability to gain a competitive advantage. Since successful collaboration between channel members requires a high cooperation level for maintaining a business relationship (Frazier, Spekman, & O'neal, 1988; Spekman, 1988), it is significant for firms to develop such capability.

Now the emergence of social media technology, especially social networking sites such as Facebook and LinkedIn, allows firms to interact easily, communicate, and build trust, as well as to strengthen relationships with their channel members at lower cost (Michaelidou et al., 2011). In particular, channel-bonding capability in the social media marketing context in this study represents the ability of

firms to use social media as a tool to interact and communicate with, and for relationship building with channel members. For instance, suppliers can utilize social media platforms to create more interpersonal connections with retailers, to share information such as company profiles, events, incentives, and promotion and to build trust by providing company information with channel members through various social media platforms.

2.5.2 Inside-out Capabilities

Inside-out capabilities focus on the roles of internal resources and capabilities developed to enhance firms' performance and to correspond to different functional activities within organization, including production and transformation, logistics, cost control, financial and human resources management, and technological development (Chahal & Kaur, 2014; Day, 1994; Hooley et al., 2005; Santos-Vijande et al., 2012). These capabilities enable a firm's capabilities to implement properly, to increase efficiencies, as well as to reduce operating cost (Chahal & Kaur, 2014). According to Trainor et al. (2011), e-marketing capability can be developed by integrating three organizational resources, consisting of IT resources, business resources and human resources. Based on the literature mentioned previously, this study combines and narrows down the scope of inside-out capabilities related to the social media marketing context and emphasizes two aspects of inside-out capabilities, namely technology development capability and human resource development capability

2.5.2.1 Technology Development Capability

Technology development capability refers to the firm's ability to develop new technology to respond to the rapid change of the technological and competitive environment (Song, Droge, Hanvanich, & Calantone, 2005; Wind & Mahajan, 1997). Generally, technology has two main components, the physical component (such as products, tooling, equipment, techniques and processes) and the information component (such as know-how in management, marketing, production, quality control, reliability, and skilled labor) (Vinod Kumar, Uma Kumar, & Persaud, 1999). In this regard, Jin and Von Zedtwitz (2008) suggest further that this capability includes the ability to develop new products and processes, to improve existing technology as well as to develop new knowledge and skills to respond to the

competitive environment. This view is in line with the technological capability literature of Kumar et al. (1999) which suggests that the firm with technological capabilities has the ability to identify technological needs, to create new technology, to maintain, modify and improve existing technology and also to support technical learning.

In this study, the author views technology development capability in the social media context as the firm's ability to make effective utilization of technical skills and knowledge to develop and improve existing social media-related technologies as well as to generate new technical skills and knowledge in response to the rapidly changing technological and competitive business environment. Such capabilities allow firms to utilize technology appropriately with strategic purposes (Rush, Bessant, & Hobday, 2007) as well as to develop and improve techniques and processes to be more effective in business (Afuah, 2002). In particular, companies use social media as a tool to gain customer information, since social media allows firms to access a large data set of user profiles, online conversations and transactional information, such as visits to websites, buying records, and feedback on marketing campaigns (Choudhury & Harrigan, 2014; Greenberg, 2010). In this regard, it is important for companies to use and develop social analytics technology effectively to collect, store and analyze a big data set obtained from social media channels (Chen, Chiang, & Storey, 2012; Dinter & Lorenz, 2012). As social media generates valuable insights and information, it allows firms to understand customer needs that change over time, thereby achieving a competitive advantage (Choudhury & Harrigan, 2014; Hillebrand, Nijholt, & Nijssen, 2011). In this sense, the firm that possesses the ability to develop and improve social media technology (such as social media analytics) and effectively utilize this technology to evaluate customer insights is likely to achieve superior business performance (Choudhury & Harrigan, 2014; Greenberg, 2010; Woodcock, Green, & Starkey, 2011).

2.5.2.2 Human Resource Development Capability

According to Day (1994), human resource management is regarded as one of the inside-out capabilities that market-driven firms must possess to add value for the customer and for the firms' performance. This view is supported by the study of Trainor et al. (2011) that views human resources as an important element of e-

marketing capability that positively influences firms' performance. Research in human resource management has emphasized the capability to develop human resources effectively (Chan, Shaffer, & Snape, 2004; Charoensukmongkol et al., 2013; Koirala & Charoensukmongkol, 2018; Mueller, 1996; Phungsoonthorn & Charoensukmongkol, 2018, 2019; Ratasuk & Charoensukmongkol, 2019) since employees as firm's human resources play a major role in delivering value for customers (Charoensukmongkol, Daniel, & Chatelain-Jardon, 2015; Guang & Charoensukmongkol, 2019; Heskett & Schlesinger, 1994; Sergeant & Frenkel, 2000). In this regard, this study emphasizes the employee development capability as one of the major inside-out capabilities in social media marketing.

Orr, Bush, and Vorhies (2011, p.1075) define marketing employee development capability as "those resource deployments that reflect the firm's ability to systematically and routinely maintain and enhance the knowledge and skills of marketing employees". This capability includes regularly provide training for marketing employees, systematic feedback about their performance, increasing employee motivation through reward, as well as encouraging employees to make their own decisions on their tasks (Orr et al., 2011). Firms with a high level of marketing employee development capability are expected to meet customer needs better, thereby enhancing customer satisfaction, financial performance and market effectiveness (Day, 1994). Also, marketing employees with a higher level of knowledge and skills are able to work more effectively and productively on their tasks (Orr et al., 2011). This can be explained by when the skills and knowledge of marketing employees are integrated with other firms' resources, the employees tend to apply such skills and knowledge to perform firms' marketing strategies and activities effectively (Day, 1994; Srivastava, Shervani, & Fahey, 1998; Teece et al., 1997).

In the social media marketing context, the human resource development capability includes managerial support for regular training programs related to their tasks, such as in the new tools of social media marketing, social media trends, the digital marketing area and other related areas to enhance social media marketing skills for employees. When the employees have high levels of social media technology skills, they are likely to use the appropriate social platforms effectively to interact with their customers, as well as to know how to gain customer insights for

developing social media marketing activities. Further, it is important for management to provide employees with regular feedback about their performance on social media marketing tasks. The increased skills of employees and the feedback from management on their social media marketing tasks can help them to work more efficiently and effectively (Day, 1994; Srivastava et al., 1998). In addition, this capability includes regularly motivation, and empowering employees to make decisions on their social media marketing tasks by marketing executives as well as motivating them by rewarding their social media marketing performance.

2.5.3 Spanning Capabilities

Spanning capabilities are the integration of outside-in and inside-out capabilities (Day, 1994; Hooley et al., 1999). These capabilities are developed from the knowledge of the market and organizational internal functions (Chahal & Kaur, 2014). According to Day (1994), spanning capabilities include strategy development, new product development, pricing, customer order fulfillment, customer service delivery and purchasing. In addition, Chahal and Kaur (2014) suggest that there are three sub-dimensions of spanning capabilities comprising advertising skills, pricing skills and product and service skills. Based on Vorhies and Morgan (2005) mentioned previously, marketing capabilities including product development, pricing, marketing communications, selling, marketing planning, and marketing implementation are considered as spanning capabilities since these capabilities are developed from the integration of knowledge from the market and the internal function of organization. Specifically, Bianchi and Mathews (2016) argued that internet marketing capability includes the degree of internet application on advertising, online sales and after-sales service, which can be in line with the perspective of Day (1994), and thus included in spanning capabilities. In parallel with prior marketing literature, this paper views social media marketing capability in spanning capabilities aspects as the ability of firms to apply social media to marketing activities. To gain an initial understanding of the capability within social media marketing, this paper focuses on five capabilities as spanning capabilities of firms: pricing, product development, marketing communication, marketing planning, and marketing implementation in the context of social media.

2.5.3.1 Pricing Capability

Firstly, pricing capability refers to the ability to price the firm's products or services competitively as well as to monitor competitors' pricing strategy and pricing changes in the market (Afzal, 2009; Dutta, Zbaracki, & Bergen, 2003; Zou et al., 2003). According to Dutta et al. (2003), pricing capability also includes price-setting capability, consisting of identifying competitor prices, setting pricing strategy, translating from pricing strategy to price, convincing customers about price-change logic, and negotiating price changes with major customers. With pricing capability, firms are able to respond quickly to changes and gain the best revenue in the market (Murray et al., 2011). A firm with strong pricing capability is knowledgeable and understands about planned and current pricing strategies, and pricing actions of competitors (Blattberg & Wisniewski, 1989) as well as the impact of price on customer value perception (Davey, Childs, & Carlotti Jr, 1998; Shapiro, Slywotzky, & Doyle, 1998). As a result, firms are able to develop appropriate pricing strategies, manage pricing effectively and also communicate pricing changes to customers (Marn & Rosiello, 1992).

With the emergence of various social media platforms such as Facebook, YouTube, blogs, and Twitter, marketers can easily access to competitors' pricing information and also monitor customers' online conversation and customer value perceptions on the pricing of products and services. For example, firms can reach and analyze online conversations among customers through social media channels such as discussion boards and product/service review sites to understand how they view product prices and firms' pricing strategy as well as competitors' actions on pricing (Schweidel & Moe, 2014). Further, firms can utilize social media as a tool to communicate and convince customers about pricing changes. As a result, firms are able to develop appropriate pricing strategies and respond quickly to market changes.

2.5.3.2 Product Development Capability

Secondly, product development capability refers to "the capability to develop new products and services, ensuring constant adaptation to market needs" (Santos-Vijande et al., 2012, p.27). This capability is viewed as the ability of firms to create a new value offering through their new products and services for their target

market (Griffin & Page, 1996; Ramaswami, Srivastava, & Bhargava, 2009). Product development capability is regarded as a spanning capability since this capability normally involves acquiring knowledge from inside and outside the organization, such as market and technical (Moorman & Miner, 1997; Vaitoonkiat & Charoensukmongkol, 2020a, 2020b) and integrates such knowledge to develop and deliver products or services that meet the needs of the ultimate customers (Sethi, Smith, & Park, 2001). With product development capability, firms can develop and launch new products and services to meet customers' needs (Murray et al., 2011; Zou et al., 2003).

Based on the previous literature on product development capability, this paper defines product development capability in the social media marketing context as the ability of firm to apply social media applications for the product development process, which is the process of developing and launching new products and services to satisfy customers' needs. This capability covers activities such as acquiring information from customers, market testing, and new product introduction. According to Tuten and Solomon (2013), social media marketing can be used as a tool for businesses to develop new products ideas. Also, companies use social media marketing to interact with customers not only to gather of new product ideas but also to evaluate the actual design of the current products (Ramaswami et al., 2009). Regarding the product development process, the producer typically creates a prototype based on information acquired from customers. Then the product prototype is tested by the customer who gives the feedback for the product improvement process. This cycle is repeated until customers are satisfied with the product. From this process, social media can be used as a tool 1) to acquire and gather information and customer insights for product development, 2) to gain customer feedback from the product prototype testing and concept testing process, and 3) to introduce new products to market. Thus, firms can deliver and offer new products and services that meet customers' need. In this regard, firms can utilize social media such as Facebook, Line and YouTube as a tool to acquire information from customers and also use as a tool for market testing, especially product concepts that can reduce the product development cycle time leading to early new product launching in the market.

2.5.3.3 Social Media Marketing Communication Capability

Thirdly, marketing communication capability is defined as the ability of firms to manage customer value perception (McKee, Conant, Varadarajan, & Mokwa, 1992; Ritter, 2006). Santos-Vijande et al. (2012) suggest that marketing communication helps businesses to manage customer expectations, and firm's perceived image and perceived value. According to Murray et al. (2011), marketing communication capability enhances a positive customer perception of the firm's products or services. Consequently, this allows the firm to build a positive and differentiated brand image. Furthermore, McKee et al. (1992) argue that firms that possess a strong marketing communications capability are able to communicate their new products and services to new customers, to remind current users of the product benefits and availability, as well as to stimulate purchasing decisions. Marketing literature suggests that the principal marketing communications tools consist of advertising, public relations, sales promotion, personal selling, and direct marketing (Fill & Jamieson, 2011).

In particular, this study views social media marketing communication capability as the firm's ability to manage customer value perceptions by effectively using social media applications for marketing communication activities such as advertising, sales promotion, public relations, direct marketing and personal selling. The emergence of social media technology when integrated in marketing strategy facilitates new interactive forms of communication and supports marketing communication activities. For instance, conversations through social media channels are considered as an efficient way to raise brand awareness, brand recognition and to enhance brand loyalty (Gunelius, 2011). Further, social media marketing allows businesses to share information and change customers' perceptions about product, brand and company (Gunelius, 2011). In term of promotion, firms can provide special discounts exclusively to specific customers to make them feel special through the various forms of social media (Gunelius, 2011). In this regard, it is important for the firm to develop such capabilities. For example, marketers can utilize social media applications such as Facebook or Twitter to announce and share a coupon for sales promotion activities. Also, firms can create interesting content on a blog, or in the

form of a video on YouTube for brand building and communicating with customers (Tuten & Solomon, 2013).

2.5.3.4 Social Media Marketing Planning Capability

According to the perspective of Day (1994), strategy development is regarded as a spanning capability. Marketing strategy development allows firms to create and maintain competitive advantage (McDonald, 1992a). To develop an effective marketing strategy in a competitive and uncertain environment, the strategic marketing planning capability needs to be emphasized (McDonald, 1992b). Slotegraaf and Dickson (2004, p.373) define strategic marketing planning capability as “the ability to anticipate and respond to the market environment in order to direct a firm's resources and actions in ways that align the firm with the environment and achieve the firm's financial goals”. Morgan, Zou, Vorhies, and Katsikeas (2003) view marketing planning capability as the ability to formulate marketing strategies by coordinating between the firm's resources and marketplace effectively and to allocate the firm's resources, such as financial resources, manpower and other resources among divisions to carry out planned actions (Ramanujam, Venkatraman, & Camillus, 1986). McDonald (1992b) argues that effective marketing planning is a significant activity for a company's revenue-earning. The important elements of this capability include the activities such as market segmentation, market targeting, customer and competitor analysis, internal company analysis, and market positioning (Menon, Bharadwaj, Adidam, & Edison, 1999; Narver & Slater, 1990). In this regard, marketing planning activities allow firms to be aware of and accept changes that lead to business success. Therefore, firms with marketing planning capability are able to generate alternatives and implement the best alternatives when the environment changes, thus, responding to the environment appropriately (Ramanujam et al., 1986).

Specifically to social media context, this study views social media marketing planning capability as the firm's ability to develop social media marketing strategies to fit with the environment by allocating appropriate a marketing budget and marketing teams for social media marketing activities. Further, firms with the high levels of social media marketing planning are able to create alternative social media marketing programs in response to competitors' actions and environmental changes. To adapting to the technical changes, for example, marketers need to change

the way they communicate with customers in the new social media platforms (Schultz, 2010). In this regard, management needs to create alternative marketing plans to respond to this change. In addition, this capability includes the ability to utilize social media for effective market segmentation, market targeting, and market positioning. According to Canhoto, Clark, and Fennemore (2013), firms use social media to identify the differences in characteristics between customers, to evaluate segment attractiveness, and to develop a value proposition of the company's offer that is superior to their competitors. This means the firms with the social media marketing planning capability are able to use social media for such processes effectively. For example, marketers can observe customers' behaviors and interactions in real time to segment the market through social media platforms, which is less time-consuming than traditional approaches (Canhoto et al., 2013). Thus, it allows firm to segment the market with up to date customer insights effectively.

2.5.3.5 Social Media Marketing Implementation Capability

Lastly, marketing implementation capability is defined by White, Conant, and Echambadi (2003, p.115) as "the organization's competence in executing, controlling, and evaluating its marketing strategy". Santos-Vijande et al. (2012) view marketing implementation capability as the firm's ability to develop and control commercial plans. In general, marketing implementation refers to the process that turns marketing plans into actions, and the execution of strategy (Kotler, 2002). Typically, effective marketing strategy implementation requires the ability to acquire, and to coordinate the different resources (such as budget, human resources, and technologies) as well as to deploy such resources effectively for implementing a marketing strategy (Morgan et al., 2012). Further, effective marketing implementation includes creating specific marketing programs appropriately as well as utilizing the firm's resources and capability to implement specific marketing tactics (Cespedes, 1991). In particular, this capability includes processes such as acquiring and allocating marketing resources (Morgan et al., 2012), translating marketing strategies into action aligned with marketing objectives, and monitoring and evaluating the effectiveness of marketing program (Vorhies & Morgan, 2005).

Building on various perspectives, this study defines social media marketing implementation capability as the ability of firms to translate social media

marketing strategies into action by allocating firms' resources effectively to achieve social media marketing goals and to respond to a competitive environment. Also, this capability includes the ability to evaluate the performance of social media marketing initiatives, as well as the effectiveness of social media marketing execution.

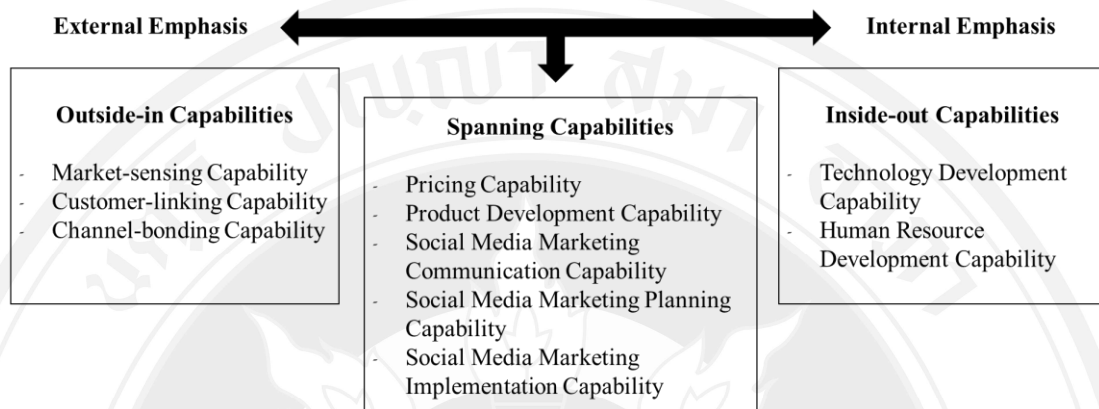


Figure 2.1 Social Media Marketing Capabilities

2.6 The Performance Outcomes Associated with Social Media Marketing Capabilities

The firms' performance associated with social media marketing capability can be considered in various aspects. Recent e-marketing research emphasizes customer relationship performance and organizational performance (Trainor et al., 2011) as outcomes associated with firms' capabilities. Additionally, Hooley et al. (2005) propose the three outcomes consisting of customer performance, market performance and financial performance. Vorhies and Morgan (2005) suggest that customer-related performance, including customer satisfaction and customer loyalty, is regarded as one dimension of firms' performance. In addition, the study of Sasatanun and Charoensukmongkol (2016) suggests the two performance outcomes related to social media used in CRM are cost reduction and market expansion outcomes. Based on prior literature, this study considers three aspects of performance outcomes associated with social media marketing capability consisting of 1) customer relationship

performance, and 2) market expansion. These two aspects of performance outcomes subsequently link to 3) financial performance that firms achieve.

2.6.1 Customer Relationship Performance

Customer relationship performance represents how well the company creates value for customers by increasing satisfaction, retention, and creating positive word of mouth, as well as improving relationship quality (Wang, Po Lo, Chi, & Yang, 2004). According to Trainor et al. (2011), customer relationship performance emphasizes customer satisfaction and retention. Studies of customer relationship management suggest that technological advances provide a greater firm's greater opportunity to interact with their customers (Ahearne, Jelinek, & Rapp, 2005; Coviello, Milley, & Marcolin, 2001). Hooley et al. (2005) and Rapp, Trainor, and Agnihotri (2010) also support the idea that marketing capability can enhance customer relationships, which leads to customer satisfaction and customer loyalty. In particular, firms utilize social media as a tool to improve and maintain relationships with their customers that enhance customer loyalty and business value (Laroche, Habibi, & Richard, 2013; Trainor et al., 2014). The social media literature suggests that social media adoption provides opportunities to interact and communicate with customers, thus leading to relationship development and increased sales (Nobre & Silva, 2014). As this study conceptualizes social media marketing capability as a firm's ability to use social media platforms and its related technologies to support marketing functions to facilitate interaction with customers, it is argued that firms that possess such capability are likely to efficiently leverage and utilize the necessary information gained from customer interaction through social media platforms to respond to customer requirements, create rich interactions, and strengthen customer relationships. Consequently, it leads to superior customer relationship performance.

2.6.2 Market Expansion Performance

Market expansion represents the increase in primary demand for products and services "by converting non-customers into customers of firms, or by increasing the usage rate of an industry's existing customers" (Bang & Joshi, 2010, p.59), thereby facilitating overall market growth (Walker, Mullins, & Larreche, 2006). According to

Nelson and Winter (2009), market expansion leads to organizational growth. In particular, market expansion growth can be reached by accessing a broader segment of the current market, expanding customer base, and utilizing the firm's technologies to new markets, as well as expanding into international markets (Mishina, Pollock, & Porac, 2004). According to Rodriguez, Ajjan, & Peterson (2016), the use of internet technology in business can increase a firm's ability to respond to and reach new markets with lower cost. In this sense, social media as an internet-based technology can provide such opportunities. This view is supported by Sasatanun and Charoensukmongkol (2016) who suggest that social media use for CRM allows firms to reach a new target customers quickly, since people now use social media in their daily life. Furthermore, Lai (2011) argues that marketers can utilize; for example, advertisements on Facebook (or Social Ads) to reach more targeted markets and connect with Facebook users worldwide. Generally, social media is a tool associated with online consumer-to-consumer interactions which are considered as a tool with greater credibility and relevance for customers than other information sources created by firms (Gruen, Osmonbekov, & Czaplewski, 2006; Muntinga, Moorman, & Smit, 2011). For this reason, customers who purchase a firm's products are likely to mention specific brands and spread product-related information in online conversations, and thereby the message about the products and brands can be passed on easily in their network (Kim & Ko, 2012; Lai, 2011; Vollmer & Precourt, 2008). Additionally, Sørensen and Shklovski (2011) argue that social media technology allows firms to enhance the speed of market expansion as well as their ability to connect to a broader range of customers. Consequently, firms are able to quickly reach to new potential targeted markets (Overby & Min, 2001). In this respect, firms with the social media marketing capability have greater opportunities to expand their targeted market.

2.6.3 Financial Performance

Finally, financial performance represents "an organization's achievement of its economic goals" (Fang et al, 2014, p. 179). According to Slater and Narver (1994), financial performance represents the economic value of the firm. Hunt and Morgan (1996) suggest that financial performance of firms can be evaluated specifically from

profits, return on assets, and return on equity. Prior studies argue that firms' distinctive capabilities that convert their existing resources and capabilities into business processes can enhance financial performance (Day, 1994) (Trainor et al., 2011). The use social media as a tool for implementing marketing activities impacts on financial performance by generating sales (Paniagua & Sapena, 2014). In addition, social media marketing facilitates transaction and coordination cost reduction for firms to build relationships with their customers (Agnihotri et al., 2016; Culnan et al., 2010). In this sense, firms with high levels of social media marketing capability are expected to demonstrate more satisfactory financial performance.

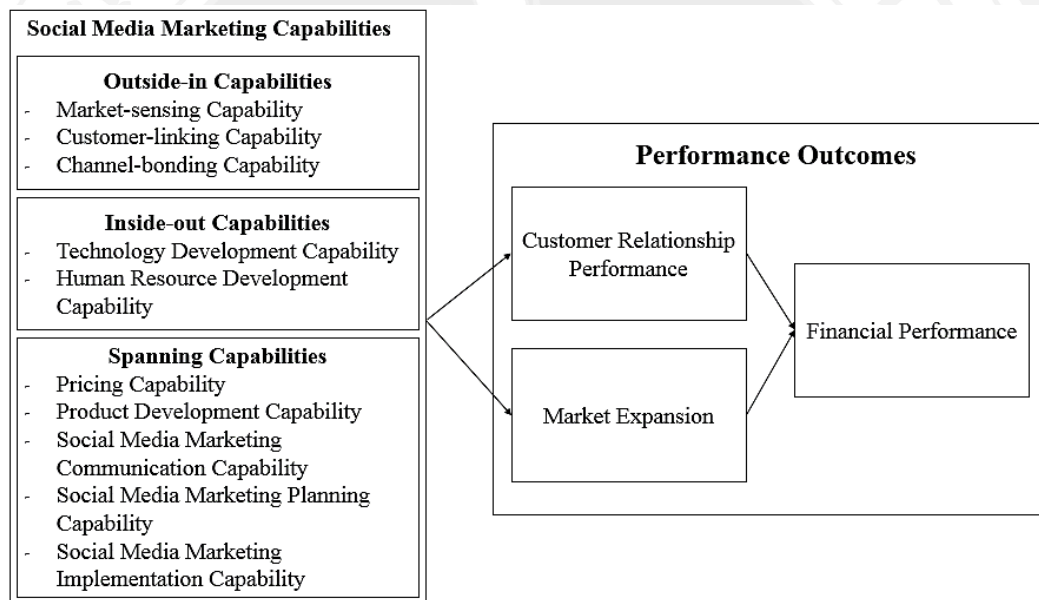


Figure 2.2 Conceptual Model

2.7 Hypotheses Development

Regarding the relationship between social media marketing capability and performance outcomes, the RBV is a theoretical foundation to explain that the heterogeneity of firms' resources and capabilities leads to heterogeneity in their performance (Barney, 1991; Vorhies & Morgan, 2005). Social media marketing capability is viewed as a marketing-specific capability, which relies on the integration

of resources and resource deployment embedded in organizational process (Grewal & Slotegraaf, 2007). Regarding the capability perspective of RBV, this marketing-specific capability is viewed as a distinctive capability which is difficult to transfer to competitors, thereby allowing firms to achieve competitive advantage (Grewal & Slotegraaf, 2007). In this sense, firms that have stronger social media marketing capability are able to utilize their social media marketing-related resources and implement social media marketing activities more effectively than competitors (Sirmon et al., 2007), thus leading to superior performance. Given this role of social media marketing capability that is consistent with RBV, the hypotheses regarding the linkage between each aspect of social media marketing capabilities and performance outcomes are presented as follows:

2.7.1 Social Media Marketing Capabilities and Performance Outcomes

2.7.1.1 Market-sensing Capability

Regarding market-sensing capability, this study proposes that the level of a firm's market-sensing capability can be related to its customer relationship performance and market expansion. The first outcome is customer relationship performance. A firm high in market-sensing capability is able to recognize the market opportunities before competitors, which leads to better chances to develop and offer products or services served the customers' need (Slater & Narver, 2000), thereby satisfying customers and strengthening relationships with them (Jaworski, Kohli, & Sahay, 2000). The firm with a high level of market-sensing capability is able to utilize social media applications such as Facebook and Twitter effectively to acquire and disseminate of customer, competitor, and market information (Trainor et al., 2014) as well as to spot market opportunities by using information obtained from customer online conversations and feedback via social media channels (Castronovo & Huang, 2012; Trainor et al., 2014). In this regard, firms with high levels of market-sensing capability tend to access to customers, competitors, and market information easily, thereby allowing them to learn more about their customers and competitors as well as market trends (Slater & Narver, 2000). Thus, firms tend to create rich interactions, communication, and responses to customer requirements, consequently leading to a superior customer relationship performance (Trainor et al., 2014).

Regarding the market expansion outcome, market-sensing capability allows firms to understand customer behavior which in an untapped segment, thus facilitating firm's market expansion performance (Bang & Joshi, 2010). Further, Morgan et al. (2009) argue that when a firm learns about a market-environment, customers, and competitors, this is valuable information and knowledge for market development because the firms with such capability tend to better recognize market opportunities better than their competitors. Thus, these firms can provide products or services to serve a new market segment (Slater & Narver, 2000). In this sense, firms that possess such accumulated knowledge and have the ability to forecast and spot market trends and opportunities, such as a new targeted market through online communication from social media channels, tend to create opportunities for networking, and expand their market quickly and easily (Bolat et al., 2016). Thus, this study proposes the following hypotheses:

Hypothesis 1a: Market-sensing capability positively associates with customer relationship performance.

Hypothesis 1b: Market-sensing capability positively associates with market expansion.

2.7.1.2 Customer-linking Capability

The second outside-in capability that is hypothesized to have association with customer relationship performance and market expansion is customer-linking capability. Regarding the customer relationship performance outcome, firms with a high level of customer-linking capability are able to identify customer needs, as well as to build and to maintain customer relationships (Chahal & Kaur, 2014; Day, 1994; Hooley et al., 2005; Theoharakis et al., 2009). According to prior literature, customer-linking capability facilitates strong relationship development and maintains relationships between firms and customers (Hooley et al., 2005). Through the strong relationships, the propensity of customers to leave the relationship can be reduced (Hooley et al., 2005; Morgan & Hunt, 1994). This view is supported by Rapp et al. (2010) who find that firms' customer relationship performance can be enhanced by the development of customer-linking capability. In addition, Trainor et al. (2011) argue that such capability allows firm to leverage information obtained from customers more effectively in order to interact with the customers better. From

this logic, the firm that effectively and appropriately uses social media platforms to identify customer needs and also interact with their customers to build and maintain relationships is likely to connect the firm to customers more closely, and thus achieve higher levels of customer relationship performance (Sasatanun & Charoensukmongkol, 2016; Trainor et al., 2014).

Additionally, customer-linking capability can enhance market expansion. Given that the effective social media use for identifying customer needs and building strong relationships with customers, firms can reach a new market through its existing customer' network (Kietzmann et al., 2011; Sørensen & Shklovski, 2011). Through the closed relationship between the firm and its customers, customers are likely to spread brand-related information to their friends and peers in social networks, who can be expected to become a new potential targeted market, thereby allowing the firm to expand to a new market (Kim & Ko, 2012; Vollmer & Precourt, 2008). Therefore, this study posits the following hypotheses:

Hypothesis 2a: Customer-linking capability positively associates with customer relationship performance.

Hypothesis 2b: Customer-linking capability positively associates with market expansion.

2.7.1.3 Channel-bonding Capability

The third outside-in capability is channel bonding. As channel-bonding capability represents the ability of firms to connect and leverage resources and capabilities with their channel members (Day, 1994; Mu, 2015), it allows firms to access a diverse resources and specialized skills as well as customer and market information, thus creating customer value (Hoang & Rothaermel, 2010; Mu & Di Benedetto, 2012). With this logic, a firm that has the ability to use social media platforms appropriately to interact and create interpersonal communications with their channel members, tends to strengthen relationships and build trust that leads to a high level of coordination and closed communication with lower cost (Swani, Brown, & Milne, 2014), thus leading to the effective delivery of their products and services to their ultimate customers. As a result, this enhances customer relationships, customer satisfaction and customer loyalty.

Regarding the market expansion outcome, a firm's channel-bonding capability allows it to access and exchange market and customer information with network partners (Dyer and Singh, 1998; Hoang and Rothaermel, 2010; Mu and Di Benedetto, 2012), thus leading to the firm's opportunities to tap new markets. In particular, a firm with ability to use social media to communicate and connect with their channel members (such as their channel members within the supply chain) is able to build strong collaborative relationships and to manage their channels effectively. According to (Gulati, 1995), the information about a firm's competencies and reliability over time can be shared through their partner's network. When the firm can connect with their partner networks, this allows it to expand to new markets easily. Based on this discussion, the author proposes the following hypotheses:

Hypothesis 3a: Channel-bonding capability positively associates with customer relationship performance.

Hypothesis 3b: Channel-bonding capability positively associates with market expansion.

2.7.1.4 Technology Development Capability

Prior research suggests that technology allows firms to interact and connect with customers effectively, which generates customer satisfaction and relationship development (Ahearne et al., 2005; Coviello et al., 2001; Jayachandran, Sharma, Kaufman, & Raman, 2005; Wu, Mahajan, & Balasubramanian, 2003). Through technology development, and especially social media technology, the communication process and quality of interaction can be improved, and also it increases information sharing; thus an effective interface with customers is facilitated (Trainor et al., 2011; Wu et al., 2003). Based on this logic, the firms with high levels of ability to identify social media-related technology needs and able to improve or create new social media technologies to support business processes, are able to interact with their customers effectively (Trainor et al., 2011). Consequently, customer satisfaction and customer relationship development are enabled. As social media technology facilitates firms to expand their markets easily (Lai, 2011), the firm possessing technology development capability tends to develop an effective social media technology that can access widely a new market. From this logic, the author hypothesizes:

Hypothesis 4a: Technology development capability positively associates with customer relationship performance.

Hypothesis 4b: Technology development capability positively associates with market expansion.

2.7.1.5 Human Resource Development Capability

Since employees as a firm's human resources play a major role in delivering value for customers (Heskett & Schlesinger, 1994; Puyod & Charoensukmongkol, 2019; Sergeant & Frenkel, 2000; Suthatorn & Charoensukmongkol, 2018), a firm's employee development capability, such as providing social media related training courses, facilitates a higher level of knowledge and skills among employees, which help them to work more effectively and productively on their social media marketing-related tasks. This leads to meeting customer needs better, and tends to enhance customer satisfaction (Day, 1994), thereby achieving superior customer relationship performance. Further, when the firm can strengthen its employees' social media marketing-related skills and knowledge that provides the firm with opportunities to reach a new market. The reason is that if employees have better knowledge and skills in using social media platforms to disseminate information about the firm or its products, and to interact with customers as well as to connect with the customer or social media users, such information is likely to expand to social media users who may be the potential new market. Another aspect of employee development capability is about the extent to which management empowers their employees to make decisions about the tasks for which they are responsible (Orr et al., 2011). This allows employees to initiate new creative ideas which are able to reach the new targeted market quickly. Thus, this study hypothesizes:

Hypothesis 5a: Human resource development capability positively associates with customer relationship performance.

Hypothesis 5b: Human resource development capability positively associates with market expansion.

2.7.1.6 Pricing Capability

Based on the explanation of pricing capability in the previous section, a firm possessing strong pricing capability is able to understand the impact of a

product's price on customer value perceptions (Davey et al., 1998). Generally, customer value perceptions involve a trade-off between the quality or benefits they receive from the products and what they sacrifice, such as price (Wang et al., 2004). In particular, the price of products and services is closely linked to customer value perception, which in turn impacts on customer satisfaction and customer loyalty (Fornell, Johnson, Anderson, Cha, & Bryant, 1996). Therefore, loyal customers are expected to build and maintain relationships with a firm (Wang et al., 2004). From this logic, firms with strong ability to utilize social media technology effectively to monitor competitors' movement on pricing strategy and customer value perceptions about product prices and pricing strategy are able to develop pricing strategies appropriately, as well as to communicate price changes to customers quickly through social media platforms (Morgan et al., 2012; Schweidel & Moe, 2014). In this regard, a firm's appropriate pricing strategy impacts on customer value perception, which can enhance customer satisfaction and customer loyalty (Fornell et al., 1996). Subsequently, this can enhance the customer relationship performance. Further, satisfied and loyal customers are likely to share positive information on the firm and its products (Wang et al., 2004) through social media channels which allows the firm to reach a broader segment and expand their market. Based on the discussion, the following hypotheses can be proposed:

Hypothesis 6a: Product development capability positively associates with customer relationship performance.

Hypothesis 6b: Product development capability positively associates with market expansion.

2.7.1.7 Product Development Capability

As mentioned in the previous section, product development capability in the social media marketing context represents the ability of firms to use social media to acquire and gather customer insights and market information to develop new products designed to serve customers' needs or to improve existing products, and to conduct new product development processes. When firms have a high level of ability to use social media applications as marketing tools to gather customer insights in term of their interests and personalities, firms are likely to initiate new product ideas that serve their targets' needs (Tuten & Solomon, 2013). Experiences from product usage

can lead to customer value from products' utilities, and quality, thus leading to customer satisfaction, as well as a tendency for customers to be loyal and repeat the purchase of the products (Wang et al., 2004). Additionally, new markets can be created through innovation and the introduction of new products by gathering customer insights and utilizing information from social media (Lagrosen, 2005). Furthermore, customers who are satisfied with a firm's products and services tend to spread positive word of mouth among their networks (Wang et al., 2004) which lead to market expansion outcome (Lagrosen, 2005). Thus, this study posits the following hypotheses:

Hypothesis 7a: Product development capability positively associates with customer relationship performance.

Hypothesis 7b: Product development capability positively associates with market expansion.

2.7.1.8 Social Media Marketing Communication Capability

As social media offers firms various ways to communicate with and reach their customers, firms need to utilize social media channels appropriately, which can attract customers and influence their behavior, subsequently impacting on relationships with customers (Hennig-Thurau et al., 2010). According to (Gunelius, 2011), communication through social media channels is an efficient way to share information and change customer's perceptions of products, brands and companies. In line with the characteristics of social media platforms, consumers can share their interests in their favorite brands via social media channels such as Twitter, YouTube, and Facebook (Mathwick, Wiertz, & De Ruyter, 2007). Through social media platforms, firms can also provide special discounts exclusively to individual customers to make them feel special (Gunelius, 2011). In this regard, social media marketing communication capability is expected to influence customer relationship performance positively. Apart from the customer relationship outcome, such capability is associated with the market expansion outcome. When the firms have the ability to utilize social media channels to manage customer value perceptions by producing positive customer perceptions of firms' products and services, this leads to a positive and differentiated brand image (Gunelius, 2011). As a result, it allows firms to expand to a new segment of customers through online conversations. Furthermore,

firms can utilize social media platforms to differentiate their image to different groups of customers (Sasatanun & Charoensukmongkol, 2016), for example, those who have different lifestyles and interests through appropriate social media channels. Thus, it can be hypothesized that

Hypothesis 8a: Social media marketing communication capability positively associates with customer relationship performance.

Hypothesis 8b: Social media marketing communication capability positively associates with market expansion.

2.7.1.9 Social Media Marketing Planning Capability

As mentioned in the previous section, when firms have high levels of social media marketing planning capability, they are able to develop social media marketing strategies that fit with the market environment, and appropriately allocate marketing resources for social media marketing programs (Morgan et al., 2003; Slotegraaf & Dickson, 2004). When firms are able to develop social media strategies that fit to the market environment with appropriate marketing resources, it is likely to produce more effective interactions between firms and customers, and ultimately a positive impact on customer satisfaction and relationship performance. In addition, this capability includes the ability to utilize social media for effective market segmentation, market targeting, and market positioning. With such capability, firms are able to identify the different characteristics of customers, to evaluate segment attractiveness by observing customers' behavior and interactions in real time to segment the market through social media platforms, which is less time-consuming than competitors and obtain up-to-date customer insights (Canhoto et al., 2013). From these aspects, it allows firms to identify opportunities to expand and to reach new markets easily, thereby leading to the market expansion outcomes. With this logic, the author hypothesizes.

Hypothesis 9a: Social media marketing planning capability positively associates with customer relationship performance.

Hypothesis 9b: Social media marketing planning capability positively associates with market expansion.

2.7.1.10 Social Media Marketing Implementation Capability

Based on (Day, 1994) and (Menon et al., 1999), this study views social media marketing implementation capability as being associated with the ability to turn social media marketing plans into actions, as well as to deploy firms' resources effectively in alignment with social media marketing formulation decisions. Further, this capability involves an adaptive mechanism which allows firms to make adjustments on marketing program execution as well as to deploy resources appropriately during marketing strategy implementation when unanticipated constraints and opportunities as well as changes occur (O'Cass et al., 2012; Slotegraaf & Dickson, 2004; Sterling, 2003). This view is supported by the study of (O'Cass et al., 2012) which found that marketing implementation capability influenced customer-centric performance, such as customer attraction and customer retention. Based on prior marketing literature, such capability facilitates value added to firms' products and services (Day, 1994; Vorhies & Morgan, 2005; Weerawardena & O'Cass, 2004) as well as product and service differentiation (Kotabe, Srinivasan, & Aulakh, 2002), thereby allowing firms to attract and retain their customers (O'Cass et al., 2012). In this regard, firms with strong social media marketing implementation capability are expected to have higher levels of customer relationship performance. In addition to customer-related performance, when firms have high levels of such capability, they have an opportunity to expand to new targeted markets.

Hypothesis 10a: Social media marketing implementation capability positively associates with customer relationship performance.

Hypothesis 10b: Social media marketing implementation capability positively associates with market expansion.

2.7.2 The Relationship between Customer Relationship Performance, Market Expansion, and Financial Performance

In addition to the positive link between social media marketing capability in customer relationship performance and market expansion outcomes, it is also suggested that these two outcomes are expected to be associated with financial performance. In e-marketing capability literature, there exists the relationship between customer relationship performance and organizational performance (Trainor et al., 2011). Marketing literatures indicates that firms' revenue and profit are achieved

when they build, maintain, and enhance relationships with customers (Trainor et al., 2011). Moreover, customer satisfaction and loyalty can be used as critical indicators of sales growth in the future (Ahearne et al., 2005; Day & Wensley, 1988). According to (Hogan et al., 2002), increases in revenue can be enabled by a high levels of customer satisfaction and retention, since customer satisfaction creates positive word-of-mouth communications that lead to profitability. Additionally, customers become loyal and stay with firms when they are more satisfied with the products or services that the company offers. Thus, firms are likely to have lower costs incurred by creating promotional tools for encouraging customer repeat purchases and reducing customer complaints, and thereby gain higher market share (Szymanski & Henard, 2001). Accordingly, (Rodriguez, Ajjan, & Peterson, 2016) extend this view that social media usage has an impact on outcome performance through relationship performance. Based on past research, it can be argued that firms with higher levels of customer satisfaction will achieve better financial performance. In addition, the market expansion outcome is expected to influence financial performance (Bang & Joshi, 2010; Banker, Mashruwala, & Tripathy, 2014; Mishina et al., 2004). Through social media channels, firms that are able to expand their market are likely to generate more revenue with lower cost, thereby enhancing their financial performance (Bang & Joshi, 2010; Banker et al., 2014; Mishina et al., 2004). In particular, the outcomes that are associated with effective social media implementation, consequently, are related to the financial performance that firms achieve. This view is supported by e-marketing literature, which found a positive relationship between e-marketing capabilities and firm performance, such as revenue generation and cost reduction (Rust, Moorman, & Dickson, 2002). Thus, this paper posits that:

Hypothesis 11 Customer relationship performance is positively associated with financial performance.

Hypothesis 12 Market expansion is positively associated with financial performance.

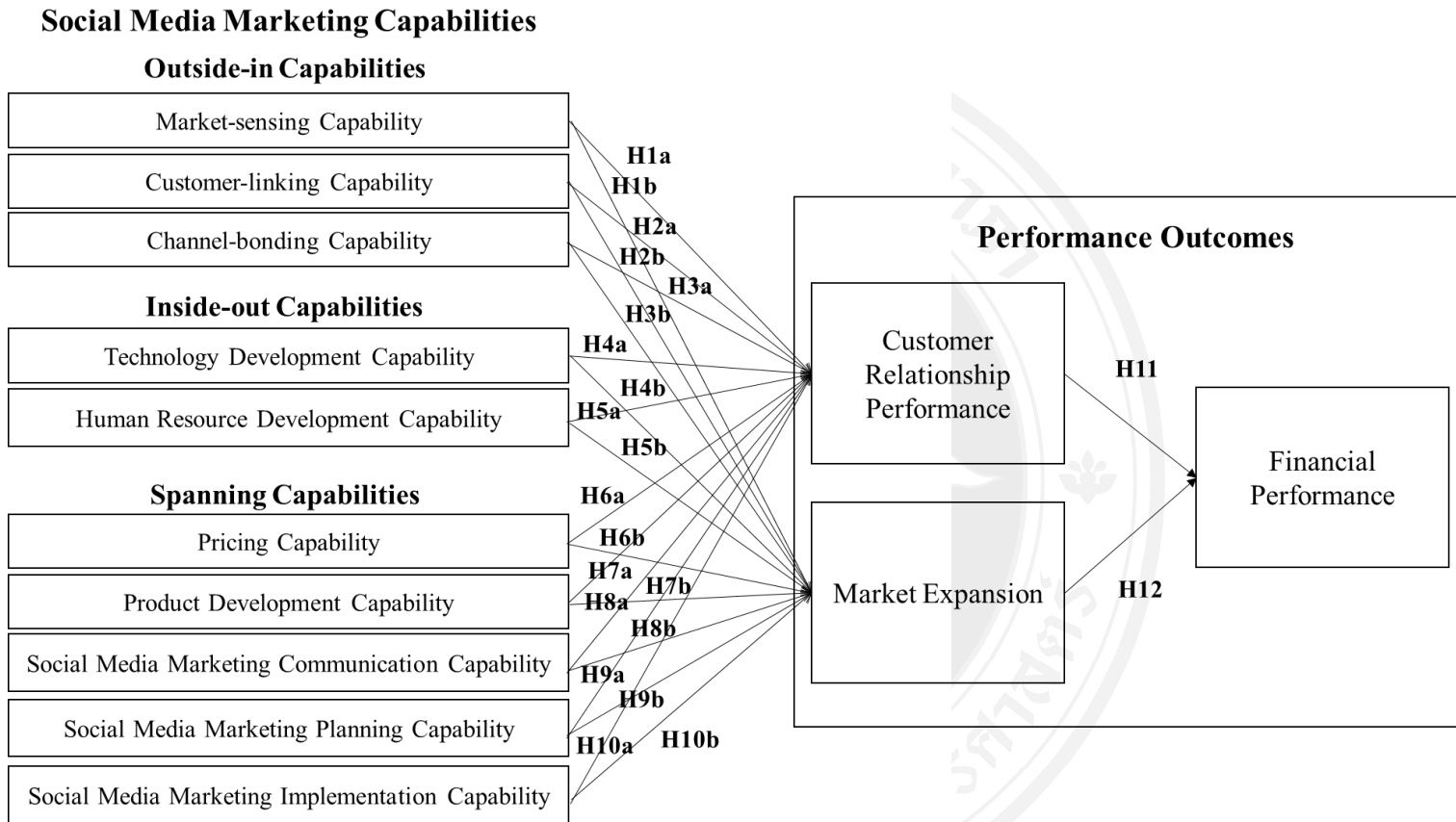


Figure 2.3 Conceptual Model and Hypotheses Development

CHAPTER 3

METHODOLOGY

This chapter explains the methodology employed to test the hypotheses proposed in this study. In the following section, the research context, sample selection, data collection, questionnaire development, measurements, and estimation method will be discussed.

3.1 Research Context

This study concerned with firms that apply social media marketing in their businesses. In particular, Thailand is selected as the context of this study. Electronic Transactions Development Agency (ETDA) (2016) reported that Thai people rely greatly on internet, spending approximately 45 hours online per week. At the end of 2016, Thailand's internet users reached 43 million, an increase of approximately 65% from 2013 (Office of the National Broadcasting and Telecommunication Commission, 2016). Information about the upward trend of internet usage is showed in Figure 3.1.

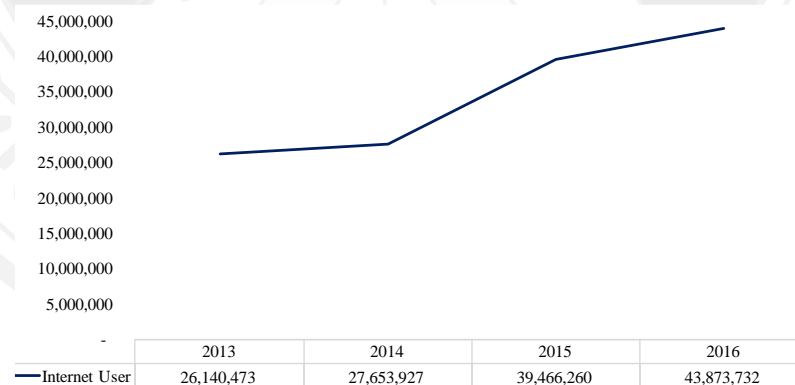


Figure 3.1 Thailand Internet Users 2013-2016

Source: Office of the National Broadcasting and Telecommunication Commission (2016)

Electronic Transactions Development Agency (ETDA) (2016) reported that communication via social media has become the most popular activity, accounting for 96.1% of Thai internet use. In particular, users spend a lot of time creating and, sharing content, and they connect with brands through online channels (TNS, 2017). As of January 2017, Thailand has around 46 million active social media users increasing by approximately 21% from January 2016, which represents about 67% of the population (Statista, 2017). Thailand has been ranked seventh globally in terms of social media usage penetration (Statista, 2017). The top ten social media penetration countries are presented in Figure 3.2. According to Leesa-Nguansuk (2016), Thailand has users of Facebook, LINE, YouTube, Instagram, and Twitter of around 46, 33, 16, 7.8, and 5.3 million users, respectively. Regarding the number of Facebook users, Thailand ranks eighth in the world and third in Southeast Asia as of July 2017 (Leesa-Nguansuk, 2016; Statista, 2017). As of the fourth quarter of 2016, Facebook was the most popular social media platform in Thailand followed by YouTube, and LINE accounting for 65%, 64%, and 53% respectively of the population (Statista, 2017). The percentage of total active social media users by social media platforms are presented in Figure 3.3.

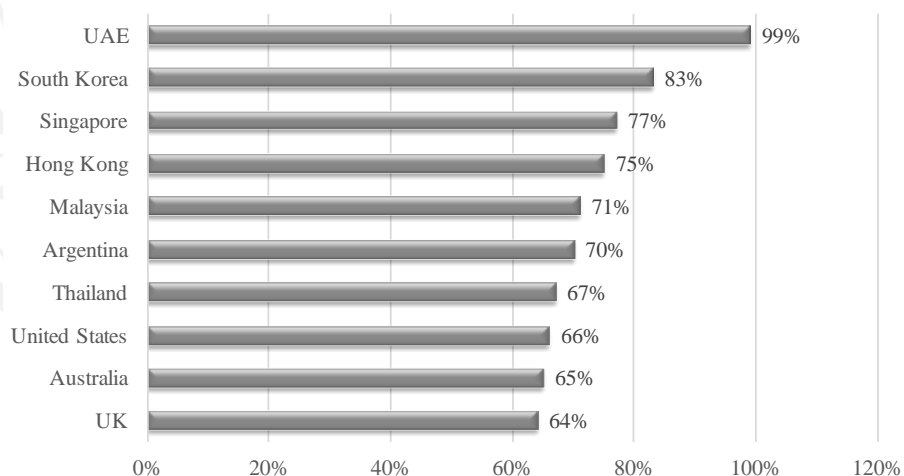


Figure 3.2 Top Ten Social Media Penetration as of January, 2017 by Country

Source: Statista (2017)

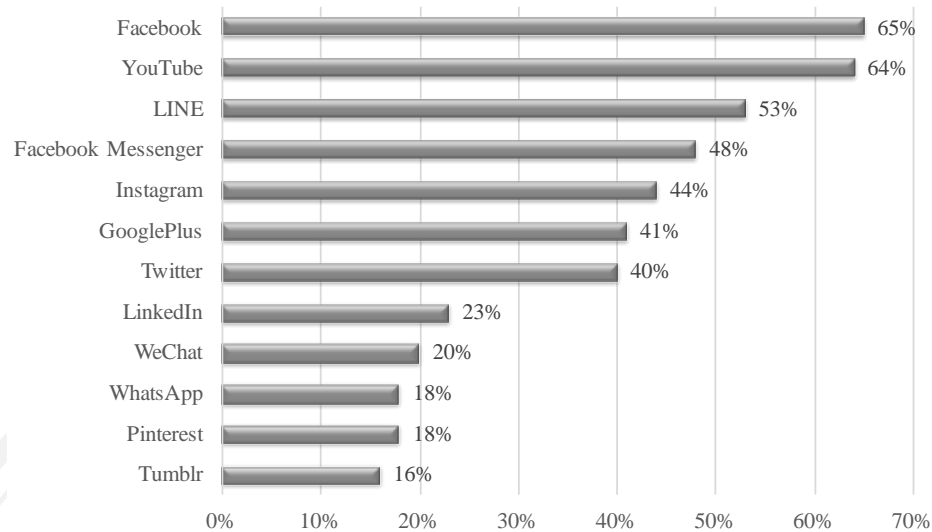


Figure 3.3 Most Active Social Media Platforms

Source: Statista (2017)

In particular, Thailand has become the regional leader in the use of social media by business and potential online markets due to the growth of internet users (Electronic Transactions Development Agency (ETDA), 2016) as well as the availability of internet infrastructure such as fourth-generation (4G) high-speed wireless broadband. In addition, Thailand is regarded as having the highest growth in social commerce markets through social media channels, especially on Facebook and Instagram (based on comparison with other regional markets) (Banchongduang, 2016).

With the increasing social media activities of Thai consumers, businesses in various sectors spend heavily on social media for their marketing activities (Leesa-Nguansuk, 2016). According to Digital Advertising Association of Thailand (2017), digital advertising spending is growing substantially due to spending on social media platforms. Facebook has the highest contribution of digital advertising spending, followed by YouTube, accounting for 29% and 16% of total digital advertising respectively (Digital Advertising Association of Thailand, 2017). Furthermore, Electronic Transactions Development Agency (ETDA) (2017) reported that total e-commerce market in Thailand in 2015 of business whose asset value are less than 50 million baht mostly rely on social media channels especially for retailing and

wholesales sectors, as illustrated in Figure 3.4. For these reasons, Thailand is regarded as an appropriate context for this study.

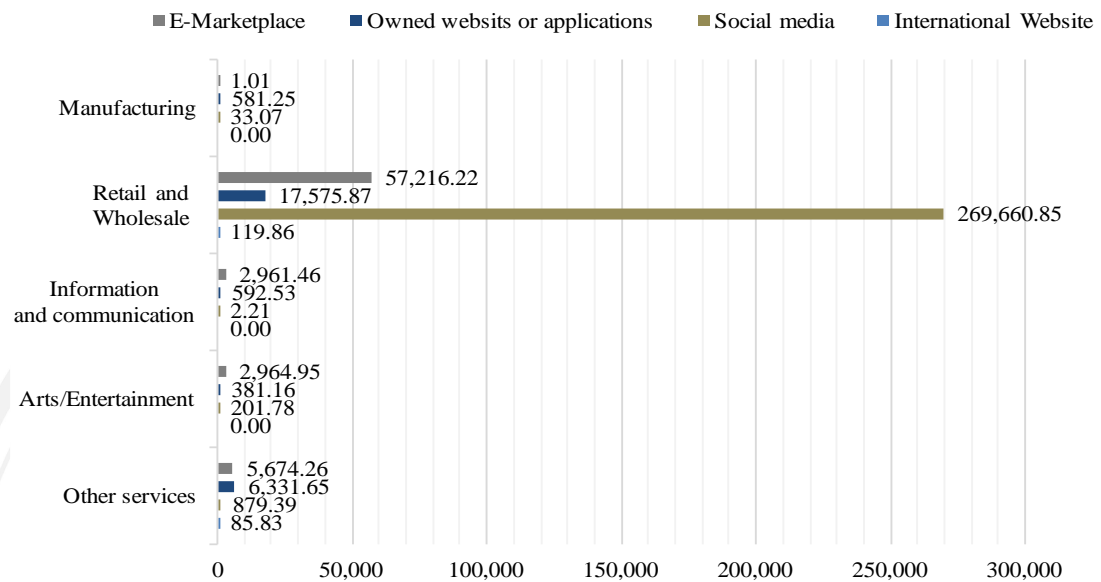


Figure 3.4 E-commerce Value (Million Baht) by Sectors Classified by Online Channels*

Source: Electronic Transactions Development Agency (ETDA) (2017)

Note: *The e-commerce value is from business which are no more than 50 million baht of asset.

3.2 Sample Selection

The population of this study is Thai firms that utilize social media as a tool for their marketing activities. However, official lists of these firms in Thailand are not available. For this reason, this study used “non-probability sampling” for data collection. According to (Etikan, Musa, & Alkassim, 2016), non-probability sampling is a sampling technique in which samples are selected in a process such that the population do not have equal chances of being included, or included with unknown probabilities. Further, non-probability sampling is used in the situation in which the population of the study is not defined (Etikan et al., 2016). The sampling frame of this study is firms’ representatives or entrepreneurs who attended seminars and training

courses related to online business and e-commerce organized by the Ministry of Commerce. Convenience sampling was used to obtain the sample. As this study focuses on the social media marketing capability of firms, the sample will be pre-screened to ensure that they actually utilize social media channels for their marketing activities. The term “social media” describes web-based foundation applications consisting of Facebook, Instagram, LINE, Twitter, YouTube, Google+, LinkedIn, and other similar-platforms associated with social interaction (Guesalaga, 2016). The firms that apply at least one social media platform for their marketing activities are qualified to be included in the sample in data collection.

3.3 Data Collection Method

A self-administered questionnaire survey method is chosen for the data collection method. The reason is that questionnaire surveys allow researchers to collect a large number of respondents in a short period of time (Bryman & Bell, 2015). The data collection is anonymous so as to encourage respondents to respond truthfully to the questionnaires (Bryman & Bell, 2015). Each questionnaire will be sent to the key person who is responsible for, involves, or makes decisions about social media marketing activities (such as business owners, marketing managers, brand managers, marketing officers, and marketing related tasks) of each firm. By targeting the key person from a strategic viewpoint, they are the person who has influence on the key strategic decision of the firm (Shortell & Zajac, 1990).

Regarding the questionnaire development process, all scales questions are based on the existing scales which have been tested in term of reliability and validity (Bulmer, Hyman, & Lamb, 2006). In addition the original scale questions that were initially developed in the English language will be translated to the Thai language, and then will be translated back to English in order to ensure the validity of the constructs (Brislin, 1970). Before conducting a pilot test, the initial questions were sent to five social media marketing experts with experience of social media marketing to review the appropriateness of the scale items. The results showed that there are a few ambiguous words in questions that were modified to be more understandable. Additionally, a pilot test will be conducted with 10 firms and then questionnaires will

be revised based on their feedback to ensure the validity of the content (Bulmer et al., 2006; Nguyen, Yu, Melewar, & Chen, 2015).

3.4 Measurement

The questionnaire items operationalizing each construct were developed by adapting the measurement based on existing marketing studies. To confirm the content validity of the scales, the initial questions were sent to social media marketing experts who had experience with social media marketing to review the appropriateness of items. Then, the pre-test will be conducted with a small group of respondents for a pilot test (Clark & Watson, 1995). As the scales of social media marketing capability have not been available in existing research, the questionnaires were pre-tested by 100 firms' representatives to ensure that the question items will be more understandable in the context of this study. The measurements of each social media marketing capabilities construct will be discussed in detail as the following:

3.4.1 Market-sensing Capability

The measurement of market-sensing capability was adapted from Fang et al. (2014) and Neil A Morgan, Slotegraaf, and Vorhies (2009). The scales consist of four items. Respondents will be asked to assess to what extent they agree or disagree with the following social media marketing activities implemented by their firm.

- 1) We can track competitors' strategies and tactics using social media.
- 2) We can learn the macro-market environment using social media.
- 3) We can identify and understand market trends by using social media.
- 4) We learn customer needs and requirements by using social media

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.2 Customer-linking Capability

This study measures customer-linking capability using four items adapted to the social media marketing capabilities context from the study of Fang et al. (2014).

Respondents will be asked to assess the firm's ability to use social media to connect with and enhance current relationships with customers in the following aspects:

- 1) We are good at maintaining and enhancing relationships with customers by using social media
- 2) We have a strong relationship with key target customers by using social media.
- 3) We are good at using social media for understanding what customers need and require.
- 4) We are good at establishing relationships with customers by using social media platforms.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.3 Channel-bonding Capability

The measurement of channel-bonding capability was adapted from (Mu, 2015). The scales consist of five items. Respondents will be asked to assess the firm's ability to use social media for the following social media marketing activities implemented by their firm.

- 1) We are quite accessible to partners through social media when needs arise.
- 2) We use social media channel to find the right business partners (e.g., distributors, retailers).
- 3) We can dynamically adjust our relationships with partners over time via social media channels.
- 4) We can effectively use social media to coordinate and orchestrate our network.
- 5) We can effectively use social media to mobilize partner resources to create value for customers.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.4 Technology Development Capability

The measurement of the technology development capability construct was developed by adapting six items to the social media context from (Zhou & Wu, 2010). Regarding items used to measure this construct, respondents will be asked to assess to what extent they agree or disagree with the following activities implemented by their firm.

- 1) We can acquire important social media and its related technology.
- 2) We can identify the opportunities from social media and its related technology.
- 3) We can identify new social media and its related technology needs.
- 4) We can respond to social media changes and its related technology.
- 5) We can master state-of-art social media and its related technology.
- 6) We can develop, maintain, modify, and improve social media and its related technology.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.5 Human Resource Development Capability

The measurement of the human resource development capability construct was developed by adapting five items to the social media context from (Orr et al., 2011). Respondents will be asked to assess to what extent they agree or disagree with the following activities implemented by their firm.

- 1) We routinely provide employees with opportunities for training in social media marketing-related area.
- 2) We systematically provide employees with regular feedback about their social media marketing performance.
- 3) We provide regular opportunities for developing employee skills to perform social media marketing tasks.
- 4) We regularly reward social media marketing performance as a means of increasing employee motivation.
- 5) We regularly empower employees to make decisions about their social media marketing tasks.

All items will be rated on five-point Likert scales ranging from 1 (Strongly

Disagree) to 5 (Strongly Agree).

3.4.6 Pricing Capability

Pricing capability was operationalized using an adapted scale consisting of five items from Murray et al. (2011) and Vorhies and Morgan (2005). Respondents will be asked to assess to what extent they agree or disagree with the following social media marketing activities implemented by their firm.

- 1) We can respond quickly to competitors' pricing tactics by using social platforms.
- 2) We can price the products and services by using social media technologies to respond quickly to any customer change.
- 3) We can communicate pricing structures and levels quickly to customers by using social media.
- 4) We can monitor competitors' prices and price changes by using social media.
- 5) We can effectively use social media for pricing products/services.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.7 Product Development Capability

The measurement of product development capability was measured by five questions. These questions are adapted to the social media context based on Chahal and Kaur (2014); Murray et al. (2011); Vorhies and Morgan (2005); Weerawardena (2003). Respondents will be asked to assess to what extent they agree or disagree with the following social media marketing activities implemented by their firm.

- 1) We can speedily develop new products/services by using social media.
- 2) We can speedily introduce new products by using social media.
- 3) We manage overall new product development systems by using social media.
- 4) We successfully launch new products by using social media.
- 5) We can develop products/services responsively to customer needs

by using social media.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.8 Social Media Marketing Communication Capability

Social Media Marketing communication capability was measured using four scale items modified from Murray et al. (2011) and Vorhies and Morgan (2005). Respondents will be asked to assess to what extent they agree or disagree with the following social media marketing activities implemented by their firm.

- 1) We skillfully use social media for marketing communications programs.
- 2) We use social media marketing communication skills and processes well.
- 3) We effectively manage social media marketing communication programs.
- 4) We effectively manage corporate image and reputation by using social media.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.9 Social Media Marketing Planning Capability

Regarding the scales of social media marketing planning capability construct, this study was developed by adapting the five items for each construct from Vorhies and Morgan (2005). Respondents will be asked to assess to what extent they agree or disagree with the following social media marketing activities implemented by their firm.

- 1) We have superior social media marketing planning skills.
- 2) We can set clear social media marketing goals.
- 3) We can develop creative social media marketing strategies.
- 4) We can segment and target the market effectively using social media.
- 5) We have thorough social media marketing planning processes.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.10 Social Media Marketing Implementation Capability

The scales of social media marketing implementation capability constructs were developed by adapting the five items from Vorhies and Morgan (2005). Respondents will be asked to assess to what extent they agree or disagree with the following social media marketing activities implemented by their firm.

- 1) We can allocate social media marketing resources effectively.
- 2) We can effectively deliver social media marketing programs.
- 3) We can translate social media marketing strategies into action effectively.
- 4) We can quickly execute social media marketing strategies.
- 5) We can monitor social media marketing performance.

All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.4.11 Customer Relationship Performance

Customer relationship performance was measured using scales items adapted from existing literature (Trainor et al., 2014; Trainor et al., 2011; Wang et al., 2004). The measurement of this construct reflecting the outcome from social media marketing capability includes five items. Respondents will be asked to assess the extent to which their social media marketing activities tend to result in five outcomes including:

- 1) Our new customers tend to stay with our company.
- 2) Our customers are very loyal to our firm.
- 3) Our customers are satisfied with our company.
- 4) The offerings from our company always meet customer expectation.
- 5) Even with more choices, our customers will not choose other brands/offerings.

All items will be rated on five-point Likert scales ranging from 1 (very little) to 5 (very much).

3.4.12 Market Expansion

The market expansion outcome was measured by the four items from Sasatanun and Charoensukmongkol (2016). Respondents will be asked to assess the extent to which their social media marketing activities tend to result in four outcomes including:

- 1) Our business can expand its customer base
- 2) Our business can access new target groups
- 3) The expansion of our business customer base is satisfactory
- 4) Our business can penetrate new groups of customers efficiently.

All items will be rated on five-point Likert scales ranging from 1 (very little) to 5 (very much).

3.4.13 Financial Performance

Financial performance of this study was measured by subjective measures in terms of satisfaction. In particular, measuring the objective financial performance figures of firms in emerging countries is difficult to obtain (Calantone, Kim, Schmidt, & Cavusgil, 2006; Hashai, 2011). The reason is that objective performance figures are sensitive information which firms in these countries may be unwilling to disclose (Rehg, Gundlach, & Grigorian, 2012). Scholars have argued that subjective measurement can be used to represent objective performances (De Mel, McKenzie, & Woodruff, 2009; Shoham, 1998). The evidence from previous studies has found a high correlation between subjective and objective measures of firms' performance (Brouthers, Nakos, Hadjimarcou, & Brouthers, 2009; Dunning, 2000), thereby the subjective approach has been widely used in prior research (Calantone et al., 2006; Charoensukmongkol, 2019; Hashai, 2011; Moorman & Slotegraaf, 1999; Sasatanun & Charoensukmongkol, 2016; Tanchaitranon & Charoensukmongkol, 2016; Trainor et al., 2014; Trainor et al., 2011; Venkatraman & Ramanujam, 1986). Given the limitation of obtaining objective financial performance and reliability of subjective performance measurement, using the subjective financial performance measure is more appropriate than the objective approach in this study. This study uses selected scales items based on the study of Sasatanun and Charoensukmongkol (2016) and

Trainor et al. (2011) to measure firms' financial performance using performance satisfaction. The respondents will be asked to indicate to what extent they are satisfied with five aspects of performance:

- 1) Sales volume
- 2) Sales growth
- 3) Profit
- 4) Profit growth
- 5) Return on investment

All items will be rated on five-point Likert scales ranging from 1 (very dissatisfied) to 5 (very satisfied).

3.5 Control Variable

This study includes four control variables that might affect customer relationship performance, market expansion, and financial performance in the analysis. The control variables will be presented as the following.

3.5.1 Firm Size

The firm size is selected as a control variable in this research because smaller firms tend to have more flexible organizational structures and business processes than large firms (Daniel & Grimshaw, 2002; Zhu & Kraemer, 2005). On the other hand, larger firms may put more resources such as human resources R&D, and financial resource into their business activities than small firms (Ettlie & Rubenstein, 1987). With greater resources, larger firms are likely to invest more in marketing activities (Laforet, 2008) as well as have more developed market positions than smaller firms (Mishina et al., 2004). Given the advantage of greater resources and better market position, larger firms are able to spend more on marketing activities than smaller firms (Ettlie & Rubenstein, 1987; Nguyen et al., 2015), thereby leading to outcomes such as sales volume and profitability, and consequently better overall performance. Firm size is measured by the number of full-time employees (Charoensukmongkol & Sasatanun, 2017).

3.5.2 Firm Age

Firm age is included in the analysis as a control variable since it might affect the performance in this study. The reason is that younger firms tend to have less knowledge about customers and markets than older ones (Lippman & Rumelt, 1982) as well as less reliability due to their newness. Additionally, Agarwal and Gort (2002) suggested that learning about business practices developed with the age of the firm. Hence, older firms tend to have greater opportunities to develop their business practices and pursue different strategies effectively than younger firms (Mishina et al., 2004), thereby affecting to firm's performance. Firm age will be measured by the number of years the firm has been established.

3.5.3 Social Media Marketing Experience

The accumulated knowledge and experience of social media marketing practices, allows firms to understand customers and other social media user insights (Camison & Villar-López, 2012; Kiron, Palmer, Phillips, & Kruschwitz, 2012; Mahr & Lievens, 2012; Real, Roldán, & Leal, 2014). In this sense, the firms that have longer experience using social media marketing are more familiar with social media technology and online customer behavior; thus, such firms may achieve greater performance than others. This variable is measured by asking the number of years that the firm has been using social media platforms for their marketing activities.

3.5.4 Collaborating Physical Store with Social Media Channels

This research also controls whether firms that sell on social media also have a physical store. The reason is that firms that have both physical and online stores are more likely to be trusted by customers than firms that only sell on social media (Business Insider Intelligence, 2017). To measure this factor, this study uses a dummy variable. A firm which combines a physical store with social media channels will be coded as 1 and those without a physical store will be coded as 0.

3.6 Estimation Method

To test the hypotheses, the statistical technique Partial Least Squares (PLS) regression will be used for data analysis. PLS is appropriate for the analysis of this study due to data characteristics (Hair, Black, Babin, & Anderson, 2011). Firstly, PLS requires a smaller sample size than other SEM techniques (Hair et al., 2011). This means that a large amount of data is not required to apply PLS. Secondly, PLS requires fewer statistical specifications than the covariance-based strategy since it does not require normally distributed data (Gefen, Straub, & Boudreau, 2000; Hair et al., 2011). Also, this technique allows the testing of multiple hypotheses simultaneously (Hair et al., 2011). Therefore, PLS is an appropriate analysis technique for this study. Further, WarpPLS will be used as a software to perform PLS regression. (Hair et al., 2011)

CHAPTER 4

RESULT

This chapter starts by reporting the characteristics of the data, including the demographic characteristics of the samples. Next, information regarding how the data was prepared and analyzed is presented, and lastly the results from the hypothesis testing are given.

4.1 Data

Data were collected from entrepreneurs who attended seminar and training courses organized by the Ministry of Commerce. To ensure that the sample was valid, they were pre-screened by being asked whether they sell products through at least one social media channel or use social media as a marketing tool. Respondents were asked to answer, “Have your business applied social media (such as Facebook, Line, Instagram, Twitter, Blog, YouTube, etc.) for marketing program?”. Only firms indicating “Yes” meaning that perform these activities in social media were selected. A total of 736 entrepreneurs qualified. The samples are from a broad spectrum of industries located in Thailand. A self-administered questionnaire survey method was used for data collection. Respondents completed the questionnaire during the training recess and returned the questionnaire back after the training was complete. The paper questionnaires distributed included information about the researcher and the objectives of the study. Data collection, conducted on voluntarily basis, was anonymous, questionnaires were distributed and returned to the researcher in person.

Data collection was conducted from May 1st to June 30th, 2018. Of the 736 questionnaires distributed, 400 usable questionnaires were returned at 54.35 percent response rate. The check for missing data was conducted since some questionnaires were incompletely filled. In this study, missing data are lower than 10 % of the total number of question items. Little and Rubin (2002) suggested that if the missing data

is less than 10 percent for any single variable, the column means of each column can be used to replace the missing data. Therefore, this research replaces the missing data by using the column mean.

4.2 Descriptive Statistics

Descriptive statistics about firm characteristics are shown in Table 4.1. The firms in the sample had a mean operating existence of 11.03 years (standard deviation = 13.50 years) ranging from 0.3 to 75 years. Firm size ranged from 1 to 5,000 employees with a means of 89 employees (standard deviation = 404.67 employees). The firms' social media marketing experience ranged from 0 to 12 years with a means of 3 years (standard deviation = 2.29 years).

Table 4.1 Firm Age, Size and Social Media Marketing Experience

	Min	Max	Mean	Standard deviation
Firm Age (years)	0.3	75	11.03	13.50
Firm Size (number of full-time employees)	1	5,000	89.27	404.67
Social media marketing experience (years)	0	12	2.99	2.29

Of the firms in the sample, 41.25% have sold their products through e-marketplace channels such as Lazada.com, Shopee, Tarad.com, and 24 shopping, while 58.25% have not sold their product through this channel. This information is shown in Table 4.2. In term of the presence of a physical store, 51% of firms in the samples have physical store, while 46.75% of them have no physical store. This information is shown in Table 4.3.

Table 4.2 Firms' Product/Service Offering Channels

	Frequency	Percentage
Offer product/service through e-marketplace	165	41.25
Does not offer product/service through e-marketplace	233	58.25
Missing data	2	0.50

Table 4.3 Presence of a Physical Store

	Frequency	Percentage
Collaborating physical store with social media	204	51.00
No physical store	187	46.75
Missing data	9	2.25

In terms of business sectors, the majority of firms in the sample are wholesale and retail businesses, which account for 44.50% of the total sample. Furthermore, the firms which are from the service and manufacturing sector are 30.50% and 22.75%, respectively. This information is shown in Table 4.4. For types of business registration, the majority of firms in the samples are established as limited companies 52%, followed by individual owners, ordinary/registered ordinary/limited partnerships, and public limited companies at 38.50, 7.50, and 1.75, respectively. This information about business registration is shown in Table 4.5.

Table 4.4 Firms' Business Sectors

	Frequency	Percentage
Manufacturing	91	22.75

	Frequency	Percentage
Service and Restaurant	122	30.50
Wholesale and Retail	178	44.50
Others	9	2.25

Table 4.5 Firms' Registration Forms

	Frequency	Percentage
Business with individual owners	154	38.50
Ordinary/ Registered ordinary/ Limited partnership	30	7.50
Limited company	208	52.00
Public limited company	7	1.75
Missing data	1	0.25

Regarding annual revenue, the highest percentage of firms in the sample generate an annual revenue less than 500,000 Baht (29.25%), followed by firms that generated revenue between 500,001 and 2,000,000 Baht, 2,000,001 - 10,000,000 Baht, 10,000,001 - 50,000,000 Baht, 50,000,001 - 100 MB, and More than 100 MB, at 19.75%, 17.50%, 13.50%, 6%, and 12.50%, respectively. The firm's annual revenue is presented in Table 4.6.

Table 4.6 Firms' Annual Revenue

	Frequency	Percentage
Less than 500,000 baht	117	29.25
500,001 - 2,000,000 baht	79	19.75
2,000,001 - 10,000,000 baht	70	17.50
10,000,001 - 50,000,000 baht	54	13.50

	Frequency	Percentage
50,000,001 – 100,000,000 baht	24	6.00
More than 100,000,000 baht	50	12.50
Missing data	6	1.50

4.3 Validating Social Media Marketing Capabilities Scale

Because the measures of social media marketing capability were developed by modifying existing scales, it is important to confirm whether the scales have validity in term of content and a good psychometric property. This study conducted content validation by sending the initial questions to five social media marketing experts who have experience with social media marketing to review the appropriateness of the scale items. The content validity results found that there are a few ambiguous words in questions that were modified to be more understandable. A final revised version of the questionnaire was pre-tested by 100 firms' representative. The results from the pre-test found that the final revised version of the questionnaire was approved. In addition to content validation, the good psychometric properties test was conducted by using Exploratory Factor Analysis (EFA). EFA was performed on the forty-eight items by using SPSS software. Further, the Varimax Orthogonal method was applied to the final data. To determine the number of factors to retain, eigenvalue are used to determine how many retaining factors (Kaiser, 1960). According to Kaiser (1960), eigenvalue is suggested to be above 1 to determine the numbers of factors. Further, Joseph F Hair, Black, Babin, Anderson, and Tatham (2006) suggested an acceptable cumulative variance is at least 60% for social science research. Furthermore, factors can be identified by the largest loading (Gorsuch, 1997). According to Harman (1976), factor loadings explain how much the item has identified the factor. In other words, high factor loading confirms validity and unidimensionality of the measures (Cortina, 1993). Hair, Babin, Money, and Samouel (2003) suggested that cut-off factor loadings should be 0.5.

Regarding EFA results, there are ten retaining factors. The first factor (market-sensing capability) included four items with an eigenvalue of 2.86 and 71.43% of variance; the second factor (customer-linking capability) included four items with an

eigenvalue of 2.95 and 73.85% of variance; the third factor (channel-bonding capability) included five items with an eigenvalue of 3.43 and 68.52%; the fourth factor (technology development capability) included six items with an eigenvalue of 4.35 and 72.58%; the fifth factor (human resource development) included five items with an eigenvalue of 3.61 and 72.13%; the sixth factor (pricing capability) included five items with an eigenvalue of 3.52 and 70.42%; the seventh factor (product development capability) included five items with an eigenvalue of 3.50 and 69.98%; the eighth factor (social media marketing communication capability) included four items with an eigenvalue of 3.27 and 81.82%; the ninth factor (social media marketing planning capability) included five items with an eigenvalue of 4.14 and 82.81%; and the tenth factor (social media marketing implementation capability) included five items with an eigenvalue of 3.83 and 76.40%. Based on the results, the eigenvalue of all ten factors was above 1, and the variance of all factors were greater than 60%. Also, factor loadings of all question items that measure each aspects of social media marketing capability were greater than 0.5 which met the minimum requirement suggested by Hair et al. (2003). This means that the measurements of each social media marketing capability were loaded correctly into their underlying factors, and thereby it is confirmed that the measure items of all ten social media marketing capability aspects in this research have good psychometric properties and confirms the validity of the measures.

In addition to the results from EFA, a test of internal consistency is required. This test was assessed using Cronbach's alpha coefficient. According to Fornell and Larcker (1981), Cronbach's alpha coefficient should be equal to or greater than 0.7. The results show that Cronbach's alpha coefficient of all factors measures exceeded the standard and exhibited a satisfactory level of internal consistency. These findings confirm that the measures of social media marketing capability that were developed have good psychometric properties. The results of EFA and the Cronbach's alpha coefficients are presented in Table 4.7.

Table 4.7 Results from Exploratory Factor Analysis

Items	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE
We can discover competitors' strategies and tactics by using social media.	0.802	0.127	0.118	0.223	0.099	0.085	0.136	-0.004	0.133	0.125
We can learn about the macro-market environment by using social media.	0.775	0.111	0.197	0.193	0.143	0.127	0.104	0.084	0.081	0.115
We can identify and understand market trends by using social media.	0.722	0.249	0.186	0.144	0.065	0.146	0.052	0.090	0.105	0.073
We learn about customer needs and requirements by using social media.	0.716	0.141	0.088	0.193	0.106	0.143	0.107	0.000	0.072	0.097
We are good at maintaining and enhancing relationships with customers by using social media.	0.149	0.780	0.140	0.216	0.120	0.045	0.119	-0.013	0.072	-0.019
We have a strong relationship with key target customers by using social media.	0.182	0.768	0.195	0.102	0.146	0.176	0.084	0.026	0.053	0.090
We are good at using social media to understanding what customer's need and require.	0.108	0.762	0.192	0.245	0.057	0.095	0.179	0.103	0.095	0.065
We are good at establishing relationships with customers by using social media platforms.	0.200	0.732	0.181	0.169	0.071	0.163	0.073	0.143	0.116	0.148

Items	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE
We are quite accessible to partners through social media when needs arise.	0.152	0.224	0.777	0.067	0.165	0.059	0.085	0.137	-0.029	0.087
We use social media channel to find right business partners.	0.087	0.097	0.766	0.247	0.071	0.193	0.086	-0.028	0.151	0.12
We can dynamically adjust our relationships with partners over time via social media channels.	0.151	0.205	0.751	0.081	0.111	0.112	0.214	0.099	-0.036	0.137
We can effectively use social media to coordinate and orchestrate network.	0.105	0.198	0.731	0.113	0.054	0.216	0.141	0.083	0.075	0.129
We can effectively use social media to mobilize partner's resources to create value for customers.	0.163	0.041	0.666	0.273	0.118	0.233	0.107	-0.038	0.23	-0.017
We can acquire important social media and its related-technology.	0.100	0.173	0.200	0.749	0.131	0.148	0.196	0.074	0.181	0.134
We can identify the opportunities from social media and its related-technology.	0.234	0.186	0.095	0.738	0.116	0.162	0.173	0.185	-0.013	0.126
We can identify new social media and its related-technology needs.	0.184	0.154	0.164	0.729	0.124	0.137	0.085	0.164	0.229	0.130
We can respond to social media changes and its related-technology.	0.174	0.145	0.197	0.709	0.217	0.157	0.170	0.019	0.162	0.094
We can master the state-of-art social media and its related-technology.	0.254	0.149	0.038	0.699	0.084	0.182	0.165	0.148	0.046	0.139

Items	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE
We can develop, maintain, modify, and improve social media and its related-technology.	0.115	0.171	0.226	0.690	0.233	0.142	0.091	0.089	0.261	0.124
We routinely provide employees with opportunities for training in social media marketing-related area.	0.094	0.099	0.055	0.126	0.817	0.077	0.146	0.153	0.183	0.178
We systematically provide employees with regular feedback about their social media marketing performance.	0.113	0.098	0.075	0.128	0.795	0.069	0.162	0.164	0.118	0.159
We provide regular opportunities for developing employee skills to perform social media marketing tasks.	0.140	0.120	0.043	0.167	0.792	0.113	0.137	0.139	0.119	0.058
We regularly reward on social media marketing performance as a means of increasing employee motivation.	0.061	0.086	0.189	0.111	0.757	0.150	0.147	0.014	0.201	0.184
We regularly empowering employees to make decisions about their social media marketing tasks.	0.052	0.033	0.171	0.163	0.684	0.167	-0.017	-0.044	0.240	0.171
We can respond quickly to competitors' pricing tactics by using social platforms.	0.111	0.145	0.211	0.150	0.087	0.723	0.111	0.058	0.137	0.192
We can price the products and services by using social media technologies to respond quickly to any customer change.	0.150	0.047	0.232	0.151	0.166	0.723	0.250	0.179	0.173	0.122

Items	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE
We can communicate pricing structures and levels quickly to customers by using social media.	0.194	0.207	0.199	0.180	0.172	0.710	0.172	0.089	0.175	0.206
We can monitor competitors' prices and price changes by using social media.	0.140	0.053	0.165	0.203	0.141	0.704	0.255	0.157	0.084	0.080
We can effectively use social media for pricing products/services.	0.095	0.190	0.115	0.235	0.124	0.585	0.301	0.067	0.100	0.129
We can speedily develop new product/service by using social media.	0.131	0.119	0.180	0.096	0.213	0.292	0.664	0.110	0.114	0.176
We can speedily introduce new product by using social media.	0.191	0.155	0.059	0.234	0.128	0.275	0.698	0.078	0.092	0.063
We manage overall new product development systems by using social media.	0.099	0.065	0.302	0.132	0.158	0.134	0.710	0.121	0.201	0.189
We successfully launch new products by using social media.	0.079	0.199	0.153	0.314	0.107	0.257	0.580	0.161	0.246	0.168
We can develop product/service responsively to customer needs by using social media.	0.081	0.159	0.165	0.258	0.151	0.237	0.636	0.190	0.208	0.165
We skillfully use social media for marketing communications programs.	0.102	0.084	0.094	0.220	0.150	0.132	0.196	0.707	0.361	0.233
We use social media marketing communication skills and processes well.	0.064	0.071	0.092	0.243	0.168	0.211	0.175	0.692	0.354	0.283
We effectively manage social media marketing	0.088	0.100	0.106	0.186	0.171	0.203	0.192	0.631	0.443	0.312

Items	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE
communication programs.										
We effectively manage corporate image and reputation by using social media.	-0.013	0.152	0.093	0.210	0.194	0.180	0.193	0.556	0.355	0.252
We have superior social media marketing planning skills.	0.075	0.098	0.127	0.097	0.254	0.105	0.124	0.268	0.703	0.302
We can set clear social media marketing goals.	0.101	0.121	0.041	0.188	0.192	0.135	0.171	0.189	0.751	0.330
We can develop creative social media marketing strategies.	0.146	0.096	0.063	0.200	0.190	0.133	0.177	0.198	0.756	0.280
We can segment and target market effectively using social media.	0.130	0.101	0.068	0.188	0.214	0.163	0.170	0.136	0.723	0.300
We have thorough social media marketing planning process.	0.110	0.041	0.109	0.123	0.270	0.140	0.098	0.222	0.722	0.328
We can allocate social media marketing resources effectively.	0.047	0.112	0.169	0.047	0.130	0.111	0.105	0.232	0.222	0.743
We can effectively deliver social media marketing programs.	0.129	0.093	0.128	0.176	0.175	0.194	0.052	0.246	0.219	0.756
We can translate social media marketing strategies into action effectively.	0.135	0.064	0.105	0.108	0.196	0.149	0.121	0.139	0.328	0.718
We can quickly execute social media marketing strategies.	0.105	0.033	0.043	0.197	0.216	0.126	0.198	0.055	0.347	0.724
We can monitor social media marketing performance.	0.153	0.038	0.103	0.191	0.171	0.133	0.199	0.055	0.307	0.705

Items	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE
% of Variance explained	71.432	73.852	68.518	72.575	72.127	70.418	69.982	81.820	82.816	76.401
Eigenvalues	2.857	2.954	3.426	4.354	3.606	3.521	3.499	3.273	4.141	3.820
Cronbach's alpha	0.865	0.882	0.885	0.924	0.903	0.894	0.892	0.925	0.947	0.923

Note: MKSS = market-sensing capability; CUSLK = customer-linking capability; CHNBD = channel-bonding capability; TECH technological capability; HUMAN = human resource development capability; PRICE = pricing capability; PROD = product development capability; MKCOM = marketing communication; PLAN = planning capability; IMPLE = implementation capability

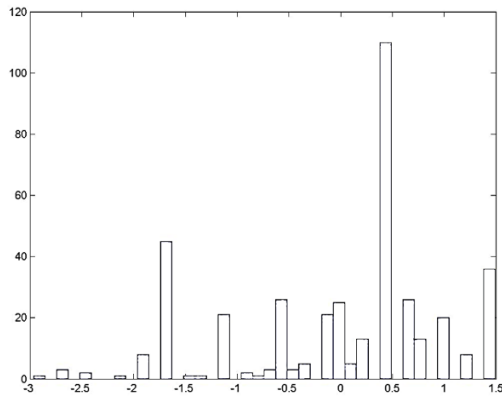
4.4 Normal Distribution

To investigate the normality of the data, there are two tests performed using WarpPLS 6.0 which are the Jarque-Bera test of normality (Normal-JB) and the Robust Jarque-Bera test of normality (Normal-RJB). The results of the normality tests are presented in Table 7. With regards to interpreting the results, “Yes” means that the data are normally distributed. On the other hands, “No” means the data are not normally distributed, which mean that the presence of outliers is found in the data set. The results are that all of the variables are not normally distributed except technological capability which is normally distributed for Robust Jarque- Bera test of (Normal-RJB). Furthermore, there are two statistical analysis on skewness and kurtosis that provides verification of the normality of the data. Skewness is a measure of symmetry in the distribution of data sets (Abd Razak, Ab Rahman, & Borhan, 2016; Kline, 2011). Kurtosis determines the peak of the distribution and is usually reported as “excess kurtosis”. The skewness value and an excess kurtosis value of the normal distribution is zero (Kline, 2011). The results of both skewness and excess kurtosis of the variables show that that all of the variables are not normally distributed. When the data are not normally distributed, PLS analysis is a suitable method for this research since PLS analysis provides a robust result when the data are non-normal (Hair, Sarstedt, Ringle, & Mena, 2012). The result of normality test is showed in Table 4.8 and Figure 4.1.

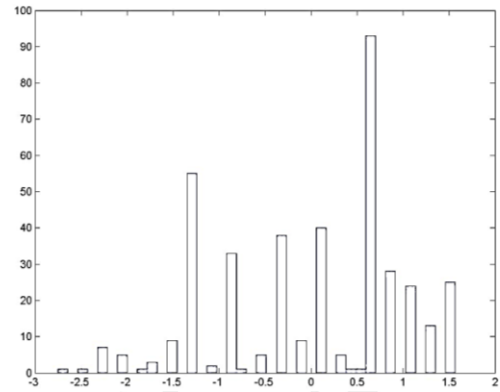
Table 4.8 The Normality of the Data

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN
Normal JB	No	No	No	No	No	No	No	No	No	No	No	No	No
Normal RJB	No	No	No	Yes	No	No	No	No	No	No	No	No	No
Skewness	-0.648	-0.411	-0.160	-0.219	0.060	-0.219	-0.368	0.069	0.154	0.084	-0.347	-0.278	0.301
Exc.Kurtosis	-0.332	-0.776	-0.910	-0.710	-0.861	-0.871	-0.701	-1.124	-0.965	-0.885	-0.592	-0.839	-0.390

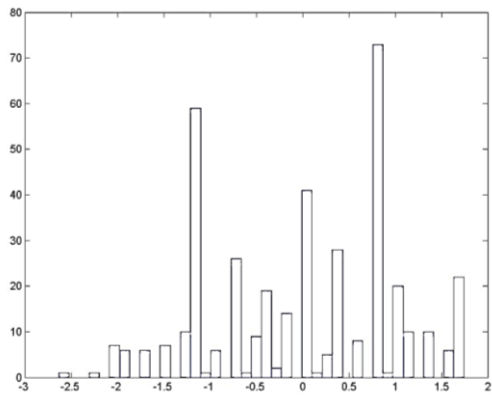
Note: MKSS = market-sensing capability; CUSLK = customer-linking capability; CHNBD = channel-bonding capability; TECH = Technological capability; HUMAN = human resource development capability; PRICE = pricing capability; PROD = product development capability; MKCOM = marketing communication; PLAN = planning capability; IMPLE = implementation capability; RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance
 Yes= Data are normally distributed and No=Data are not normally distributed



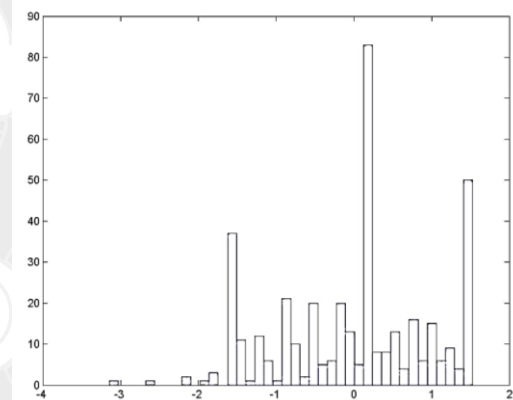
Market-sensing Capability



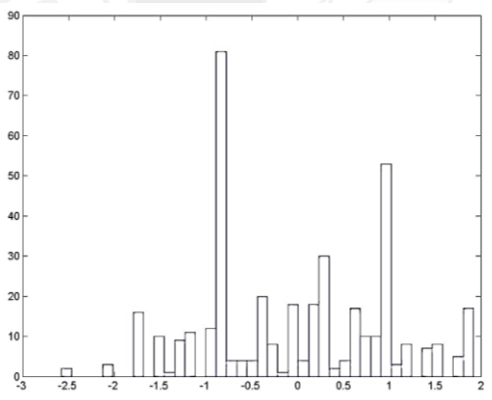
Customer-linking Capability



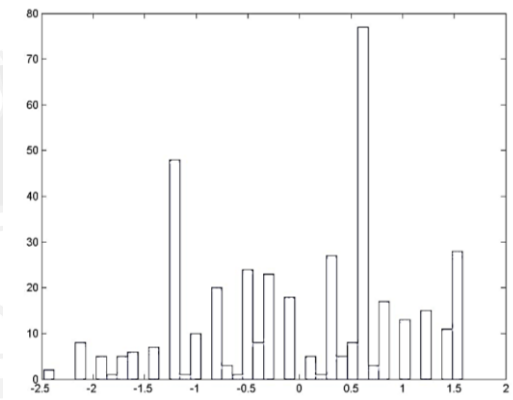
Channel-bonding Capability



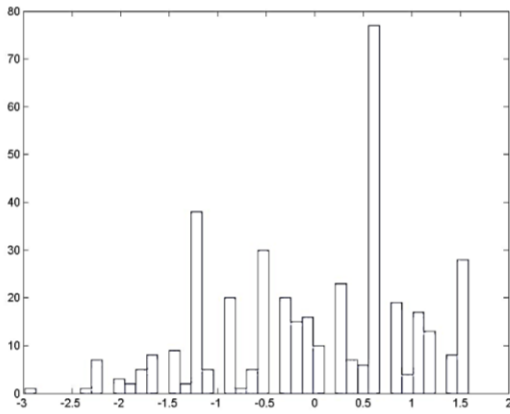
Technology Development Capability



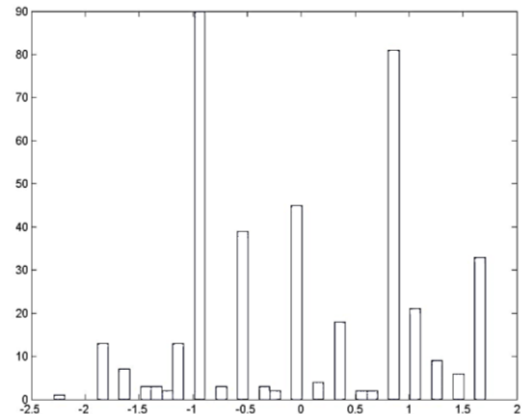
Human resource Development Capability



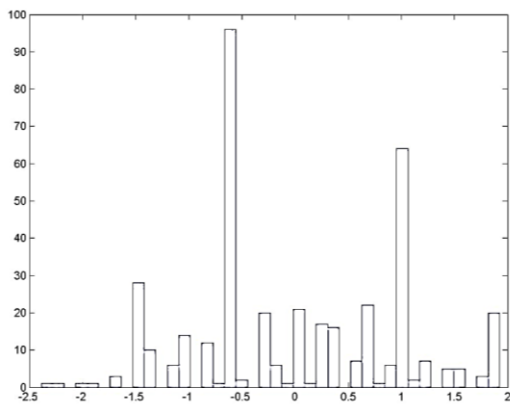
Pricing Capability



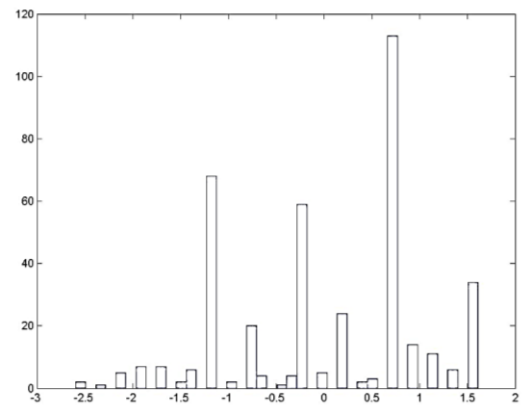
Product Development Capability



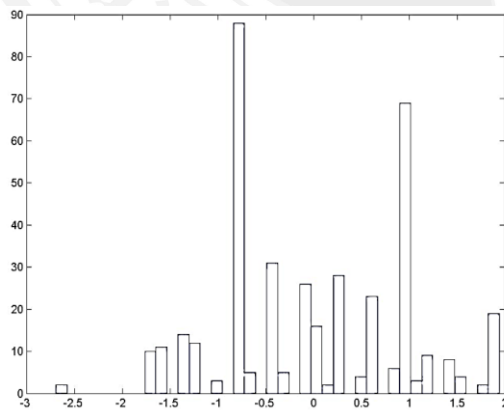
Social Media Marketing Communication Capability



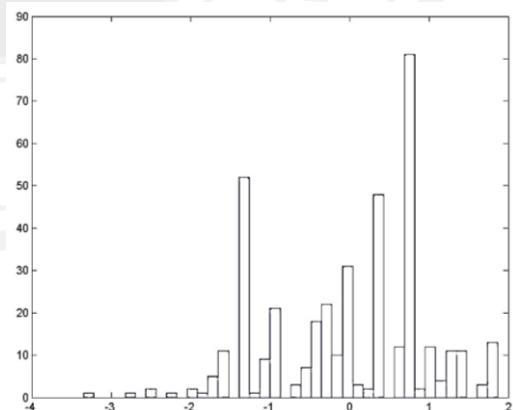
Social Media Marketing Planning Capability



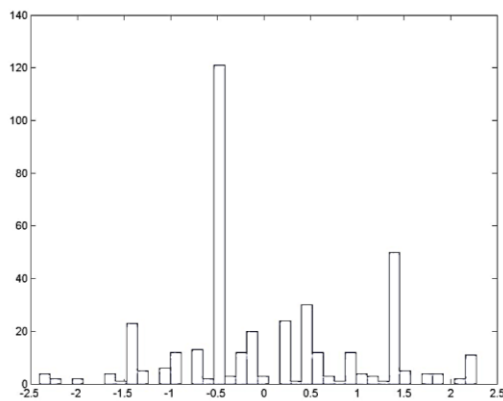
Social Media Marketing Implementation Capability



Customer Relationship Performance



Market Expansion



Financial Performance

Figure 4.1 The Normality of the Data

4.5 Model Assessment

Before examining the structural model using the PLS analysis, the researcher must examine the validity and reliability by performing a series of analyses to ensure that the data has an acceptable level of them. There are two analyses of validity tests namely convergent validity and discriminant validity. In addition, Cronbach's alpha coefficient (α) and composite reliability were conducted to measure reliability. These assessments are conducted to ensure that the data collected for this study are valid and reliable.

4.5.1 Validity Test

The validity test is conducted to assess how well the constructs are measured (Joe F Hair et al., 2012). This study performed the convergent and discriminant validity test of the measurement scales to ensure that the items accurately represents what the constructs are intended to measure (Chin, 1998). The researcher conducted two types of validity test consisting of convergent validity and discriminant validity.

4.5.1.1 Convergent Validity Test

Convergent validity analysis reflected how well the indicators measured their constructs (Hair, Black, Babin, & Anderson, 2009) The factor loadings

are used for convergent validity assessment. According to Hair et al. (2009), the minimum value of 0.5 is acceptable for convergent validity analysis. After conducting the test of factor loadings and cross-loadings, the result of convergent validity assessment shows that all items have a value over 0.5 which exceed a minimum requirement. The result of convergent validity is showed in Table 4.9.

4.5.1.2 Discriminant Validity Test

The discriminant validity test is conducted to examine the degree to which each latent variable is distinct from others (Fornell & Larcker, 1981). In order to evaluate the discriminant validity, Average Variance Extracted (AVEs) are used for the assessment (Fornell & Larcker, 1981). According to Fornell and Larcker (1981), AVE is the average amount of variation in an indicator of variables that a latent variable is managed to explain (Fornell & Larcker, 1981). For each latent variable, the square root of AVEs should be greater than the correlation of that latent variable with any other latent variables to support the adequacy of the level of discriminant validity (Fornell & Larcker, 1981). To examine the internal validity of the overall model, a discriminant validity test was performed. The result shows that the value of the square root of AVEs for each latent variable is the highest value compared to all possible pairs of constructs, and thereby the constructs in this study do not overlap. This means the discriminant validity of the variable is satisfactory. The results of discriminant validity of all latent variables are presented in Table 4.10.

Table 4.9 The Combined Factor Loadings and Cross Loadings of all Constructs

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN
MKSS1	(0.801)	0.003	-0.076	0.066	-0.008	0.054	-0.003	-0.105	-0.002	0.007	-0.063	0.129	-0.021
MKSS2	(0.870)	-0.04	-0.045	0.035	-0.025	-0.073	0.099	-0.083	0.05	0.011	0.045	-0.022	0.027
MKSS3	(0.867)	-0.051	0.094	-0.062	0.042	0.007	0.004	0.078	-0.037	-0.003	0.054	-0.109	0.022
MKSS4	(0.827)	0.093	0.023	-0.036	-0.011	0.017	-0.105	0.108	-0.012	-0.015	-0.042	0.012	-0.03
CUSLK1	-0.027	(0.845)	-0.049	0.08	0.042	-0.11	0.041	-0.075	0.024	-0.043	-0.041	0.007	0.002
CUSLK2	0.028	(0.854)	0.012	-0.095	0.09	0.133	-0.072	-0.022	-0.005	-0.005	0.066	-0.07	-0.033
CUSLK3	0.061	(0.853)	-0.009	-0.043	-0.046	0.047	-0.097	0.100	-0.005	0.069	0.001	0.046	-0.024
CUSLK4	-0.062	(0.869)	0.044	0.058	-0.084	-0.07	0.126	-0.003	-0.013	-0.021	-0.026	0.017	0.053
CHNBD1	0.03	0.069	(0.820)	-0.114	0.065	-0.124	-0.044	0.139	-0.146	0.036	-0.058	0.045	-0.023
CHNBD2	0.017	0.028	(0.831)	-0.117	-0.004	-0.073	0.15	0.006	-0.048	0.005	-0.045	0.053	0.032
CHNBD3	-0.012	0.027	(0.828)	-0.05	-0.038	0.077	-0.028	0.094	-0.018	0.051	-0.007	-0.095	0.041
CHNBD4	-0.06	-0.054	(0.846)	0.146	-0.041	0.06	-0.087	-0.088	0.079	0.037	0.037	-0.011	-0.051
CHNBD5	0.028	-0.072	(0.790)	0.138	0.021	0.06	0.011	-0.156	0.136	-0.136	0.075	0.009	0.002
TECH1	0.05	0.035	-0.153	(0.778)	-0.058	0.084	0.027	-0.022	-0.045	0.005	0.015	0.072	-0.03
TECH2	0.019	0.063	-0.087	(0.823)	-0.024	0.028	0.009	0.053	-0.162	0.022	0.02	0.056	-0.023
TECH3	0.046	0.018	0.026	(0.841)	-0.026	-0.047	-0.061	0.109	0.042	-0.009	-0.03	-0.023	-0.019
TECH4	-0.069	-0.026	0.08	(0.840)	0.07	-0.032	-0.06	-0.021	0.135	-0.018	0.03	-0.041	0.033

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN
TECH5	-0.063	-0.016	0.06	(0.867)	-0.038	-0.021	0.068	-0.04	0.006	0.009	-0.004	0.037	-0.038
TECH6	0.023	-0.069	0.06	(0.839)	0.073	-0.006	0.018	-0.079	0.017	-0.008	-0.029	-0.097	0.076
HUMAN1	0.014	0.04	-0.032	-0.029	(0.853)	-0.086	0.059	0.083	-0.117	0.044	-0.083	0.097	-0.043
HUMAN2	-0.011	0.029	-0.042	0.013	(0.897)	-0.055	-0.011	0.037	0.031	0.000	-0.048	0.049	0.041
HUMAN3	0.047	0.029	-0.045	0.008	(0.853)	0.008	-0.005	0.073	-0.035	-0.11	0.089	-0.034	-0.073
HUMAN4	-0.027	-0.076	0.053	-0.005	(0.841)	0.045	0.071	-0.103	0.082	0.000	0.076	-0.129	0.081
HUMAN5	-0.024	-0.026	0.075	0.013	(0.779)	0.099	-0.123	-0.102	0.042	0.072	-0.033	0.014	-0.008
PRICE1	-0.047	0	0.048	0.01	-0.047	(0.821)	-0.139	-0.01	-0.004	0.025	0.009	0.013	0.031
PRICE2	0.046	0.082	-0.02	-0.006	0.011	(0.881)	-0.079	0.004	-0.013	0.066	0.013	0.004	0.033
PRICE3	-0.05	0.087	-0.044	0.063	-0.026	(0.766)	0.179	-0.126	0.027	-0.042	0.016	-0.009	0.005
PRICE4	0.008	-0.076	-0.017	0.008	0.02	(0.835)	0.054	0.023	-0.066	-0.004	-0.031	-0.003	-0.065
PRICE5	0.034	-0.086	0.03	-0.065	0.037	(0.876)	0.002	0.093	0.056	-0.049	-0.006	-0.006	-0.005
PROD1	0.025	-0.009	-0.001	-0.143	0.103	0.086	(0.815)	-0.067	-0.001	0.067	0.005	0.025	-0.026
PROD2	0.093	0.009	-0.109	0.005	-0.011	0.07	(0.812)	-0.094	-0.078	-0.031	0.025	-0.025	-0.08
PROD3	-0.012	-0.084	0.162	-0.055	0.028	-0.159	(0.834)	-0.024	0.057	0.045	-0.028	0.04	-0.014
PROD4	-0.066	0.066	-0.02	0.119	-0.1	0.046	(0.830)	0.071	0.048	-0.055	0.005	0.000	0.033
PROD5	-0.036	0.019	-0.035	0.069	-0.018	-0.038	(0.860)	0.108	-0.027	-0.025	-0.007	-0.039	0.082
MKCOM1	0.052	-0.018	0.002	-0.011	-0.006	-0.049	0.026	(0.905)	-0.053	-0.035	-0.027	-0.005	-0.029
MKCOM2	-0.007	-0.047	-0.018	0.042	-0.014	0.071	-0.041	(0.923)	-0.067	-0.007	0.075	-0.016	-0.028
MKCOM3	0.02	0	0.016	-0.029	-0.013	0.01	-0.03	(0.924)	0.11	0.022	-0.009	0.019	0.025
MKCOM4	-0.071	0.07	0	-0.002	0.035	-0.037	0.05	(0.840)	0.011	0.021	-0.043	0.003	0.034

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN
PLAN1	-0.035	0	0.067	-0.076	0.061	-0.021	-0.046	0.093	(0.882)	0.005	-0.008	-0.006	0.034
PLAN2	-0.008	0.03	-0.042	0.032	-0.033	-0.013	0.028	0.03	(0.922)	0.003	-0.004	-0.018	0.021
PLAN3	0.039	-0.008	-0.035	0.037	-0.07	-0.032	0.074	-0.005	(0.920)	-0.045	0.032	-0.011	-0.028
PLAN4	-0.015	0.016	-0.026	0.049	-0.032	0.042	0.036	-0.117	(0.891)	-0.002	0.006	-0.008	0.007
PLAN5	0.018	-0.038	0.039	-0.045	0.078	0.025	-0.094	0	(0.905)	0.04	-0.026	0.043	-0.033
IMPLE1	-0.078	0.043	0.095	-0.105	-0.029	-0.029	-0.045	0.12	-0.03	(0.837)	0.031	-0.033	-0.065
IMPLE2	0.017	0.026	0.028	0.015	-0.008	0.073	-0.134	0.145	-0.131	(0.887)	0.005	-0.047	0.032
IMPLE3	0.014	-0.011	-0.001	-0.05	0.008	0.037	-0.018	-0.003	0.048	(0.884)	0.052	-0.053	-0.002
IMPLE4	-0.009	-0.014	-0.101	0.077	0.023	-0.029	0.074	-0.147	0.087	(0.878)	-0.049	0.12	-0.003
IMPLE5	0.053	-0.042	-0.017	0.059	0.005	-0.056	0.124	-0.112	0.026	(0.855)	-0.039	0.013	0.036
RELAT1	0.005	-0.017	-0.026	-0.054	-0.076	0.136	-0.088	0	-0.008	0.054	(0.830)	0.088	-0.029
RELAT2	-0.013	0.026	0.004	-0.05	0.023	0.025	-0.042	-0.013	-0.014	0.065	(0.838)	-0.107	0.031
RELAT3	0.115	-0.031	0.021	-0.034	0.014	-0.014	0.012	0.084	-0.105	-0.041	(0.867)	-0.037	-0.072
RELAT4	-0.011	0.054	-0.092	0.124	0.019	-0.092	0.056	-0.007	-0.005	-0.068	(0.832)	0.002	-0.015
RELAT5	-0.115	-0.037	0.105	0.019	0.023	-0.063	0.071	-0.076	0.156	-0.01	(0.726)	0.065	0.102
MKEXP1	-0.011	0.007	-0.066	-0.007	-0.038	0.078	0.013	-0.013	-0.07	0.034	0.045	(0.880)	-0.024
MKEXP2	0.038	-0.028	-0.007	0.033	0.011	-0.041	0.023	-0.053	-0.062	0.036	-0.031	(0.898)	-0.032
MKEXP3	-0.023	0.005	0.018	0.018	-0.02	-0.01	0.033	0.016	0.077	-0.063	0.016	(0.906)	0.011
MKEXP4	-0.005	0.016	0.054	-0.044	0.045	-0.025	-0.069	0.049	0.053	-0.005	-0.029	(0.906)	0.044
FINAN1	0.078	-0.041	-0.009	0.065	0.023	-0.044	0.028	0.006	-0.066	0.012	-0.009	-0.011	(0.858)
FINAN2	-0.059	0.045	0.025	0.069	-0.005	-0.003	-0.026	-0.029	-0.064	0.093	-0.069	0.082	(0.882)

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN
FINAN3	0.042	0.023	-0.038	-0.053	-0.026	0.01	0.006	0.007	0.022	-0.029	0.014	0.018	(0.896)
FINAN4	0	-0.019	-0.016	-0.045	0.022	0.043	-0.015	0.005	-0.038	0.026	0.031	-0.038	(0.929)
FINAN5	-0.059	-0.009	0.039	-0.031	-0.014	-0.01	0.008	0.01	0.144	-0.103	0.03	-0.049	(0.890)

Note: MKSS = market-sensing capability; CUSLK = customer-linking capability; CHNBD = channel-bonding capability; TECH = technological capability; HUMAN = human resource development capability; PRICE = pricing capability; PROD = product development capability; MKCOM = marketing communication; PLAN = planning capability; IMPLE = implementation capability; RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance

Table 4.10 The Correlation and Average Variance Extracted of All Latent Variable

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN	SIZE	AGE	SMEXP	STOR
MKSS	(0.842)																
CUSLK	0.480***	(0.855)															
CHNBD	0.447***	0.495**	(0.823)														
TECH	0.504***	0.513**	0.514**	(0.832)													
HUMAN	0.350***	0.364**	0.385**	0.471**	(0.845)												
PRICE	0.483***	0.455**	0.552**	0.562**	0.476**	(0.837)											
PROD	0.452***	0.475**	0.524**	0.586**	0.510**	0.709**	(0.831)										
MKCOM	0.343***	0.374**	0.392**	0.554**	0.492**	0.566**	0.625**	(0.899)									
PLAN	0.385***	0.365**	0.403**	0.519**	0.566**	0.543**	0.584**	0.757**	(0.904)								
IMPLE	0.369***	0.342***	0.405**	0.493**	0.511**	0.528**	0.563**	0.671**	0.727**	(0.868)							

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN	SIZE	AGE	SMEXP	STOR
RELAT	0.315***	0.307***	0.308**	0.384**	0.357**	0.350**	0.385**	0.430**	0.420**	0.478**	(0.820)						
MKEXP	0.294***	0.233***	0.317**	0.404**	0.369**	0.387**	0.409**	0.494**	0.482**	0.465**	0.646**	(0.898)					
FINAN	0.206***	0.214***	0.215**	0.279**	0.323**	0.331**	0.334**	0.396**	0.424**	0.447**	0.407**	0.503**	(0.891)				
SIZE	0.037	-0.054	-0.064	-0.008	-0.023	-0.05	-0.035	-0.004	0.053	0.016	-0.046	-0.037	-0.111*	(1.000)			
AGE	0.024	0.007	-0.066	-0.053	-0.102*	-0.084	-0.041	-0.087	-0.107*	-0.078	-0.043	-0.048	-0.146*	0.574**	(1.000)		
SMEXP	-0.005	0.037	-0.038	-0.008	-0.01	-0.076	-0.023	0.04	-0.017	0.021	0.032	0.047	0.017	0.209**	0.391**	(1.000)	
STOR	0.137*	0.123*	0.04	0.032	0.064	0.056	0.075	0.064	0.044	0.066	0.158*	0.09	0.086	0.13*	0.291**	0.172**	(1.000)

Note: MKSS = market-sensing capability; CUSLK = customer-linking capability; CHNBD = channel-bonding capability; TECH = technological capability; HUMAN = human resource development capability; PRICE = pricing capability; PROD = product development capability; MKCOM = marketing communication; PLAN = planning capability; IMPLE = implementation capability; RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance; SIZE = firm size; AGE = firm age; SMEXP = social media experience; STOR = presence of physical store

** indicates <0.1% significant level, * indicates <5% significant level

Square root of AVEs are reported in parentheses

4.5.2 Reliability Test

A test of reliability was conducted to examine the degree of consistency of the scales (Nunnally, 1978). A reliability test is required to ensure that the question items measuring a construct should be understood in the same way by all respondents. The reliability assessments performed in this study are Cronbach's alpha coefficient and composite reliability (Fornell & Larcker, 1981).

4.5.2.1 Cronbach's Alpha Coefficient

Cronbach's alpha coefficient is an indicator to measure the internal consistency of scales (Hair et al., 2012). Generally, it is used to measure the reliability of constructs. According to (Fornell & Larcker, 1981), Cronbach's alpha coefficient should be equal to or greater than 0.7. The results show that Cronbach's alpha coefficient of all social media marketing capability measures exceeded Fornell and Larcker's (1981) standard. The Cronbach's alpha coefficients are presented in Table 4.11. These results ensure the adequacy of the reliability of all reflective measures.

4.5.2.2 Composite Reliability

The composite reliability test was also performed to ensure the internal consistency reliability of variables in PLS analysis (Hair et al., 2012). Hair et al. (2012) suggested that the value of composite reliability should be equal to or greater than 0.7. Furthermore, the composite reliability of each variable should be greater than the Cronbach's alpha coefficient value since the composite reliability value is usually slightly higher (Chin, 1998). As shown in Table 4.11, the result indicates that the value of composite reliability of all variable are above 0.7 and are greater than their Cronbach's alpha coefficient. Therefore, this suggests that the scales used in this study exhibit a satisfactory level of reliability.

4.6 Multicollinearity

Multicollinearity is the statistical phenomenon of high correlation among variables (Farrar & Glauber, 1967). Multicollinearity exists when two or more independent variables in a model are highly correlated. The test of multicollinearity among variables was performed by using the full collinearity Variance Inflation

Factor (VIF) as an indicator to assess the seriousness of this problem in a research model (Kock, 2015; Kock & Lynn, 2012). According to (Kock & Lynn, 2012), the assessment of full collinearity VIF is more robust than the traditional VIF since it evaluates both vertical and lateral collinearity. Furthermore, full collinearity VIF assessment can be used to detect common method bias (Kock, 2015). According to (Kock, 2015) and (Hair et al., 2012), the full collinearity VIF values should be lower than 3.3. A value higher than 3.3 indicates a multicollinearity problem as well as the common method bias problem in the model estimation. The results show that all variables range from 1.481 to 3.211, therefore lower than 3.3. This suggests that the multicollinearity and common method bias issue are not a serious concern for the estimation in the model. The results of full collinearity VIFs are presented in Table 4.12.

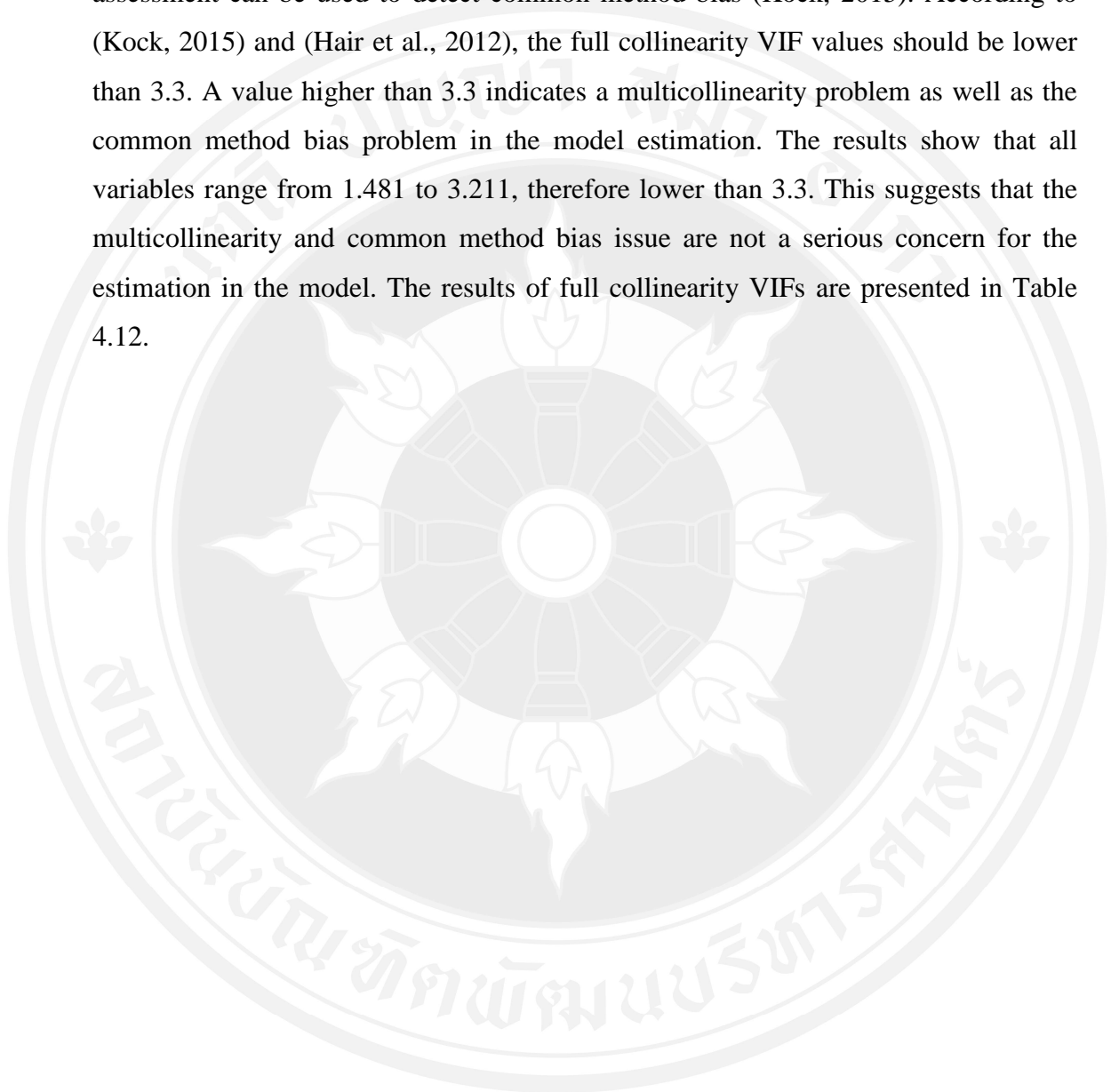


Table 4.11 Cronbach's Alpha Coefficient and Composite Reliability of all Constructs

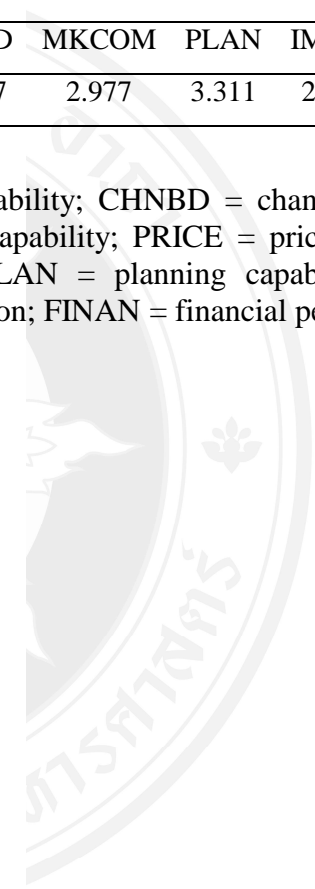
	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN
Cronbach													
Alpha (α)	0.862	0.878	0.881	0.911	0.900	0.892	0.887	0.920	0.944	0.918	0.877	0.920	0.935
Composite													
Reliability (CR)	0.907	0.916	0.913	0.931	0.926	0.921	0.917	0.944	0.957	0.939	0.911	0.943	0.951

Note: MKSS = market-sensing capability; CUSLK = customer-linking capability; CHNBD = channel-bonding capability; TECH = technological capability; HUMAN = human resource development capability; PRICE = pricing capability; PROD = product development capability; MKCOM = marketing communication; PLAN = planning capability; IMPLE = implementation capability; RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance

Table 4.12 Full Collinearity VIFs Statistics of all Variables

	MKSS	CUSLK	CHNBD	TECH	HUMAN	PRICE	PROD	MKCOM	PLAN	IMPLE	RELAT	MKEXP	FINAN
FULL VIF	1.628	1.694	1.753	2.101	1.684	2.469	2.647	2.977	3.311	2.579	1.935	2.145	1.520

Note: MKSS = market-sensing capability; CUSLK = customer-linking capability; CHNBD = channel-bonding capability; TECH = technological capability; HUMAN = human resource development capability; PRICE = pricing capability; PROD = product development capability; MKCOM = marketing communication; PLAN = planning capability; IMPLE = implementation capability; RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance



4.7 Test of Hypotheses

In this research, the total of 22 hypotheses were proposed. The significance of the hypothesis testing results is determined by several statistical indicators, including beta coefficient (β), p-value, and R-squared coefficient.

Firstly, beta coefficient (β) is a term to indicate the strength of the relationship among two variables. To interpret the results, if the beta coefficient is positive, the two variables are positively related. On the other hand, a negative beta coefficient indicates the negative relationship between them (Walpole, Myers, Myers, & Ye, 2002). Secondly, the p-value determines whether the null hypothesis will be accepted or rejected (Kline, 2004). The acceptance and rejection criterion in behavioral sciences states that, if the computed p-value is equal to or less than 0.05, a null hypothesis suggesting no relationship between variables will be rejected, and the alternative hypothesis will be accepted. This means that the alternative hypothesis, which suggests the relationship between variables, is statistically supported. However, if the p-value is greater than 0.05, the null hypothesis will be accepted, and the alternative hypothesis will be rejected and therefore, the hypothesis will not be statistically supported (Kline, 2004; Rice, 1989). Thirdly, R-square coefficient is a statistical measurement that indicates the percentage of variance in the dependent variable that can be explained by the independent variables in a regression model (Chatterjee & Hadi, 2015). This means that a high R-squared value represents a high explanatory power of independent variables; hence, the model has a better fit.

In this study, a bootstrapping resample technique is applied for the model estimation. According to (Kock & Lynn, 2012), bootstrapping is a resampling method suggested in PLS-SEM, which creates a number of resamples, known as “resampling with replacement”. A bootstrap resampling technique with 100 subsamples was used to calculate standardized path coefficients and p-values - this is a criterion recommended by (Efron, Rogosa, & Tibshirani, 2015). As a result, the researcher used the recommended value of 100 subsamples in bootstrapping estimation for the consistency of the result.

Before testing the hypotheses of the overall model, the analysis was initially performed by estimating the effect of each aspect of the social media marketing capabilities on the performance outcomes separately. The objective of performing separated analysis is to compare the results to those when all aspects of social media marketing capabilities are included together in a single model. This allows the researcher to capture the possibility of Simpson's paradox in multiple regression analysis. Simpson's paradox is a reversal of the sign of the correlation between two variables, or equivalently, a flip in the sign of regression coefficients due to an unaccounted-for confounding variable (Chen, Bengtsson, & Ho, 2009). By using social media marketing aspects separately analyzing in the model, the researcher found that all ten aspects of social media marketing have a positive association with the outcome variables and the results are statistically significant. The results of the association between ten aspects of social media marketing and the customer relationship and market expansion are presented in Table 4.13 and 4.14.

As shown in Table 4.13 and 4.14, customer relationship performance is positively associated with market-sensing capability ($\beta = 0.304$; $p = <0.001$), customer-linking capability ($\beta = 0.278$; $p = <0.001$), channel-bonding capability ($\beta = 0.322$; $p = <0.001$), technology development capability ($\beta = 0.383$; $p = <0.001$), human resource development capability ($\beta = 0.346$; $p = <0.001$), pricing capability ($\beta = 0.375$; $p = <0.001$), product development capability ($\beta = 0.381$; $p = <0.001$), marketing communication ($\beta = 0.439$; $p = <0.001$), social media marketing planning capability ($\beta = 0.415$; $p = <0.001$), and social media marketing implementation capability ($\beta = 0.461$; $p = <0.001$). All of these positive associations are statistically significant.

Similarly, market expansion is positively associated with market-sensing capability ($\beta = 0.274$; $p = <0.001$), customer-linking capability ($\beta = 0.226$; $p = <0.001$), channel-bonding capability ($\beta = 0.309$; $p = <0.001$), technology development capability ($\beta = 0.404$; $p = <0.001$), human resource development capability ($\beta = 0.368$; $p = <0.001$), pricing capability ($\beta = 0.398$; $p = <0.001$), product development capability ($\beta = 0.402$; $p = <0.001$), marketing communication ($\beta = 0.495$; $p = <0.001$), social media marketing planning capability ($\beta = 0.496$; $p = <0.001$), and social media

marketing implementation capability ($\beta = 0.466$; $p = <0.001$). All of these positive associations are statistically significant.

The results of the testing of the twenty-two hypotheses in the overall model from PLS regression analysis are reported in Table 4.13 and Table 4.14. In particular, Table 4.13 shows the results that prove Hypothesis 1a to 10a which involve the effect of all aspects of social media marketing capabilities on customer relationship performance. Furthermore, Table 4.14 shows the results that prove Hypothesis 1b to 10b which involve the effect of all aspects of social media marketing capabilities on market expansion performance. Lastly, Table 4.15 and 4.16 shows the results that prove Hypothesis 11 to 12 which involve the effect of two aspects of performance on financial performance.

Hypothesis 1a: Market-sensing capability positively associates with customer relationship performance.

The result reveals that market-sensing capability and customer relationship performance are positively related ($\beta = 0.067$; $p = 0.125$). This finding suggests that firms that possessed at high level of market-sensing capability tends to exhibit a high level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 1a was not supported.

Hypothesis 1b: Market-sensing capability positively associates with market expansion.

The result confirms that market-sensing capability and market expansion are positively related ($\beta = 0.052$; $p = 0.204$), which means that the firms that possessed the high level of market-sensing capability tends to exhibit a high level of market expansion. However, the relationship was not statistically significant. Thus, the hypothesis 1b was not supported.

Hypothesis 2a: Customer-linking capability positively associates with customer relationship performance.

The result confirms that customer-linking capability and customer relationship performance are positively related ($\beta = 0.041$; $p = 0.270$). This suggests that the firms that possessed a high level of customer-linking capability tend to exhibit a high level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 2a was not supported.

Hypothesis 2b: Customer-linking capability positively associates with market expansion.

The result confirms that customer-linking capability and market expansion are negatively related ($\beta = -0.089$; $p = 0.045$), which means that the firms that possessed a high level of customer-linking capability tend to exhibit a lower level of market expansion. The result shows the opposite sign of the beta coefficient and contradicted the PLS result of the relationship between customer-linking capability and market expansion analyzing separately which showed the positive association and is also statistically significant reported in Table 13. This contradictory result could be caused by a suppression effect in multiple regression analysis which reflects the issue of Simpson's paradox in the multiple regression results. Thus, the negative beta coefficient of pricing capability is misleading. However, the relationship was statistically significant. Therefore, hypothesis 2b is statistically supported.

Hypothesis 3a: Channel-bonding capability positively associates with customer relationship performance.

The result reveals a positive relationship between channel-bonding capability and customer relationship performance ($\beta = 0.031$; $p = 0.314$). This means that the firms with a higher level of customer-linking capability are likely to have a higher level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 3a was not supported.

Hypothesis 3b: Channel bonding capability positively associates with market expansion.

The result confirms a positive association between channel bonding capability positively associates with market expansion ($\beta = 0.056$; $p = 0.190$). This can be interpreted as the firms with a higher level of channel bonding capability are likely to have a higher level of market expansion. However, the relationship was not statistically significant. Thus, hypothesis 3b was not supported.

Hypothesis 4a: Technology development capability positively associates with customer relationship performance.

The result confirms that technology development capability and customer relationship performance are positively related ($\beta = 0.086$; $p = 0.075$), which means that the firms that possessed a high level of customer-linking capability tends to

exhibit a high level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 4a was not supported.

Hypothesis 4b: Technology development capability positively associates with market expansion.

The result reveals a positive relationship between technology development capability and market expansion. This means that the firms a higher level of technology development capability are likely to have a higher level of market expansion performance. The result is also statistically significant ($\beta = 0.108$; $p = 0.027$). This suggests that there is a low potential that their positive relationship may occur accidentally. Thus, hypothesis 4b is significantly supported.

Hypothesis 5a: Human resource development capability positively associates with customer relationship performance.

The result indicates that human resource development capability and customer relationship performance are positively related ($\beta = 0.064$; $p = 0.157$), which means that the firms that possessed a high level of human resource development capability tend to exhibit a high level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 5a was not supported.

Hypothesis 5b: Human resource development capability positively associates with market expansion.

The result shows that human resource development capability is positively related with market expansion ($\beta = 0.056$; $p = 0.194$). This can be interpreted as the firms that possessed a high level of human resource development capability tends to exhibit a high level of market expansion. However, the relationship was not statistically significant. Thus, hypothesis 5b was not supported.

Hypothesis 6a: Pricing capability positively associates with customer relationship performance.

The result shows that pricing capability and market expansion are negatively related ($\beta = -0.028$; $p = 0.338$), which means that the firms that possessed a high level of pricing capability tend to exhibit a lower level of customer relationship performance. The relationship was not statistically significant. Interestingly, the sign of beta coefficient is opposite to the hypothesis. This result is contradicted with the PLS result of the relationship between pricing capability and customer relationship

performance analyzing separately which showed a positive association and is also statistically significant, as reported in Table 12. This contradictory result could be caused by a suppression effect in multiple regression analysis which reflects the issue of Simpson's paradox in the multiple regression results. The suppression effect can be observed when another variable is added to the analysis, and the relationship between two variables is reversed, decreased, or enhanced (Tu, Gunnell, & Gilthorpe, 2008). The reason which can explain this suppression effect is that two or more independent variables are highly correlated and one independent variable can explain the dependent variable better than other independent variables (Tu et al., 2008). Thus, the negative beta coefficient of pricing capability is misleading. However, given that the result is not statistically significant, hypothesis 6a is not supported.

Hypothesis 6b: Pricing capability positively associates with market expansion.

The result confirms the positive relationship between pricing capability and market expansion ($\beta = 0.026$; $p = 0.349$), which means that the firms that possessed a high level of pricing capability tend to exhibit a high level of market expansion. However, the relationship was not statistically significant. Thus, hypothesis 6b was not supported.

Hypothesis 7a: Product development capability positively associates with customer relationship performance.

The result confirms the positive relationship between product development capability and customer relationship ($\beta = 0.023$; $p = 0.368$), which means that the firms that possessed a high level of product development capability are likely to exhibit a high level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 7a was not supported.

Hypothesis 7b: Product development capability positively associates with market expansion.

The result confirms the positive relationship between product development capability and market expansion ($\beta = 0.020$; $p = 0.371$), which means that the firms that possessed a high level of product development capability are likely to exhibit a high level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 7b was not supported.

Hypothesis 8a: Social media marketing communication capability positively associates with customer relationship performance.

The results indicate that social media marketing communication capability positively explained customer relationship performance ($\beta = 0.105$; $p = 0.106$). This means that the firms that possessed a high level of social media marketing communication capability are likely to exhibit a high level of customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 8a was not supported.

Hypothesis 8b: Social media marketing communication capability positively associates with market expansion.

The results indicate that social media marketing communication capability positively explained market expansion ($\beta = 0.187$; $p = 0.005$). This means that the firms that possessed a high level of social media marketing communication capability are likely to exhibit a high level of market expansion. The beta coefficient was also statistically significant. Therefore, hypothesis 8b was supported.

Hypothesis 9a: Social media marketing planning capability positively associates with customer relationship performance.

The result shows that social media marketing planning capability and customer relationship performance are negatively related ($\beta = 0.011$; $p = 0.442$), which means that the firms that possessed a high level of social media marketing planning capability tends to exhibit a higher level of with customer relationship performance. However, the relationship was not statistically significant. Thus, hypothesis 9a was not supported.

Hypothesis 9b: Social media marketing planning capability positively associates with market expansion.

The result indicates that social media marketing planning capability positively explained market expansion ($\beta = 0.130$; $p = 0.052$). This means that the firms that possessed a high level of social media planning capability are likely to exhibit a high level of market expansion. However, the relationship was not statistically significant. Thus, hypothesis 9b was not supported.

Hypothesis 10a: Social media marketing implementation capability positively associates with customer relationship performance.

The result confirms the positive relationship between social media marketing implementation capability and customer relationship performance ($\beta = 0.268$; $p = <0.001$). This means that the firms that possessed a high level of social media marketing implementation capability are likely to exhibit a high level of customer relationship performance. The beta coefficient was also statistically significant. Therefore, hypothesis 10a was supported.

Hypothesis 10b: Social media marketing implementation capability positively associates with market expansion.

The result confirms the positive relationship between social media marketing implementation capability and market expansion ($\beta = 0.125$; $p = 0.037$). This means that the firms that possessed a high level of social media marketing implementation capability are likely to exhibit a high level of market expansion. The beta coefficient was also statistically significant. Therefore, hypothesis 10b was supported.

Table 4.13 PLS Results of Hypotheses 1a to 10a

Hypothesized variable	Dependent variable: Customer relationship performance										
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11
Market-sensing capability	0.304***										0.067
Customer-linking capability		0.278***									0.041
Channel-bonding capability			0.322***								0.031
Technology development capability				0.383***							0.086
Human resource development capability					0.346***						0.064
Pricing capability						0.375***					-0.028
Product development capability							0.381***				0.023
Marketing communication capability								0.439***			0.105

Hypothesized variable	Dependent variable: Customer relationship performance										
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11
Social media marketing planning capability									0.415***		0.011
Social media marketing implementation capability										0.461***	0.268***
Control variables											
Firm size	0.069	0.051	0.052	0.048	0.052	0.057	0.056	-0.031	-0.069	0.052	-0.062
Firm age	-0.092*	-0.095*	-0.066	-0.088*	-0.042	-0.077	-0.056	-0.071	-0.048	-0.055	-0.008
Social media marketing experience	0.046	0.037	0.035	0.036	0.053	0.055	0.051	0.057	0.067	0.068	0.018
Presence of physical store	0.131**	0.147**	0.163***	0.161***	0.156***	0.140***	0.144**	0.146**	0.158***	0.146**	0.118**
R-squared	0.144	0.130	0.155	0.199	0.168	0.192	0.195	0.237	0.209	0.262	0.298

Table 4.14 PLS Results of Hypotheses 1b to 10b

Hypothesized variable	Dependent variable: Market expansion										
	Model 12	Model 13	Model 14	Model 15	Model 16	Model 17	Model 18	Model 19	Model 20	Model 21	Model 22
Market-sensing capability	0.274***										0.052
Customer-linking capability		0.226***									-0.089*
Channel-bonding capability			0.309***								0.056
Technology development capability				0.404***							0.108*
Human resource development capability					0.368***						0.056
Pricing capability						0.398***					0.026
Product development capability							0.402***				0.020
Marketing communication capability								0.495***			0.187**

Hypothesized variable	Dependent variable: Market expansion										
	Model 12	Model 13	Model 14	Model 15	Model 16	Model 17	Model 18	Model 19	Model 20	Model 21	Model 22
Social media marketing planning capability									0.496***		0.130
Social media marketing implementation capability										0.466***	0.125*
Control variables											
Firm size	0.009	0.001	0.004	-0.011	0.000	-0.015	0.013	-0.030	0.017	-0.000	-0.071
Firm age	-0.143**	-0.156***	-0.118**	-0.132*	-0.103*	-0.130**	-0.103*	-0.110	-0.091*	-0.099*	0.016
Social media marketing experience	0.054	0.044	0.044	0.044	0.062	0.070	0.056	0.066	0.077	0.075	0.048
Presence of physical store	0.059	0.066	0.083*	0.078	0.067	0.064	0.059	0.065	0.071	0.063	0.052
R-squared	0.117	0.093	0.135	0.203	0.173	0.199	0.200	0.281	0.284	0.255	0.316

Hypothesis 11: Customer relationship performance positively associates with financial performance.

The result confirms the positive relationship between customer relationship performance and financial performance ($\beta = 0.126$; $p = 0.016$). This means that the firms perform a high level of customer relationship performance are likely to exhibit a high level of financial performance. The beta coefficient was also statistically significant. Therefore, hypothesis 11 was supported. The results are presented in Table 4.15.

Table 4.15 PLS Result of Hypothesis 11

Variables	Dependent variable Financial performance
Hypothesized variables	
Customer relationship performance	0.384***
Control variables	
Firm size	-0.097*
Firm age	-0.131**
Social media marketing experience	0.044
Presence of physical store	0.048
R-Squared	0.211

Hypothesis 12: Market expansion positively associates with financial performance.

The result confirms the positive relationship between customer relationship performance and financial performance ($\beta = 0.406$; $p < 0.001$). This means that the firms perform a high level of market expansion are likely to exhibit a high level of financial performance. The beta coefficient was also statistically significant. Therefore, hypothesis 12 was supported. The results are presented in Table 4.16.

Table 4.16 PLS Result of Hypothesis 12

Variables	Dependent variable Financial performance
Hypothesized variables	
Market expansion	0.501***
Control variables	
Firm size	-0.118**
Firm age	-0.114**
Social media marketing experience	0.041
Presence of physical store	0.067
R-Squared	0.316

4.8 Control Variables

Apart from the hypotheses proposed, the association between four control variables and three performance including customer relationship performance, market expansion, and financial performances are found as follows. Customer relationship performance associated positively with social media marketing experience ($\beta = 0.018$; $p = 0.383$), physical store ($\beta = 0.118$; $p = 0.004$), but negatively with firm size ($\beta = -0.062$; $p = 0.079$), and firm age ($\beta = -0.008$; $p = 0.443$). Only the associations with the presence of a physical store are statistically significant. This implied that firms that have a physical store tend to have a higher level of customer relationship performance. Furthermore, market expansion associated positively with firm age ($\beta = 0.016$; $p = 0.376$), social media marketing experience ($\beta = 0.048$; $p = 0.209$), and presence of physical store ($\beta = 0.052$; $p = 0.105$), but negatively with firm size ($\beta = -0.071$; $p = 0.096$). All associations are not statistically significant. Lastly, financial performance associated positively with the presence of a physical store ($\beta = 0.067$; $p = 0.075$) and social media marketing experience ($\beta = 0.044$; $p = 0.187$), but negatively with firm size ($\beta = -0.026$; $p = 0.300$) and firm age ($\beta = -0.143$; $p = 0.006$). Only the

association with firm age are statistically significant. This implies that longer established firms tend to have a lower level of financial performance.

The results from hypotheses testing are summarized in a form of conceptual model, as shown in Figure 4.2.



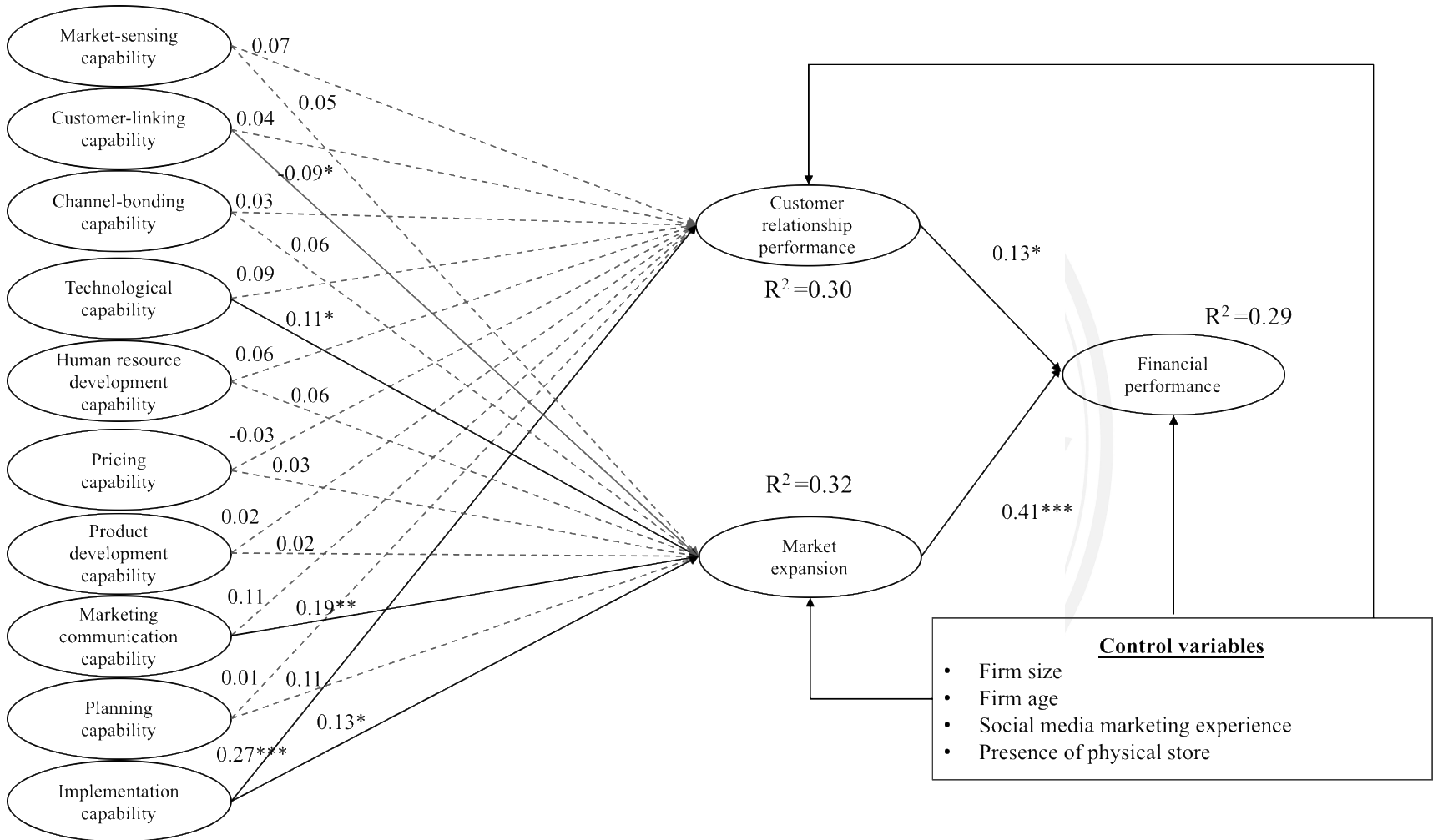


Figure 4.2 Main Model Results

4.9 R-square of the Overall Model

R-square or coefficient of determination is a statistical measurement that indicates the percentage of the variance in the dependent variable that can be explained by the independent variables in a regression model (Chatterjee & Hadi, 2015). It is an indicator explaining how well data fitted regression line ranging from 0 to 1. The R-squared value represents a percentage of dependent variables explained by independent variables (Chatterjee & Hadi, 2015). Furthermore, (Cohen, 2013) recommended that the model where the R-squared and adjusted R-squared values are below 0.02 has too weak an exploratory power, and therefore, should be considered for revision.

The R-square result indicates that all independent variables (market-sensing, customer-linking, channel-bonding, technology development, human resource development, pricing, product development, marketing communication, social media marketing planning, and social media marketing implementation capability) including control variables (firm size, firm age, social media marketing experience, presence of physical store) that are included in the regression model can explain 29.8 percent of customer relationship performance. In addition, all independent variables (market-sensing, customer-linking, channel-bonding, technology development, human resource development, pricing, product development, marketing communication, social media marketing planning, and social media marketing implementation capability) including control variables (firm size, firm age, social media marketing experience, presence of physical store) that are included in the regression model can explain 31.6 percent of market expansion. Lastly, all independent variables which are customer relationship performance and market expansion including control variables in the model mentioned prior can explain 28.6 percent of financial performance. The results of R-square and adjusted R-square are presented in Table 4.17.

Table 4.17 R-squared

Construct	RELAT	MKEXP	FINAN
R-square	0.298	0.316	0.286
Adjusted R-square	0.272	0.292	0.275

Note: RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance

4.10 Model Fit Indices

PLS analysis provides several model fit indices to determine the quality of the PLS model (Kock, 2017). There are ten model fit indices consisting of 1) Average path coefficient (APC), 2) Average R-square (ARS), 3) Average adjusted R-square (AARS), 4) Average variance inflation factor (AVIF), 5) Average full variance inflation factor (AFVIF), (6) Tenenhaus GoF (GoF index), 7) Simpson's paradox ratio (SPR), 8) R-square contribution ratio (RSCR), 9) Statistical suppression ratio (SSR), and 10) Nonlinear bivariate causality direction ratio (NLBCDR). The results of these ten model fit indices are presented in Table 4.18.

4.10.1 Average Path Coefficient (APC)

Average path coefficient (APC) indicates the strength of the relationship in the model. According to (Kock, 2017), the p-value of APC should be equal to or less than 0.05. The result of this study found that the APC is equal to 0.082 with the p-value <0.001. Therefore, the APC value is statistically significant.

4.10.2 Average R-square (ARS)

Average R-square (ARS) explains the overall explanatory power of the model (Kock & Lynn, 2012). It is suggested that p-value should not exceed 0.05. The result shows the ARS value is equal to 0.300 with the p-value <0.001. Therefore, the ARS value of the model is statistically significant.

4.10.3 Average Adjusted R-square (AARS)

Average adjusted R-square (AARS) is an indicator correcting the loopholes of the ARS which can be increased every time when a new latent variable is added to the model. However, it cannot improve the model. (Kock, 2017) recommended that the value of AARS should be equal to or lower than 0.05. The result shows that the value of AARS is 0.280 with the p-value <0.001 . Therefore, AARS is statistically significant.

4.10.4 Average Variance Inflation Factor (AVIF)

Average variance inflation factor (AVIF) is an indicator to measure the vertical collinearity of the model. According to (Kock, 2017), the acceptable value of AVIF is 5 and the ideal value is equal to or less than 3.3. The result show that AVIF value is 1.932. Therefore, the multicollinearity is ideally acceptable in this model.

4.10.5 Average Full Variance Inflation Factor (AFVIF)

Average full variance inflation factor (AFVIF) is used to measure both vertical and lateral collinearity of the model. (Kock, 2017) recommended that AFVIF value is acceptable at 5 5 and the ideal value is equal to or less than 3.3. The result reports that AFVIF value is 2.018. Therefore, the multicollinearity is ideally acceptable in this model.

4.10.6 Tenenhaus GoF (GoF index)

Tenenhaus GoF or GoF index is an indicator of the model's explanatory power (Kock, 2017). GoF can be defined as the square root of average community index and the ARS. According to Wetzels, Odekerken-Schröder, and Van Oppen (2009), the explanatory power is small when GoF value is equal to or greater than 0.1, medium when equal to or greater than 0.25, and large when equal to or greater than 0.36. The result reports the value of 0.489. This means that the model model's explanatory power is large.

4.10.7 Simpson's Paradox Ratio (SPR)

Simpson's paradox ratio (SPR) indicates the extent to which a model has Simpson's paradox issue in it (Kock, 2015; Wagner, 1982). Simpson's paradox occurs when a sign of path coefficient is different from a correlation of a paired variables (Kock, 2015). (Kock, 2017) suggested that the acceptable value of SPR is equal to or greater than 0.7 and ideally SPR should be equal to 1. The result of SPR in this model is 0.912 which means that SPR index of the model is acceptable.

4.10.8 R-square Contribution Ratio (RSCR)

R-square contribution ratio (RSCR) indicates whether the model is free from R-squared contribution (Kock, 2017). The RSCR occurs together with Simpson's paradox. According to (Kock, 2017), the acceptable value of RSCR is equal to or greater than 0.9, meaning that at least 90 percent, of R-squared in the model with the positive sign. The ideal value of RSCR is equal to 1 or 100 percent. The results report that the RSCR value of this model is 0.968, meaning that 96.8 percent of paths of R-squared of this model have positive signs. Therefore, the RSCR value of the model is acceptable.

4.10.9 Statistical Suppression Ratio (SSR)

Statistical suppression ratio (SSR) indicates whether a model is free from causality problems (Kock, 2017). The SSR examines whether the hypothesized path in the model should be reversed. According to (Kock, 2017), an acceptable SSR value should be equal to or greater than 0.7. The result of this model reported that the SSR value is 0.912. This means that the SSR value in the model is acceptable. It can be explained that 91.2 percent of the path in the model is free from causality problems.

4.10.10 Statistical Suppression Ratio (SSR)

Non-linear bivariate causality direction ratio (NLBCDR) examines the correctness of hypothesized directions in non-linear relationships of the model. An acceptable value of NLBCDR is equal to or greater than 0.7 (Kock, 2017). The result shows that the NLBCDR value of the model is 0.956 which is an acceptable value. This means that the model is acceptable as regards non-linearity of direction of

causality. However, as this model is intended to be a linear relationship, the NLBCDR value should not be considered.

Table 4.18 Model Fit Indices

Model fit indices	Coefficient	Result
Average path coefficient (APC)	0.082***	Significant
Average R-square (ARS)	0.300***	Significant
Average adjusted R-square (AARS)	0.280***	Significant
Average variance inflation factor (AVIF)	1.932	Ideally
Average full variance inflation factor (AFVIF)	2.018	Ideally
Tenenhaus GoF (GoF index)	0.489	Large
Simpson's paradox ratio (SPR)	0.912	Acceptable
R-square contribution ratio (RSCR)	0.968	Acceptable
Statistical suppression ratio (SSR)	0.912	Acceptable
Nonlinear bivariate causality direction ratio (NLBCDR)	0.956	Acceptable

Note: ***, ** and* means p-value <0.001, <0.01 and ≤ 0.05

4.11 Result Summary and Model Specification Problems

By using ten aspects of social media marketing capabilities for PLS estimation in the overall model, the researcher found that there is only one dimension of social media marketing capability that is significantly associated with customer relationship performance, which is social media marketing implementation capability. Furthermore, there are four dimensions of social media marketing capability that are significantly associated with market expansion, which are customer-linking capability, technology development capability, marketing communication capability, and social media marketing implementation capability. Unexpectedly, there are some reverse signs of the relationship between pricing capability and customer relationship

performance, as well as the relationship between customer linking capability and market expansion. These results may be biased since the results in the correlation table (Table 4.10) show that all ten dimensions of social media marketing capability are highly correlated.

Regarding the results from PLS regression, there are several model specification problems. First of all, Simpson's paradox occurred because a sign of correlation between two variables was reversed after including other variables in the model. According to (Wagner, 1982), Simpson's paradox exists when a sign of correlation between a pair of variables is reversed. Secondly, the results found that ten aspects of social media marketing capability are highly correlated. Therefore, the researcher proposed an alternative model that considers social media marketing capabilities as three second-order latent variables to address these issues.

4.12 Alternative Model

An alternative model was suggested to address some issues from the proposed model that were mentioned above. Regarding previous research, there is some in which all dimensions of marketing capabilities were used as first-order latent variables (Afzal, 2009; Moore & Fairhurst, 2003; Morgan et al., 2009; Murray et al., 2011; Theodosiou et al., 2012; Tsai & Shih, 2004; Vorhies & Morgan, 2005; Weerawardena, 2003). For example, the study of Morgan et al. (2009) suggested that marketing capabilities are firms' assets that contribute to superior performance, and have a direct impact on firms' performance in a cross-industry sample. This study posits marketing capabilities as seven distinct capabilities consisting of product development, pricing, channel management, marketing communications, selling, market planning, and marketing implementation. On the other hand, there is previous research that views marketing capability as a multidimensional construct comprising outside-in, inside-out, and spanning capabilities based on Day's (1994) perspective, and also views these three dimensions as second-order variables. For example, the study of (Chahal & Kaur, 2014) found that marketing capabilities are a multi-dimensional scale comprising the same three dimensions (outside-in, inside-out and spanning) for the banking sector. This study combined three aspects of marketing

capability (relationship, regularity and communication) into a single construct as outside-in capability. Also, two aspects of marketing capabilities (Web technology and employee bonding) were combined into a single construct as inside-out capability. In addition, this study combined five aspects of marketing capability (advertising, pricing and product/service) into a single construct as spanning capability.

To propose an alternative model, two adjustments were made to an alternative model. Firstly, the author combined the ten aspects of social media marketing capability into three second-order latent variables that represent broader aspects of marketing capabilities, which are outside-in capability, inside-out capability, and spanning capability. The underlying reason for combining the ten aspects of social media marketing capability into three second-order latent variables is that this research found high correlation among three aspects of outside-in capabilities (market-sensing capability, customer-linking capability, channel-bonding capability), high correlation among two aspects of inside-out capabilities (technology development capability, and human resource development capability), and high correlation among five aspects of spanning capabilities (pricing capability, product development capability, marketing communication capability, social media marketing planning capability, and social media implementation capability). This modification is based on Day's (1994) framework that conceptualized these sub-aspects of marketing capabilities into three broad categories. The new model specification is also consistent with several studies that grouped the sub-aspects of marketing capability into three dimensions of marketing capability (Chahal & Kaur, 2014; Greenley et al., 2005; Hooley et al., 2005; Santos-Vijande et al., 2012). The three aspects of social media marketing capabilities (outside-in, inside-out, and spanning capabilities) were constructed as second-order latent variables by calculating a set of factors scores from first-order latent variables. The second-order latent variables and first-order latent variables are presented in Table 4.19.

Table 4.19 Second-order Latent Variables and First-order Latent Variables

Second-order latent variable	First-order latent variable/ latent variable indicators
Outside-in capability	Market -sensing capability
	Customer-linking capability
	Channel-bonding capability
Inside-out capability	Technology development capability
	Human resource development capability
Spanning capability	Pricing capability
	New product development capability
	Marketing communication capability
	Social media marketing planning capability
	Social media marketing implementation capability

Before testing the alternative model, the construct validity and reliability were assessed. As shown in Table 4.20, the factor loading and cross loading were performed with other latent variables and control variables for a convergent validity test. The results show that all variables have loading more than 0.5. Therefore, the convergent validity test of the alternative model is acceptable.

Table 4.20 The Combined Factor Loadings and Cross Loadings of Second-order Latent Variable of Social Media Marketing Capabilities Constructs

	OUTSIDE-IN	INSIDE-OUT	SPANNING
OUT_MKSS	(0.788)	-0.062	-0.01
OUT_CUSLNK	(0.813)	0.089	-0.107
OUT_CHNBD	(0.799)	-0.03	0.118
INSIDE_TECH	0.238	(0.854)	-0.025
INSIDE_HUMAN	-0.238	(0.854)	0.025
SPAN_PRICE	0.291	-0.044	(0.797)

	OUTSIDE-IN	INSIDE-OUT	SPANNING
SPAN_PROD	0.167	0.061	(0.823)
SPAN_MKCOM	-0.175	-0.007	(0.866)
SPAN_PLAN	-0.124	0.042	(0.865)
SPAN_IMPL	-0.133	-0.055	(0.826)

Note: OUTSIDE-IN = outside-in capability, INSIDE-OUT = inside-out capability, SPANNING = spanning capability, OUT_MKSS = outside-in_market-sensing capability; OUT_CUSLK = outside-in_customer-linking capability; OUT_CHNBD = outside-in_channel-bonding capability; INSIDE_TECH = inside-out_technological capability; INSIDE_HUMAN = inside-out_human resource development capability; SPAN_PRICE = spanning_pricing capability; SPAN_PROD = spanning_product development capability; SPAN_MKCOM = spanning_marketing communication; SPAN_PLAN = spanning_planning capability; SPAN_IMPL = spanning_implementation capability

Further, a discriminant validity test was performed. The result confirms that the value of the square root of AVEs for each latent variable is the highest value compared to all possible pairs of constructs, and thereby the constructs in the alternative model do not overlap. This means that the discriminant validity of the variables is satisfactory. The results of the discriminant validity test of all latent variables are presented in Table 4.21.

Table 4.21 Variable Correlation and Average Variance Extracted (AVE)

	OUTSIDE-IN	INSIDE-OUT	SPANNING	RELAT	MKEXP	FINAN	SIZE	AGE	SMEXP	STORE
OUTSIDE-IN	(0.800)									
INSIDE-OUT	0.630***	(0.854)								
SPANNING	0.623***	0.731***	(0.836)							
RELAT	0.387***	0.428***	0.494***	(0.820)						
MKEXP	0.355***	0.449***	0.535***	0.646	(0.898)					
FINAN	0.272***	0.357***	0.462***	0.462	0.503	(0.891)				
SIZE	-0.039	-0.022	-0.002	-0.002	-0.037	-0.111	1			
AGE	-0.018	-0.092	-0.094	-0.094	-0.048	-0.146	0.574	1		
SMEXP	0.003	-0.008	-0.010	0.032	0.047	0.017	0.209	0.391	1	
STORE	0.116*	0.066	0.079	0.158	0.090	0.086	0.130	0.291	0.172	1

Note: OUTSIDE-IN = outside-in capability, INSIDE-OUT = inside-out capability, SPANNING = spanning capability, RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance, SIZE = firm size, Age = firm age, STORE = presence of physical store, SMEXP = social media experience

A reliability test of the overall model was performed. The result confirm that Cronbach's alpha coefficient and composite reliability of all constructs are at a satisfactory level, except for inside-out capability, which is at an acceptable level. Therefore, the reliability of this alternative model is acceptable. The results of reliability tests on all of the latent variables are presented in Table 4.22.

Table 4.22 Cronbach's Alpha Coefficient and Composite Reliability of Constructs

	OUTSIDE-IN	INSIDE-OUT	SPANNING
Cronbach alpha (α)	0.719	0.630	0.892
Composite Reliability	0.842	0.844	0.920

Note: OUTSIDE-IN = outside-in capability, INSIDE-OUT = inside-out capability, SPANNING = spanning capability

The analysis from the alternative model reveals that outside-in capability as a second-order construct is positively associated with customer relationship performance ($\beta = 0.082$; $p = 0.073$) and negatively associated with market expansion ($\beta = -0.009$; $p = 0.438$). The effect of outside-in capability on these two variables is not statistically significant. Furthermore, inside-out capability is positively associated customer relationship performance ($\beta = 0.107$; $p = 0.065$), and the coefficient was not statistically significant. In addition, inside-out capability is positively associated with customer relationship performance ($\beta = 0.125$; $p = 0.031$), and the coefficient was also statistically significant. Lastly, spanning capability is positively associated with both customer relationship performance ($\beta = 0.354$; $p < 0.001$) and market expansion ($\beta = 0.446$; $p < 0.001$). The positive effect of spanning capability on these two variables is also statistically significant at below 0.1 percent. The results from the revised model are presented in Figure 4.3.

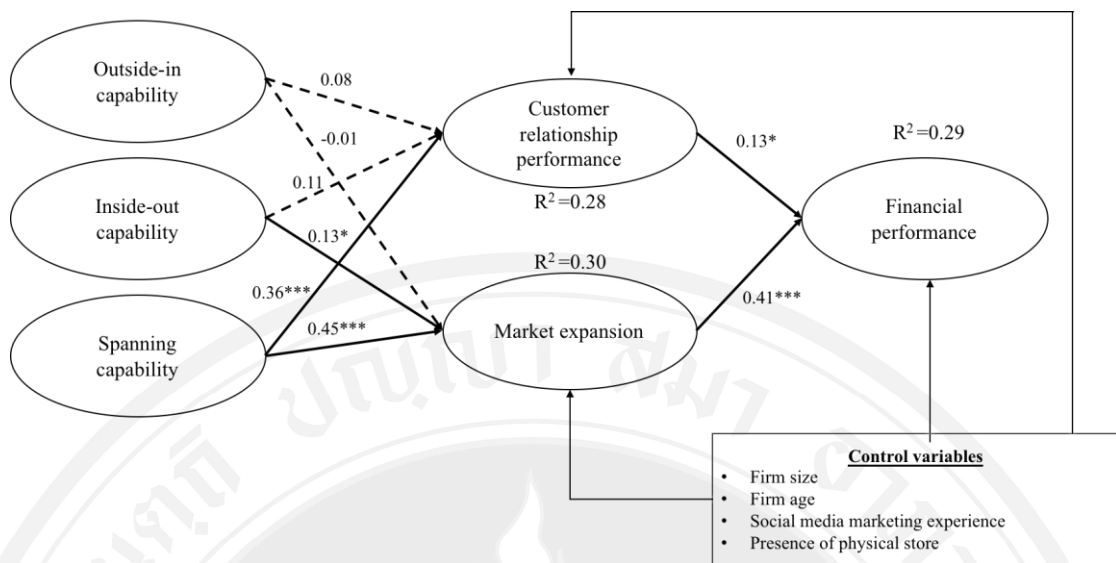


Figure 4.3 Result of Revised Model

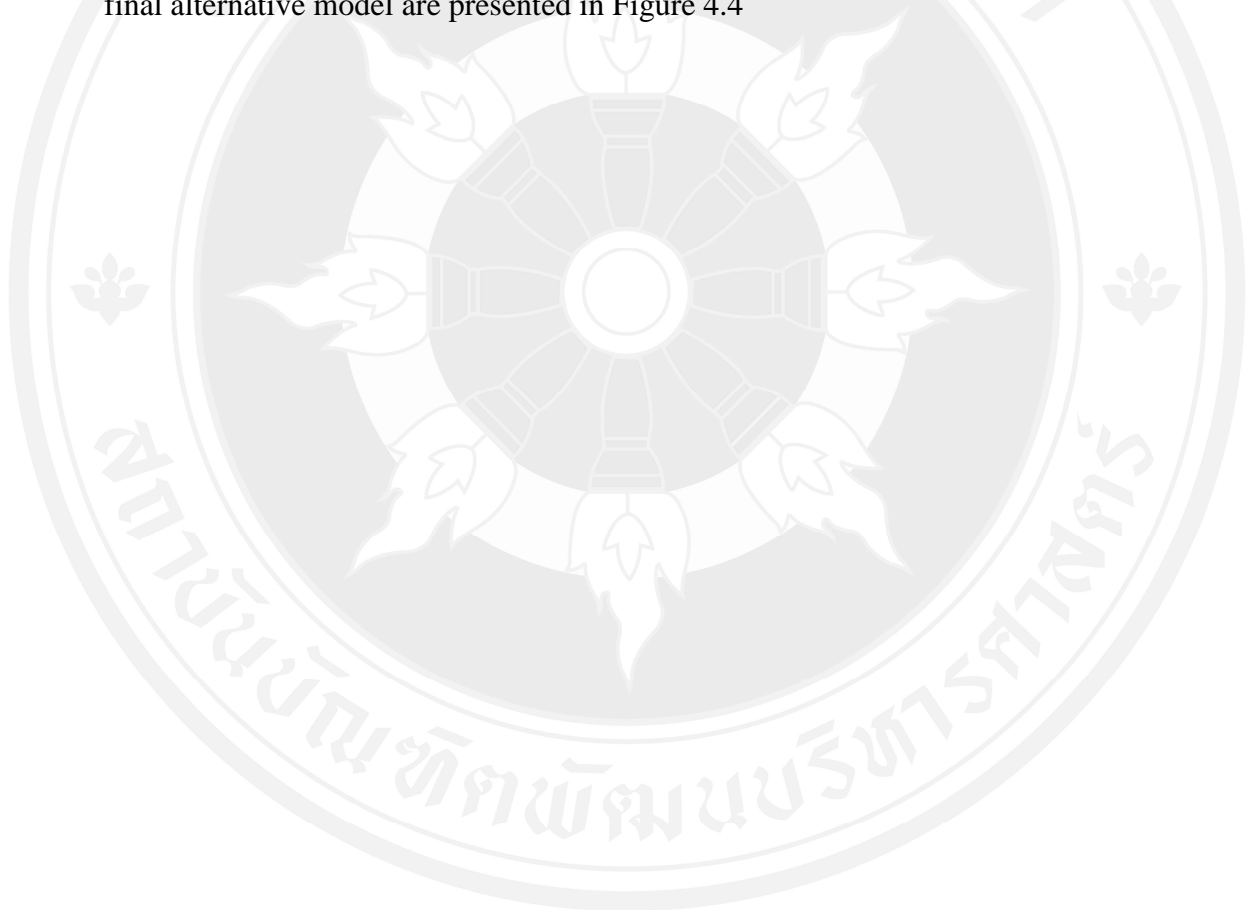
Regarding the first alternative model result, the researcher found that only spanning capability is significantly associated with customer relationship performance and market expansion. On the other hand, outside-in capability is not significantly associated with both customer relationship performance and market expansion. Furthermore, a test for Simpson's paradox was performed to ensure that all coefficient paths have the correct sign. As mentioned, Simpson's paradox occurred because a sign of correlation between two variables was reversed after including other variables in the model (Wagner, 1982). The test was conducted by comparing the beta coefficient of each variable from the regression model and their bivariate correlation. The results found that the association between outside-in capability and market expansion from the regression model and their bivariate correlation are different. The result was that the beta coefficient from the PLS analysis reveals a negative relationship between outside-in capability and market expansion ($\beta = -0.009$; $p = 0.438$), while their bivariate correlation shown a positive relation and is strongly significant at 1 percent level ($r = 0.355$; $p < 0.001$) as shown in Table 4.21. Given the issue of Simpson's paradox that still remains in this model, it is important to perform additional model adjustment to address with this issue. Therefore, the second model modification was made to the final alternative model.

The modification of the final alternative model is made based on the suggestion of (Day, 1994) which conceptualized spanning capability as the integration of outside-in and inside-out capabilities. Furthermore, the rationale for proposing this alternative model is based on the work of some scholars who proposed that spanning capabilities are developed from the knowledge of market and organizational internal functions (Chahal & Kaur, 2014). This is also supported by literature which suggests that spanning capabilities are based on knowledge of both the market and firm's internal functions (Hooley, Greenley, Fahy, & Cadogan, 2001; Santos-Vijande et al., 2012). For example, the new product development process requires the capability to acquire information about customers' needs combined with human resource development capability. Similarly, in order to develop new products that match customers' needs, firms need to rely on information about customers' needs that is acquired from social media. In addition to customer information, skills of employees from various departments (such as research and development, and marketing) are also important for the development of new products. The modification of the final alternative model is in line with previous research which also used outside-in capabilities and inside-out capabilities as determinants of spanning capabilities. For example, the study of (Gregory, Ngo, & Karavdic, 2019) found a positive relationship between e-commerce resources (such as people in charge of e-commerce export development, the e-commerce team and budget; all of which can be regarded as a part of inside-out capability), and e-commerce marketing capability (such as products, promotion, e-procurement; all of which can be categorized as spanning capability). Their study also found that the capabilities that represent spanning capability had a positive relationship with e-commerce performance. Based on the conceptualization of spanning capability and the results from previous studies, it can be shown that outside-in and inside-out capabilities may not have a direct association with firms' performance, but can enhance it indirectly through the spanning capability.

The new alternative model was modified as follows. Firstly, the direct links from outside-in capability and inside-out capability to customer relationship performance and market expansion were removed. Instead, the direct link from outside-in capability and inside-out capability to spanning capability was created. The new alternative model retains the direct link from spanning capability to customer

relationship performance and market expansion. The final alternative model is presented in Figure 4.4.

The analysis of the final alternative model reveals that outside-in capability as a second-order construct is positively associated with spanning capability ($\beta = 0.270$; $p < 0.001$), and coefficient was statistically significant. Furthermore, inside-out capability is positively associated with spanning capability ($\beta = 0.561$; $p < 0.001$), and also was statistically significant. Lastly, spanning capability is positively associated with both customer relationship performance ($\beta = 0.484$; $p < 0.001$) and market expansion ($\beta = 0.531$; $p < 0.001$). The positive effect of spanning capability on these two variables is also statistically significant at below 0.1 percent. The results of the final alternative model are presented in Figure 4.4



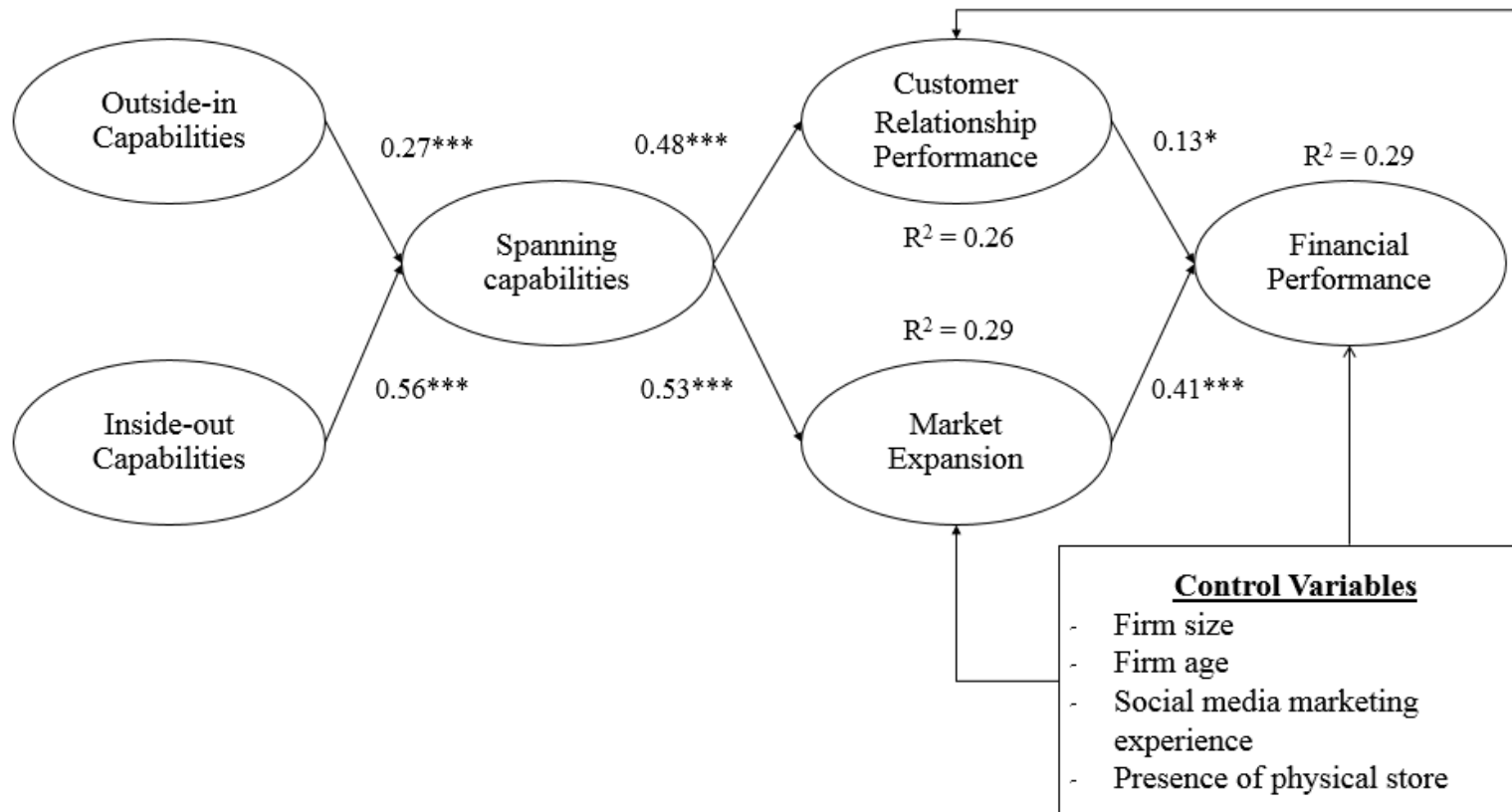


Figure 4.4 Result of the Final Alternative Model

Note: ***, **, * means p-value < 0.001, < 0.01, 0.05

-Solid lines mean significant paths and dashed lines mean non-significant paths

As shown in Table 4.23, all variables in the alternative model have full VIF values below 3.30, which is acceptable as suggested by Petter, Straub, and Rai (2007).

Table 4.23 Full VIF Statistics of the Alternative Model

	OUTSIDE- IN	INSIDE- OUT	SPANNING	RELAT	MKEXP	FINAN
FULL VIF	1.884	2.438	2.820	1.878	2.082	1.488

Note: OUTSIDE-IN = outside-in capability, INSIDE-OUT = inside-out capability, SPANNING = spanning capability, RELAT = customer relationship; MKEXP = market expansion; FINAN = financial performance

Lastly, Table 4.24 shows the comparison model fit indices between the proposed model and the alternative model. The indicators used to justify the quality of model fit are (1) Average path coefficient (APC), (2) Average R-square (ARS), (3) Average adjusted R-square (AARS), (4) Average variance inflation factor (AVIF), (5) Average full variance inflation factor (AFVIF), (6) Tenenhaus GoF (GoF index), (7) Simpson's paradox ratio (SPR), (8) R-square contribution ratio (RSCR), (9) Statistical suppression ratio (SSR), (10) Nonlinear bivariate causality direction ratio (NLBCDR). The results show that the proposed model and the alternative model are satisfactory. However, the model fit indices result of the alternative model tend to be more appropriate for analysis than the proposed model.

Table 4.24 Model Fit Indices

Model fit indices	Proposed model	Alternative model
Average path coefficient (APC)	0.082***	0.169***
Average R-square (ARS)	0.300***	0.355***
Average adjusted R-square (AARS)	0.280***	0.347***
Average variance inflation factor (AVIF)	1.932	1.428

Model fit indices	Proposed model	Alternative model
Average full variance inflation factor (AFVIF)	2.018	1.830
Tenenhaus GoF (GoF index)	0.489	0.544
Simpson's paradox ratio (SPR)	0.912	1
R-square contribution ratio (RSCR)	0.968	1
Statistical suppression ratio (SSR)	0.912	0.833
Nonlinear bivariate causality direction ratio (NLBCDR)	0.956	0.917

Note: ***, **, * indicates 0.1%, 1%, and 5% significant level

Regarding the PLS results, the researcher found that the result of the alternative model tends to be more appropriated than the proposed model. This implies that the model that, for several reasons, combined and grouped social media marketing capabilities into three dimensions is more suitable for analysis than the model which separates social media marketing capabilities into ten aspects. Firstly, the alternative model can solve the problems of Simpson's paradox that occurred in the purposed model. In addition, this study also found that the ten aspects of social media marketing capabilities work well when they are grouped into three second-order latent variables (outside-in, inside-out, and spanning capabilities). In addition, the results of full VIF, validity, reliability, and model fit indices are at a satisfactory level.

CHAPTER 5

DISCUSSION

5.1 Discussion of the Results

This section first summarizes the results from hypothesis testing computed from PLS regression analysis. Then, the author discusses the findings and their contributions related to existing research. The results are presented in Table 5.1 below

Table 5.1 Summary of the Hypotheses Testing Results

	Hypotheses	Result
H1a	Market-sensing capability positively associates with customer relationship performance.	Not supported
H1b	Market-sensing capability positively associates with market expansion.	Not supported
H2a	Customer-linking capability positively associates with customer relationship performance.	Not supported
H2b	Customer-linking capability negatively associates with market expansion.	Not supported
H3a	Channel-bonding capability positively associates with customer relationship performance.	Not supported
H3b	Channel bonding capability positively associates with market expansion.	Not supported
H4a	Technology development capability positively associates with customer relationship performance.	Not supported
H4b	Technology development capability positively associates with market expansion.	Supported
H5a	Human resource development capability positively associates with customer relationship performance.	Not supported

Hypotheses		Result
H5b	Human resource development capability positively associates with market expansion.	Not supported
H6a	Pricing capability positively associates with customer relationship performance.	Not supported
H6b	Pricing capability positively associates with market expansion.	Not supported
H7a	Product development capability positively associates with customer relationship performance.	Not supported
H7b	Product development capability positively associates with market expansion.	Not supported
H8a	Social media marketing communication capability positively associates with customer relationship performance.	Not supported
H8b	Social media marketing communication capability positively associates with market expansion.	Supported
H9a	Social media marketing planning capability positively associates with customer relationship performance.	Not supported
H9b	Social media marketing planning capability positively associates with market expansion.	Not supported
H10a	Social media marketing implementation capability positively associates with customer relationship performance.	Supported
H10b	Social media marketing implementation capability positively associates with market expansion.	Supported
H11	Customer relationship performance positively associates with financial performance.	Supported
H12	Market expansion positively associates with financial performance.	Supported

This current study was conducted with the main purpose of exploring the contributions of social media marketing capability to customer relationship performance and market expansion, which leads to the financial performance of Thai firms. Social media marketing capability was proposed as consisting of three broad

aspects based on (Day, 1994)'s perspective (outside-in, inside-out, and spanning capabilities). Firstly, outside-in capabilities consist of market-sensing, customer-linking, and channel-bonding capabilities. Secondly inside-out capabilities concise of technological development, and human resource development capabilities. Finally, spanning capabilities consist of pricing, product development, social media marketing communication, social media marketing planning, and social media marketing implementation capabilities. The discussion of these findings is presented as follows:

5.1.1 The Contribution of Outside-in Capabilities on Performance

Regarding outside-in capability, the results show that all three capabilities (market-sensing, customer linking, and channel-bonding) are not significantly associated with customer relationship performance and market expansion. This finding implies that market-sensing, customer linking, and channel-bonding may not be sufficient conditions to directly explain business performance that firms achieve.

5.1.2 The Contribution of Inside-out Capabilities to Performance

Regarding inside-out capabilities, the results show that there is only one dimension of inside-out capability, technology development capability that is positively and significantly associated with market expansion. This positive relationship is in line with previous studies suggesting that technology, especially social media technology, allows firms to improve a communications processes and the quality of interactions; it also helps firms increase information sharing, thereby facilitating an effective interface with customers (Trainor et al., 2011; Wu et al., 2003). Further, this finding is congruent with Lai (2011), who showed that social media technology enables firms to expand their market easily. This means that firms possessing technology development capability tends to develop an effective social media technology that can access new markets widely. However, the results did not support findings regarding the effect of technology development capability on customer relationship performance. In addition, the analysis did not support a significant effect of human resource development capabilities on market expansion and customer relationship performance.

5.1.3 The Contribution of Spanning Capabilities to Performance

Regarding spanning capabilities, the results showed that two aspects of spanning capabilities are significantly related to performance variables (social media marketing communication capability and social media marketing implementation capability). In particular, social media marketing communication capability is only related significantly with customer relationship performance. However, social media marketing implementation capability is significantly related with both customer relationship performance and marketing expansion.

Firstly, regarding the effect of social media marketing implementation capability, the results showed that firms with a high level of marketing implementation capability tended to demonstrate better customer relationship performance. The results are congruent with (Abd Razak et al., 2016; O'Cass et al., 2012). This prior research indicates that marketing implementation capability involves an adaptive mechanism when changes occur by allowing firms to adjust their marketing programs, as well as deploying their resources efficiently during implementing marketing strategies. According to (Morgan et al., 2012), marketing implementation capability includes the ability of firms in acquiring and allocating marketing resources effectively as well as monitoring and evaluating the effectiveness of marketing programs. When firms have such capabilities, they are able to allocate marketing resources, for example, human resources, to implement social media marketing programs effectively and also evaluate such effectiveness of marketing activities to improve and develop marketing programs. As a result, firms can create customer attraction and retention, as well as create customer satisfaction about their products or services. This allows firms to achieve a high level of customer relationship performance outcomes. In addition, the results are consistent with (Weerawardena & O'Cass, 2004) suggesting that firms with such capability can create value added to products and services which provide opportunities for firms to attract and retain their customers. This is supported by the research of (O'Cass et al., 2012) which suggested that marketing implementation capability influences the customer-centric performance of firms in terms of customer attractiveness and retention.

Social media marketing implementation capability not only enhances customer relationship performance, but it also significantly affects market expansion. The

results are congruent with prior research, which confirmed that social media marketing implementation capability allows firms to create products and services for customers and differentiate them from those of competitors (Kotabe et al., 2002; Vorhies & Morgan, 2005; Weerawardena & O'Cass, 2004). This provides firms with an opportunity to expand to new targeted markets. In this regard, firms with a strong social media marketing implementation capability can be predicted to have higher level of market expansion performance.

Furthermore, the results also found that social media marketing communication capability was positively and significantly associated with market expansion. These results are congruent with the argument suggested by (Gunelius, 2011), which states that, the ability to utilize social media channels to manage customer value perceptions can result in more positive customer perceptions on a firm's products and services. Consequently, it allows the firms to have positive brand image, and tends to expand the business into a new segment of customers through social media channels (Gunelius, 2011). This is supported by (Sasatanun & Charoensukmongkol, 2016), who suggest that firms can utilize social media platform to differentiate their image to different groups of customers through appropriate social media channels.

5.1.4 The Contribution of Customer Relationships and Market Expansion on Financial Performance

This research also confirms the positive effect of customer relationships and market expansion on the financial performance of firms. The positive association between customer relationships and financial performance is supported by the research of (Trainor et al., 2011), which suggests that firm's growth in revenue and profit are achieved when they build, maintain, and enhance relationships with customers. Moreover, it is in line with previous studies which found that customer satisfaction and loyalty are critical indicators of sales growth and revenue increase (Ahearne et al., 2005; Hogan et al., 2002). This is consistent with (Hogan et al., 2002) who suggested that customer satisfaction creates positive word-of-mouth communications that lead to firms' profitability. Also, when customers become loyal to firms, firms are likely to incur lower costs in acquiring new customers by using

promotional tools; thereby, they gain higher market share and profits (Szymanski & Henard, 2001). Furthermore, the results are congruent with (Rodriguez et al., 2016) who found that social media usage has an impact on outcome performance through relationship performance.

In addition, market expansion outcomes are found to have a positive relationship with financial performance. Firms that are able to expand their markets at lower cost through social media channels tend to generate more revenue, thereby enhancing their financial (Bang & Joshi, 2010; Banker et al., 2014; Mishina et al., 2004; Sasatanun & Charoensukmongkol, 2016). This is consistent with the study of (Rust et al., 2002) which found a positive relationship between e-marketing capabilities and firms' performance in terms of revenue generation and cost reduction.

5.1.5 Discussion of the Alternative Model

Although the results did not find significant support for the direct effect of some aspects of social media marketing capability, the analysis of the alternative model that considers aspects of social media marketing capability as second-order latent variables provide additional insight about the interdependence between these aspects of marketing competencies that need to be integrated. For example, even though the effect of market-sensing capability did not directly determine performance outcomes, it can play a supporting role in helping firms effectively implement social media marketing strategies because a high level of market-sensing capability helps firm to recognize market opportunities and to learn more about their customers, competitors and market trends. In this regard, market information helps firms to have better chances of developing and allocating marketing resources appropriately to the market environment, thereby allowing firms to implement social media marketing strategies effectively.

In addition, customer-linking capability did not directly determine performance outcomes. However, this capability does help firms to develop social media marketing implementation capability. If firms have an ability to identify customer needs and also create and strengthen customer relationships by using social media platforms, they are able to know how to allocate marketing resource that match customer needs. Also, when the firms have customer-linking capability, they are able

to connect to their customers to obtain feedback on social media marketing programs to evaluate their effectiveness. This, in turn, allows firms to have a better chance of executing social media marketing appropriately.

Furthermore, technology development capability did not directly determine performance outcomes. However, these capabilities can support firms to develop social media marketing implementation capability. If firms have the ability to develop and utilize technology effectively, then they are able to select an appropriate technology to apply to a specific social media marketing program. This will benefit effective resource allocation for implementing social media marketing programs. When firms used appropriate technology for social media marketing implementation, lower financial and human resources are required to execute such marketing program because the technology may support some implementation functions. For example, if firms are able to utilize social media analytical tools to understand and generate customer insights, they do not need to allocate more staff to conducting market surveys who can instead be dedicated to other functions for execute their marketing programs.

Another aspect of social media marketing capability which did not have direct impact on performance outcomes is human resource development capability. However, this capability might potentially support firms to develop social media marketing implementation capability more effectively: Since employees as firms' human resources play a major role in delivering value for customers (Heskett & Schlesinger, 1994; Sergeant & Frenkel, 2000), employee development programs, such as training, and offering rewards are essential to improve the skills of employees, thereby helping them to perform social media marketing tasks more efficiently and effectively. All of these are indispensable for firms to be successful in developing social media marketing implementation capability.

In sum, although these capabilities did not directly significantly relate to firms' performances, they need to be developed and integrated with other capabilities to enhance firm's performance. Day (1994) focuses on three aspects of firms' marketing capabilities - from the external to the internal process consisting of outside-in, inside-out, and spanning capabilities which need to be integrated to enhance firms' performance. In addition, spanning capabilities are the integration of outside-in and

inside-out capabilities and are developed from the knowledge of the market and organizational internal functions (Chahal & Kaur, 2014; Day, 1994). Even though outside-in and inside-out capabilities cannot affect firms' performance directly, these capabilities can enhance it by playing a supporting role to facilitate firms' spanning capability, which is a critical aspect of capability that directly determines firms' performance.

5.2 Theoretical Contribution

The results from this research provide a theoretical contribution by explaining the contribution of social media marketing capability on customer relationship and market expansion performances of Thai firms by using Resource Based View (RBV) theory and capability perspective.

According to Resource RBV theory and the capability perspective, the heterogeneity of firms' resources and capabilities leads to heterogeneity in firms' performance (Barney, 1991; Vorhies & Morgan, 2005). This means that firms that have high level of capabilities tend to utilize their possessed resources to implement strategic actions more effectively than competitors, thereby allowing them to achieve higher performance (Chang et al., 2010; Nath et al., 2010; Sirmon et al., 2007; Tsai & Shih, 2004). In respect of the results from this research, social media marketing capability was shown to help firms to enhance both customer relationship performance and market expansion. These results provide support to strengthen the RBV theory regarding the roles of resources and capabilities in helping firms gain competitive performance in business. Firms that have social media marketing capabilities that are regarded as valuable, rare, inimitable, and no strategically equivalent resources, can achieve superior performance and generate competitive advantage. From this theoretical perspective of resources and capabilities, firms that possess social media marketing capabilities generally utilize their resources to implement strategic actions effectively, thereby allowing them to achieve higher performance. The overall results of this research are in line with research that suggested that marketing capabilities enable effective resource deployment, help firms to successfully identify and respond to customer needs, and allow them to establish

long-term customer relationships (Theodosiou et al., 2012). Also, the results of this research add to the internet marketing research of (Trainor et al., 2011) which suggested that technology alone is not sufficient to enhance business performance. It needs to be integrated with other unique resources firms have, and embedded to organizational practices and processes for firms to achieve superior performance. Therefore, it is important for firms that utilize social media as a marketing tool to integrate marketing skills and competences when implementing social media in marketing to maximize the benefits that social media can provide to business.

Additionally, the results from this research provide evidence of the contribution of social media marketing capability to market expansion performance. When firms have social media marketing capabilities, they allow firms to utilize their resources and integrate social media technology to perform marketing activities effectively, thereby allowing them to enhance the speed of market expansion as well as their ability to connect to a broader range of customers. This finding is congruent with previous research suggesting that social media technology allows firm to increase the speed of market expansion and quickly reach new potential targeted markets (Overby & Min, 2001; Sasatanun & Charoensukmongkol, 2016; Sørensen & Shklovski, 2011).

5.3 Practical Implication

Since the research findings support the contribution of social media marketing capability to both customer relationship performance and market expansion, which consequently enhances financial performance, the author suggests that social media marketing capability be considered a crucial competence that firms should develop to enhance their performance and to build up their competence to compete effectively in business. In this regard, this research provides practical contributions as follows:

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1. The contribution of social media marketing implementation capability

The research results in respect of social media marketing implementation capability contribution suggest that business owners, marketing managers, and marketers who are in charge of social media marketing programs should follow three suggestions.

Firstly, they should focus their attention on the identification of business goals and marketing objectives, because marketing programs with different objectives may require different planning and resource utilization. As firms have limited resources, such as marketing budgets and related technology as well as marketing staff, they should prioritize resource utilization by setting clear objectives. For example, if a firm has the social media marketing objective of acquiring new customers, it should spend its marketing budget on using related technology and tools (e.g. advertisements on Facebook) to reach new customers. If firms have a clear marketing objective, they may have a clear performance indicator of social media marketing programs to evaluate their effectiveness.

Secondly, business owners, marketing managers, and marketers who are in charge of social media marketing programs should also focus their attention on the allocation of a firm's limited resources to implement social media marketing activities that align with business goals and social media marketing objectives. Given that firms have limited resources in terms of budget, workforce, and technology, it is important to allocate them to implement social media marketing programs appropriately. For example, if a firm lacks technical staff or a data engineer to implement social media marketing in the short term within a limited budget, it should decide whether hire new staff, to outsource, or to provide training for existing employees so that they may develop technical skills. In terms of technology, some firms may not develop software to implement social media marketing themselves due to the limited technical skills or limited budget. It may be better for firms to outsource or have a partnership with another company, learning from their partners, rather than develop such technology by themselves.

Thirdly, business owners, marketing managers, and marketers who are in charge of social media marketing programs should additionally focus on monitoring processes as well as the evaluation of social media marketing activity effectiveness. This means that a monitoring process is needed during the social media implementation period in order to ensure that the social media marketing program is executed in a manner that aligns with the marketing plans and objectives. Moreover, social media marketing programs should be regularly evaluated and be improved.

2. The contribution of social media marketing communication capability

The research results regarding the contribution of social media marketing communication capability suggest that business owners and marketers should have a good understanding of the objectives of any social media communication, the characteristics of attractive marketing content, and various functions of social media, as well as the advantages and disadvantages of each social media platform. This is because different objectives require different content, functions, and social media platforms to communicate with customers. Before creating social media communications, marketers should clearly define their marketing communication objectives and learn about customer insights from social media. Then, firms should create attractive online content that is appropriate for their target groups, aligning with the firms' communications objectives, and select social media platforms that can be reached by the target groups. For example, if the objective is to acquire a new customer group, marketers may need to provide viral social media content that is interesting and attractive, and advertise that content on social media platforms that precisely reach their target customers. In addition, firms may consider a co-branding partnership and provide content through social media platforms. Also, firms may use influencers for brand communication in social media to build brand awareness. On the other hand, if the objective of the communication is to increase short-term sales, firms may need to focus on providing online sales promotions and advertise them via social media. When marketers who are in charge of social media marketing programs have a clear understanding of these issues, they will use social media platforms for their marketing communication objectives to satisfy the needs and expectations of target customers more precisely.

3. The contribution of technology development capability

The research results regarding the contribution of technology development capability suggest that business owners and marketers should have a clear understanding of the critical components of social media marketing and related technology in supporting business strategy. For example, business owners and marketers may be required to attend training programs regularly to expand their knowledge to enable them to follow up-to-date technological trends, given that the technology nowadays changes rapidly.

However, although some aspects of marketing capability are not directly related to performance outcome, firms should not ignore these capabilities because they may play a supporting role in enhancing key capabilities that determine business performance.

1. The contribution of market-sensing capability

The role of market-sensing capability is important because such capability helps firms to obtain customers, and information about competitors and market trends to forecast market opportunities. This information enables firms to develop the ability to execute social media marketing more effectively. Therefore, firms need to assign a marketer who is in charge of social media marketing programs to share updated customer, competitor, and market trend information obtained from social media platforms, and also set up weekly meetings for brainstorming and sharing information. When marketers engage in the process of acquiring market information from social media and share information with others in the organization, they will be more likely to apply social media platforms for this process fluently, thereby strengthening the effectiveness of marketing implementation.

2. The contribution of customer-linking capability

The role of customer-linking capability is required for firms to identify customers' needs and strengthen customer relationships. When firms are able to identify customer needs and have good relationships with their customers, they are likely to manage customer value perception, and communicate appropriately to customers which facilitates marketing communication capability. Therefore, firms need to allocate staff to be responsible for answering questions, and soliciting and receiving feedback from customers on social media platform to understand customer

perceptions on the company and its products, thereby strengthening the chance of success of their marketing implementation.

3. The contribution of channel-bonding capability

The role of channel-bonding capability is required for firms to interact and build relationships with channel members, which leads to a high level of cooperation. This aspect of capability enhances the opportunities of firms to connect and closely collaborate with their channel members. This is important because it helps firms implement social media marketing strategy efficiently with limited resources. Therefore, firms may systematically gather channel member information from social media, such as company profiles and customer feedback to learn more about their partners' businesses. From this data, firms are likely to build strong relationships and manage the channel members effectively. Also, firms may create a self-assessment survey for their channel members. This help firms to classify their partners by the competencies for collaboration.

4. The contribution of human resource development capability

The role of human resource development capability facilitates a higher level of knowledge and skills among employees to help them to work more effectively and productively on their social media marketing-related tasks. This aspect of capability enhances the potential of firms to meet the needs of customers and increase customer satisfaction. Therefore, it is important for firms to encourage marketing managers and marketers who are in charge of social media marketing programs to make decisions on their tasks and focus more on providing regular feedback on their social media marketing task. Also, firms should provide regular training for staff and evaluate them after attending training programs.

5. The contribution of pricing capability

The role of pricing capability is important because such capability helps firm to set prices appropriately to customer value perception. This not only allows firms to maximize profit, but also helps them to allocate and control their budget for implementing social media marketing programs more effectively. Therefore, business owners and marketers should access product communities, discussion boards, and product review sites on social media platforms to obtain information about customer trends and competitor pricing. When marketers learn this information, they are likely

to set an appropriate price that matches customer value perception, thereby allow firms to control costs and maximize profits from this pricing.

6. The contribution of product development capability

The role of product development capability facilitates firms to develop new products and services to satisfy customer needs and reduce product development cycle time, leading to early new product launching in the market. From this shortened product development cycle time, firms are able to develop new products frequently, and also allocate staff for other functions; all of these are essential to enhance the social media implementation capability. Therefore, firms should provide training programs for their research and development department about how to apply social media technology to acquire information about customer behavior and trends to develop new product ideas and how to apply this technology for the product testing process.

7. The contribution of social media marketing planning capability

The role of social media marketing planning capability is required for firms to develop social media marketing strategies to fit the environment and create alternative social media marketing programs to respond to market environmental changes, thereby enabling firms to implement social media marketing programs effectively. Business owners and marketers can enhance social media marketing planning capability by learning from their experiences of both failure and success. For a new business, owners may decide to hire a business consultant to learn how to deal with market environment changes and how to create appropriate social media marketing strategies.

Finally, the research also found that social media marketing capabilities (outside-in, inside-out, and spanning capabilities) should be integrated with each other because outside-in and inside-out capabilities can enhance spanning capability, which positively influences firms' performance. In this regard, business owners and marketers who are in charge of social media marketing programs should pay attention to various aspects of social media marketing capabilities and develop themselves to utilize social media technology for marketing activities to create competitive strength, and to enhance business performance as a result.

CHAPTER 6

CONCLUSION

This chapter summarizes the overall research and begins with an overall summary of the study, followed by research limitations. Finally, suggestions for future research.

6.1 Summary

Although there is growing interest in social media marketing, research on the association between social media marketing capability of firms and business performance is still lacking. In order to fill this research gap, this study aims to provide empirical evidence of the social media marketing capability contribution to the performance of Thai firms, and also to build a conceptual foundation of social media marketing capability. The main hypotheses of this research are that the level of social media marketing capability of firms would positively determine the level of customer relationship performance and market expansion, which in turn, influences financial performance. Initially, the researcher used a model that divides social media marketing capability into ten aspects, and included all of them together in the model. The result from PLS analysis found that, of the ten, only social media marketing implementation capability is significantly positively associated with customer relationship performance. Further, there are only technology development capability, marketing communication capability, and social media marketing implementation capability that are significantly positively associated with market expansion. However, there are some reverse signs of the relationship between other aspects of social media marketing capabilities and the two outcomes. Based on the results from PLS regression, there are several model specification problems, such as Simpson's paradox, high correlation between ten aspects of social media marketing capability. Therefore, the researcher proposed an alternative model that considers social media marketing capabilities as three second-order latent variables to deal with these issues.

These ten aspects of social media marketing capability were combined into three second-order latent variables that represent broader aspects of marketing capabilities. This model modification is based on Day's (1994) framework that conceptualized these sub-aspects of marketing capabilities into three broad categories consisting of outside-in, inside-out, and spanning capabilities. By using social media marketing capability as a second-order latent variable the model specification problems of the purposed model were solved.

The overall result from PLS analysis of the alternative model found that only spanning capability is positively associated with both customer relationship performance and market expansion. The positive effect of spanning capability on these two variables is also statistically significant. On the other hand, outside-in and inside-out capabilities were not associated with customer relationship performance and market expansion. However, the result from PLS analysis supported the idea that both outside-in capability and inside-out capability are positively associated with spanning capability, and the coefficient was statistically significant. These findings are consistent with the study of Day (1994) and Chahal and Kaur (2014) which supported that spanning capabilities are the integration of outside-in and inside-out capabilities. Furthermore, spanning capabilities are developed from the knowledge of the market and organizational internal functions (Chahal & Kaur, 2014). Thus it can be indicated that outside-in and inside-out capabilities can enhance firms' performance by playing supporting roles in facilitating spanning capability, which is a critical aspect of capability that directly determines firms' performance.

In this regard, business owners and marketers who are in charge of social media marketing programs should pay attention to various aspects of social media marketing capabilities and develop themselves to utilize social media technology in marketing activities to create competitive strength, and to enhance business performance as a result.

6.2 Limitations of the Research

Although this research provides major contributions, there are some limitations. Firstly, the data used in this research were collected from only one

country. Therefore, the results might be limited to generalize in other countries. Secondly, the results were obtained using cross-sectional data collection; therefore, a causality between independent and dependent variables cannot be concluded. Thirdly, the data were collected from a sample of entrepreneurs who attended business training, using convenient sampling; therefore, the sample may not represent the entire population of firms in the country. In addition, a small sample size may limit the capacity of the findings to be generalized to the population. Fourthly, the performance variables used in the analysis are perceptual measures which may not accurately represent actual firms' performance.

6.3 Suggestion for Future Research

There are some suggestions for future research that should be explored. Firstly, it is crucial for future research to examine the antecedents of social media capability that can lead to firms' performance. For example, the characteristics of entrepreneurs, such as innovativeness, responsiveness, and entrepreneurial orientation that may enhance firms' capability and competency in social media marketing. In addition, future research may apply the contribution of social media marketing capability whether or not it can explain firms' performance in other aspects. Based on the conceptualizing of social media market capabilities into various aspects of marketing capabilities, researchers can have a broad understanding about how to apply social media to diverse areas of marketing activities that are crucial to build the marketing competency of firms. Thus, future research that focuses on social media marketing may consider this multidimensional measure of social media marketing capabilities to explore its contribution to other areas of performance outcomes. Given that our results are based on data collected from Thai firms, future studies may also apply this research framework to different countries to compare its contribution in different contexts.

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APPENDIX



APPENDIX A
COVER LETTER



ที่ ศธ 0526.14/ 00123

ลงวันที่ 5638

- ต พ.ค. ๒๕๖๑

โทร 02-5474457

วิทยาลัยนานาชาติ

สถาบันบัณฑิตพัฒนบริหารศาสตร์

คลองจั่น บางกะปิ กทม. 10240

งศป.ม.ร.ท.

26 เมษายน 2561

เรื่อง ขอบความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน อธิบดีกรมพัฒนาธุรกิจการค้า

ด้วยนางสาวเพ็ญพัทธา ทาสระคู นักศึกษาปริญญาเอก สาขาการจัดการ (Ph.D. in Management) คณะวิทยาลัยนานาชาติ (International College) สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) ได้รับอนุมัติโครงการวิจัยวิทยานิพนธ์ เรื่อง “ความสามารถทางการตลาดสื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรศึกษาศาสตรบัณฑิต สาขาการจัดการ (Ph.D. in Management) ภายใต้การให้คำปรึกษาของผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขอความอนุเคราะห์ให้นางสาวเพ็ญพัทธา ทาสระคู เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามแก่ผู้ประกอบการที่มีกิจการในประเทศไทย ในงานอบรมสัมมนาที่จัดขึ้นโดยกรมพัฒนาธุรกิจการค้าช่วงระหว่างวันที่ 1 พฤษภาคม ถึงวันที่ 30 มิถุนายน พ.ศ. 2561 ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไปหากมีข้อสงสัยประการใดสามารถติดต่อสอบถามอาจารย์ที่ปรึกษาวิทยานิพนธ์ผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล ได้ที่เบอร์โทรศัพท์ 02-727-3526 หรือทางอีเมล peerayuth@outlook.com

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพบุลย์ ภูริเวทย์)

คณบดีคณะวิทยาลัยนานาชาติ

สถาบันบัณฑิตพัฒนบริหารศาสตร์

ผู้วิจัย

นางสาวเพ็ญพัทธา ทาสระคู

โทร. 0869795591



ที่ ศธ 0526.14/ ๐๐1๖5

วิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์
คลองจั่น บางกะปิ กทม. 10240

๒๖ เมษายน 2561

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน ประธานหอการค้าจังหวัดนนทบุรี คุณเรืองศักดิ์ แสงเพ็ญพราว

ด้วยนางสาวเพ็ญพัทธา ทาสระคู นักศึกษาปริญญาเอก สาขาการจัดการ (Ph.D. in Management) คณะวิทยาลัยนานาชาติ (International College) สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) ได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง “ความสามารถทางการตลาดสื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาดำเนินการตามหลักสูตรศึกษานิพนธ์ สาขาการจัดการ (Ph.D. in Management) ภายใต้การให้คำปรึกษาของผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขอความอนุเคราะห์ให้นางสาวเพ็ญพัทธา ทาสระคู เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามแก่ผู้ประกอบการที่มีกิจการในประเทศไทย ช่วงระหว่างวันที่ 1 พฤษภาคม ถึงวันที่ 30 มิถุนายน พ.ศ. 2561 ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไปหากมีข้อสงสัยประการใดสามารถติดต่อสอบถามอาจารย์ที่ปรึกษาวิทยานิพนธ์ผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล ได้ที่เบอร์โทรศัพท์ 02-727-3526 หรือทางอีเมล peerayuth@outlook.com

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพฑูริย์ ภูริเวทย์)
คณบดีคณะวิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์

ผู้วิจัย

นางสาวเพ็ญพัทธา ทาสระคู
โทร. 0869795591



ที่ ศธ 0526.14/๐๑122

วิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์
คลองจั่น บางกะปิ กทม. 10240

๒๖ เมษายน 2561

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน ประธานหอการค้าจังหวัด

ด้วยนางสาวเพ็ญพัทธา ทาสระคู นักศึกษาปริญญาเอก สาขาการจัดการ (Ph.D. in Management) คณะ
วิทยาลัยนานาชาติ (International College) สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) ได้รับอนุมัติโครงร่าง
วิทยานิพนธ์ เรื่อง “ความสามารถทางการตลาดสื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการใน
ประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาดุษฎีบัณฑิต สาขาการจัดการ (Ph.D. in Management)
ภายใต้การให้คำปรึกษาของผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขอความอนุเคราะห์ให้นางสาวเพ็ญพัทธา ทาสระคู เข้าทำ
การเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามแก่ผู้ประกอบการที่มีกิจการในประเทศไทย ในช่วงระหว่างวันที่ 1 พฤษภาคม
ถึงวันที่ 30 มิถุนายน พ.ศ. 2561 ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไปหากมีข้อสงสัยประการใดสามารถ
ติดต่อสอบถามอาจารย์ที่ปรึกษาวิทยานิพนธ์ผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล ได้ที่เบอร์โทรศัพท์ 02-
727-3526 หรือทางอีเมล peerayuth@outlook.com

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณ
มา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพบูลย์ ภูริเวทย์)
คณบดีคณะวิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์

ผู้วิจัย

นางสาวเพ็ญพัทธา ทาสระคู
โทร. 0869795591



ที่ ศธ ๐๕๒๖.๑๔/๑๔๕

วิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์
คลองจั่น บางกะปิ กทม. ๑๐๒๔๐

๒๑ พฤษภาคม ๒๕๖๑

เรื่อง ขออนุญาตเผยแพร่ข้อมูลงานวิจัย

เรียน ผู้อำนวยการสำนักงานส่งเสริมวิสาหกิจขนาดกลางและขนาดย่อม

ด้วยนางสาวเพ็ญพัตรา ทาสระคู นักศึกษาปริญญาเอก สาขาการจัดการ (Ph.D. in Management) วิทยาลัยนานาชาติ (International College) สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) ได้รับอนุมัติโครงการวิทยานิพนธ์ เรื่อง “ความสามารถทางการตลาดสื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาดุษฎีบัณฑิต สาขาการจัดการ (Ph.D. in Management) ภายใต้การให้คำปรึกษาของผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขออนุญาตให้ นางสาวเพ็ญพัตรา ทาสระคู เข้าทำการเก็บรวบรวมข้อมูลโดยการแจกแบบสอบถามแก่ผู้ประกอบการที่มีกิจการในประเทศไทย ในงานอบรมสัมมนาผู้ประกอบการทุกประเภท ที่จัดขึ้นโดยหน่วยงานต่างๆ ของสำนักงานส่งเสริมวิสาหกิจขนาดกลางและขนาดย่อม ช่วงระหว่างวันที่ ๒๑ พฤษภาคม ถึงวันที่ ๓๑ กรกฎาคม พ.ศ. ๒๕๖๑ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานงานกับเจ้าหน้าที่ของแต่ละหน่วยงานในรายละเอียดต่อไป หากมีข้อสงสัยประการใดสามารถติดต่อสอบถามอาจารย์ที่ปรึกษาวิทยานิพนธ์ ผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล ได้ที่เบอร์โทรศัพท์ ๐๒-๗๒๗-๓๕๒๖ หรือทางอีเมล peerayuth@outlook.com

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพบุลย์ ภูริเวทย์)
คณบดีคณะวิทยาลัยนานาชาติ สถาบันบัณฑิตพัฒนบริหารศาสตร์

ผู้วิจัย
นางสาวเพ็ญพัตรา ทาสระคู
โทร. ๐๘๖๙๗๙๕๕๙๑

ที่ ศธ ๐๕๒๖.๑๔/๖๒๖



วิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์
คลองจั่น บางกะปิ กทม. ๑๐๒๔๐

๒๑ พฤษภาคม ๒๕๖๑

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน อธิบดีกรมส่งเสริมการค้าระหว่างประเทศ

ด้วยนางสาวเพ็ญพัทธา ทาสระคู นักศึกษาปริญญาเอก สาขาการจัดการ (Ph.D. in Management) วิทยาลัยนานาชาติ (International College) สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) ได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง “ความสามารถทางการตลาดสื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรดุษฎีบัณฑิต สาขาการจัดการ (Ph.D. in Management) ภายใต้การให้คำปรึกษาของผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขอความอนุเคราะห์ให้ นางสาวเพ็ญพัทธา ทาสระคู เข้าทำการเก็บรวบรวมข้อมูลโดยการแจกแบบสอบถามแก่ผู้ประกอบการ ในงานอบรมสัมมนาผู้ประกอบการทุกประเภทที่จัดขึ้นโดยกองต่างๆ ของกรมส่งเสริมการค้าระหว่างประเทศ ช่วงระหว่างวันที่ ๒๑ พฤษภาคม ถึงวันที่ ๓๑ กรกฎาคม พ.ศ. ๒๕๖๑ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานงานกับเจ้าหน้าที่ของแต่ละกองในรายละเอียดต่อไป หากมีข้อสงสัยประการใดสามารถติดต่อสอบถามอาจารย์ที่ปรึกษาวิทยานิพนธ์ ผู้ช่วยศาสตราจารย์ ดร.พีรยุทธ เจริญสุขมงคล ได้ที่เบอร์โทรศัพท์ ๐๒-๗๒๗-๓๕๒๖ หรือทางอีเมล peerayuth@outlook.com

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพบุลย์ ภูริเวทย์)

คณบดีคณะวิทยาลัยนานาชาติ สถาบันบัณฑิตพัฒนบริหารศาสตร์

ผู้วิจัย
นางสาวเพ็ญพัทธา ทาสระคู
โทร. ๐๘๖๙๗๙๕๕๕๑

ที่ ศธ 0526.14/00126



วิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์
คลองจั่น บางกะปิ กทม. 10240

26 เมษายน 2561

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน ประธานสภาอุตสาหกรรมจังหวัดนนทบุรี คุณธนทัต ชวลิตธู

ด้วยนางสาวเพ็ญพัตรา ทาสระคู นักศึกษาปริญญาเอก สาขาการจัดการ (Ph.D. in Management) คณะวิทยาลัยนานาชาติ (International College) สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) ได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง “ความสามารถทางการตลาดสื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรดุษฎีบัณฑิต สาขาการจัดการ (Ph.D. in Management) ภายใต้การให้คำปรึกษาของผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขอความอนุเคราะห์ให้นางสาวเพ็ญพัตรา ทาสระคู เข้าทำการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามแก่ผู้ประกอบการที่มีกิจการในประเทศไทย ช่วงระหว่างวันที่ 1 พฤษภาคม ถึงวันที่ 30 มิถุนายน พ.ศ. 2561 ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไปหากมีข้อสงสัยประการใดสามารถติดต่อสอบถามอาจารย์ที่ปรึกษาวิทยานิพนธ์ผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล ได้ที่เบอร์โทรศัพท์ 02-727-3526 หรือทางอีเมล peerayuth@outlook.com

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพบุลย์ ภูริเวทย์)
คณบดีคณะวิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์

ผู้วิจัย
นางสาวเพ็ญพัตรา ทาสระคู
โทร. 0869795591



ที่ ศธ ๐๕๒๖.๑๔/๑๕๘



วิทยาลัยนานาชาติ
สถาบันบัณฑิตพัฒนบริหารศาสตร์
คลองจั่น บางกะปิ กทม. ๑๐๒๔๐

๒๑ พฤษภาคม ๒๕๖๑

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลงานวิจัย

เรียน ผู้อำนวยการสถาบันพัฒนาผู้ประกอบการด้านยุคใหม่

ด้วยนางสาวเพ็ญพัทธา ทาสระคู นักศึกษาปริญญาเอก สาขาการจัดการ (Ph.D. in Management) วิทยาลัยนานาชาติ (International College) สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) ได้รับอนุมัติโครงร่างวิทยานิพนธ์ เรื่อง “ความสามารถทางการตลาดสื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรดุษฎีบัณฑิต สาขาการจัดการ (Ph.D. in Management) ภายใต้การให้คำปรึกษาของผู้ช่วยศาสตราจารย์ ดร. พีรยุทธ เจริญสุขมงคล อาจารย์ที่ปรึกษาวิทยานิพนธ์

เพื่อให้การดำเนินการวิจัยสำเร็จลุล่วงไปด้วยดี จึงใคร่ขอความอนุเคราะห์ให้นางสาวเพ็ญพัทธา ทาสระคู เข้าทำการเก็บรวบรวมข้อมูลโดยแจกแบบสอบถามให้แก่ผู้ประกอบการที่มีกิจการในประเทศไทย ช่วงระหว่างวันที่ ๒๑ พฤษภาคม ถึงวันที่ ๓๑ กรกฎาคม พ.ศ. ๒๕๖๑ ทั้งนี้ ผู้วิจัยจะเป็นผู้ประสานในรายละเอียดต่อไป หากมีข้อสงสัยประการใดสามารถติดต่อสอบถามอาจารย์ที่ปรึกษาวิทยานิพนธ์ ผู้ช่วยศาสตราจารย์ ดร.พีรยุทธ เจริญสุขมงคล ได้ที่ เบอร์โทรศัพท์ ๐๒-๗๒๗-๓๕๒๖ หรือทางอีเมลล์ peerayuth@outlook.com

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ในการเก็บข้อมูลวิจัยด้วย จักเป็นพระคุณยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ไพบูลย์ ภูริเวทย์)
คณบดีคณะวิทยาลัยนานาชาติ สถาบันบัณฑิตพัฒนบริหารศาสตร์

ผู้วิจัย
นางสาวเพ็ญพัทธา ทาสระคู
โทร. ๐๘๖๙๗๙๕๕๙๑

เอกสารแนบ

รายละเอียดงานอบรมสัมมนาที่ขอความอนุเคราะห์ในการไปแจกแบบสอบถามเพื่อเก็บข้อมูลงานวิจัย

ลำดับที่	งานอบรมสัมมนา	วันที่จัดงาน
1	หลักสูตร “Facebook Content Marketing โพสต์อย่างไร ได้ทั้งยอดได้ทั้งแบรนด์”	วันที่ 25 พฤษภาคม 2561 13:30 – 16:00 น. ณ NEARัชดา
2	สัมมนาและเวิร์คช็อป “เสริมธุรกิจสู่ตลาดโลกด้วย SMART CATALOGUE”	วันที่ 30 พฤษภาคม 2561 9:00 – 12:00 น. ณ NEARัชดา
3	หลักสูตร “พื้นฐานการถ่ายภาพสำหรับธุรกิจออนไลน์”	วันที่ 31 พฤษภาคม 2561 9:00 – 16:30 น. ณ NEARัชดา
4	หลักสูตร “รวบรัด รวยไว กับการส่งออกสินค้าไทยไปตลาดโลกกับอาลีบาบา”	วันที่ 5 มิถุนายน 2561 13:00 – 16:00 น. ณ NEARัชดา
5	สัมมนา “พัฒนาส่งเสริมเจาะช่องทางตลาดจีนด้วยดิจิทัลใหม่ล่าสุด”	วันที่ 18 มิถุนายน 2561 8:30 – 12:30 น. ณ สถาบันการจัดการปัญญาภิวัฒน์
6	หลักสูตร “100% of Line@: เผยทุกแง่มุม ใช้คุ้มทุกฟีเจอร์”	วันที่ 20 กรกฎาคม 2561 13:00 – 16:30 น. ณ NEARัชดา



APPENDIX B
QUESTIONNAIRES

Questionnaires of the Research

The objective of this questionnaire is to collect data for research that will be submitted as partial fulfillment of the PhD. in Management degree at the International College of National Institute of Development Administration (ICO NIDA). The collected data will be used only for the research, thereby please feel free and confident to answer all the questions. All collected information and data will be appreciated and kept confidential. Thank you very much for your cooperation.

Part 1: Firm and respondent information

1. Have your business applied social media for marketing (such as Facebook, Line, Instagram, Twitter, Blog, YouTube, etc.) for marketing program?

- Yes
- No (please stop answer this questionnaires)

2. Have your business sell the products or service through e-marketplace (such as Lazada, Tarad.com, we love shopping, shopping 24, 24 catalog, shopee, etc.)?

- Yes
- No

3. Types of business

- Production/Manufacturing
- Service
- Wholesales
- Retail
- Other (please specific)

4. Business Registration form

- Business with individual owners
- Ordinary/ Registered ordinary/ Limited partnership
- Company limited
- Public company limited
- Other (please specific)

5. Firm's annual revenue

- Less than 500,000 baht
- 500,001 – 2,000,000 baht
- 2,000,001 – 10,000,000 baht
- 10,000,001 – 50,000,000 baht
- 50,000,001 – 100,000,000 baht
- More than 100,000,000 baht

6. Firm's annual revenue growth (latest year)

- | | |
|---------------------------------------|--|
| <input type="checkbox"/> less than 5% | <input type="checkbox"/> 5-10% |
| <input type="checkbox"/> 11-15% | <input type="checkbox"/> 16-20% |
| <input type="checkbox"/> 21-25% | <input type="checkbox"/> 26-30% |
| <input type="checkbox"/> 31-35% | <input type="checkbox"/> 36-40% |
| <input type="checkbox"/> 41-50% | <input type="checkbox"/> more than 50% |

7. Presence of a physical store

- Yes
- No

8. Firms had been operating for..... years

9. Number of full-time employees person

10. Firm's social media marketing experience (approximately)..... years

11. Firm's sales from social media marketing (approximately)..... (%) of firm total sales.

12. How are the respondents related to the business?

- Business owner/partner
- Management
- Marketing department (please specific your position).....
- Other departments (please specific your position).....
- Others (please specific).....

Part 2: Social media marketing capability

Please assess to what extent you agree or disagree with the following activities

implemented by your company. All items will be rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

2.1 Outside-in Capabilities

Outside-in capabilities	1	2	3	4	5
Market-sensing capability					
1. We can discover competitors' strategies and tactics by using social media.					
2. We can learn about the macro-market environment by using social media.					
3. We can identify and understand market trends by using social media.					
4. We learn about customer needs and requirements by using social media					
Customer-linking capability					
1. We are good at maintaining and enhancing relationships with customers by using social media.					
2. We have a strong relationship with key target customers by using social media.					
3. We are good at using social media to understanding what customer's need and require.					
4. We are good at establishing relationships with customers by using social media platforms.					
Channel bonding capability					
1. We are quite accessible to partners through social media when needs arise.					
2. We use social media channel to find right business partners (e.g., distributors, retailers).					
3. We can dynamically adjust our relationships with partners over time via social media channels.					

4. We can effectively use social media to coordinate and orchestrate network.					
5. We can effectively use social media to mobilize partner's resources to create value for customers.					

2.2 Inside-out Capabilities

Inside-out capabilities	1	2	3	4	5
Technology development capability					
1. We can acquire important social media and its related-technology.					
2. We can identify the opportunities from social media and its related-technology.					
3. We can identify new social media and its related-technology needs.					
4. We can respond to social media changes and its related-technology.					
5. We can master the state-of-art social media and its related-technology.					
6. We can develop, maintain, modify, improve social media and its related-technology.					
Human resource development capability					
1. We routinely provide employees with opportunities for training in social media marketing-related area.					
2. We systematically provide employees with regular feedback about their social media marketing performance.					
3. We provide regular opportunities for developing employee skills to perform social media marketing tasks.					
4. We regularly reward on social media marketing performance as a means of increasing employee motivation.					

5. We regularly empowering employees to make decisions about their social media marketing tasks.					
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2.3 Spanning capabilities

Spanning capabilities	1	2	3	4	5
Pricing capability					
1. We can respond quickly to competitors' pricing tactics by using social platforms.					
2. We can use pricing skills incorporate with social media technologies to respond quickly to any customer change.					
3. We can communicate pricing structures and levels quickly to customers by using social media.					
4. We can monitor competitors' prices and price changes by using social media.					
5. We can effectively use social media for pricing products/services.					
Product development capability					
1. We can speedily develop new product/service by using social media.					
2. We can speedily introduce new product by using social media					
3. We manage overall new product development systems by using social media.					
4. We successfully launch new products by using social media.					
5. We can develop product/service responsively to customer needs by using social media.					
Social media marketing communication capability					
1. We skillfully use social media for marketing communications programs.					

2. We use social media marketing communication skills and processes well.					
3. We effectively manage social media marketing communication programs.					
4. We effectively manage corporate image and reputation by using social media.					
Social media marketing planning capability					
1. We have superior social media marketing planning skills.					
2. We can set clear social media marketing goals.					
3. We can develop creative social media marketing strategies.					
4. We can segment and target market effectively using social media.					
5. We have thorough social media marketing planning process.					
Social media marketing implementation capability					
1. We can allocate social media marketing resources effectively.					
2. We can effectively deliver social media marketing programs.					
3. We can translate social media marketing strategies into action effectively.					
4. We can quickly execute social media marketing strategies.					
5. We can monitor social media marketing performance.					

Part 3: Performance outcomes associated with social media marketing capability

Please indicate the extent to which their social media marketing activities tend to result in these outcomes including:

3.1 Customer relationship performance	1	2	3	4	5
1. Our new customers tend to stay with our company.					
2. Our customers would like to keep close relationship for a longer period.					
3. Our customers are satisfied with our company.					
4. The offerings from our company always meet customer expectation.					
5. Even with more choices, our customers will not choose other brands/offerings.					
3.2 Market expansion	1	2	3	4	5
1. Our business can expand its customer base.					
2. Our business can access new target groups.					
3. The expansion of our business customer base is satisfactory.					
4. Our business can penetrate new groups of customers efficiently.					

Part 4: Financial performance

Please indicate to what extent you are satisfied with five aspects of performance.

Financial performance	1	2	3	4	5
1. Sales volume					
2. Sales growth					
3. Profit					
4. Profit growth					
5. Return on investment					

แบบสอบถามเพื่อการวิจัย

วัตถุประสงค์ของแบบสอบถามนี้จัดทำขึ้นเพื่อเก็บรวบรวมข้อมูลสำหรับงานวิจัยเพื่อการศึกษาของนักศึกษาระดับปริญญาเอกสาขาการจัดการ คณะวิทยาลัยนานาชาติ สถาบันบัณฑิตพัฒนบริหารศาสตร์ (NIDA) เรื่อง ความสามารถในการใช้สื่อสังคมออนไลน์ที่มีผลต่อการดำเนินงานทางธุรกิจของกิจการในประเทศไทย ข้อมูลที่ได้จากแบบสอบถามจะนำไปใช้ประโยชน์เพื่อการศึกษาเท่านั้น ดังนั้นจึงใคร่ขอความร่วมมือจากท่าน กรุณาตอบแบบสอบถามให้สมบูรณ์ตามความเป็นจริง ข้อมูลทั้งหมดที่ท่านตอบมาจะเป็นประโยชน์อย่างยิ่งสำหรับงานวิจัยดังกล่าว โดยข้อมูลที่ได้จากท่านจะถูกเก็บเป็น **ความลับ** ทั้งนี้ผู้วิจัยขอขอบพระคุณทุกท่านเป็นอย่างยิ่งที่สละเวลาและให้ความร่วมมือในการตอบแบบสอบถามครั้งนี้

คำชี้แจง 1. กรุณาตอบแบบสอบถามโดยเลือกตัวเลือกที่ตรงกับคำตอบและความคิดเห็นของท่านมากที่สุด

2. แบบสอบถามมีทั้งสิ้น 5 ส่วน ได้แก่ ข้อมูลทั่วไปของกิจการและผู้ตอบแบบสอบถาม ความสามารถในการทำการตลาดโซเชียลมีเดีย/การรับรองความรู้ใหม่ ผลการดำเนินงานทางธุรกิจที่มาจากการทำการตลาดโซเชียลมีเดีย คุณลักษณะของการเป็นผู้ประกอบการและความเข้มข้นของการแข่งขันในตลาด

ส่วนที่ 1 ข้อมูลทั่วไปของกิจการและผู้ตอบแบบสอบถาม

1. บริษัทของคุณมีการใช้โซเชียลมีเดีย (เช่น Facebook, Line, Instagram, Twitter, Blog, YouTube เป็นต้น) ในการทำการตลาดหรือไม่

มี ไม่มี (หากกิจการของคุณไม่มีการใช้โซเชียลมีเดียในการทำการตลาดไม่ต้องตอบคำถามในข้อต่อไป)

2. กิจการของคุณมีการขายสินค้าหรือบริการผ่าน e-marketplace หรือไม่ (เช่น Lazada, Tarad.com, we love shopping, shopping 24, 24 catalog, shopee เป็นต้น)

มี ไม่มี

3. ประเภทของกิจการ

กิจการการผลิต

กิจการการให้บริการ

- กิจการค้าส่ง
- กิจการค้าปลีก
- อื่น ๆ (โปรดระบุ)

4. รูปแบบการจดทะเบียนจัดตั้งธุรกิจ

- บุคคลธรรมดา
- ห้างหุ้นส่วนสามัญ/จำกัด
- บริษัทจำกัด
- บริษัทมหาชน
- อื่น ๆ (โปรดระบุ)

5. ระดับรายได้ของกิจการเฉลี่ยต่อปี

- น้อยกว่าหรือเท่ากับ 500,000 บาท
- มากกว่า 500,000 ล้านบาทแต่ไม่เกิน 2 ล้านบาท
- มากกว่า 2 ล้านบาทแต่ไม่เกิน 10 ล้านบาท
- มากกว่า 10 ล้านบาทแต่ไม่เกิน 50 ล้านบาท
- มากกว่า 50 ล้านบาทแต่ไม่เกิน 100 ล้านบาท
- มากกว่า 100 ล้านบาท

6. อัตราการเติบโตของผลประกอบการของบริษัทต่อปี (ปีล่าสุด)

- ต่ำกว่า 5%
- 5-10%
- 11-15%
- 16-20%
- 21-25%
- 26-30%
- 31-35%
- 36-40%
- 41-50%
- มากกว่า 50%

7. กิจการเป็นธุรกิจที่มีหน้าร้านในการขายสินค้าหรือบริการหรือไม่

- มีหน้าร้าน
- ไม่มีหน้าร้าน

8. ระยะเวลาในการประกอบกิจการ ปี

9. จำนวนพนักงานประจำ (full-time) ทั้งหมดของกิจการ (คน) คน
10. ประสิทธิภาพในการใช้โซเซียลมีเดียในการทำกิจกรรมทางการตลาดของกิจการ (โดยประมาณ) ปี
11. ยอดขายที่มาจาก~~การ~~ทำการตลาดผ่านทางโซเซียลมีเดีย (โดยประมาณ) เปอร์เซ็นต์ (%)
ของยอดขายทั้งหมด
12. ผู้ตอบแบบสอบถามมีความสัมพันธ์กับกิจการอย่างไร
- เจ้าของ/หุ้นส่วนของกิจการ
- ผู้บริหารระดับสูง
- พนักงานฝ่ายการตลาด (โปรดระบุตำแหน่ง).....
- พนักงานฝ่ายอื่น ๆ (โปรดระบุตำแหน่ง)
- อื่น ๆ (โปรดระบุ)

ส่วนที่ 2 ความสามารถในการทำการตลาดโซเซียลมีเดียขององค์กร

กรุณาเลือกตัวเลขในแต่ละข้อความที่แสดงระดับความเห็นด้วยหรือไม่เห็นด้วยเกี่ยวกับความสามารถดังกล่าวขององค์กรของท่าน

2.1 ความสามารถภายนอก

ความสามารถภายนอก	ไม่เห็นด้วยอย่างยิ่ง (1)	ไม่เห็นด้วย (2)	เห็นด้วยปานกลาง (3)	เห็นด้วย (4)	เห็นด้วยอย่างยิ่ง (5)
ความสามารถในการจับกระแสตลาด					
1. เราสามารถเรียนรู้กลยุทธ์ของคู่แข่ง จากการใช้โซเซียลมีเดีย					
2. เราสามารถเรียนรู้สภาพแวดล้อมของตลาดในภาพรวมจากการใช้โซเซียลมีเดีย					

3. เราสามารถทราบและเข้าใจแนวโน้มของตลาดได้จากการใช้โซเชียลมีเดีย					
4. เราสามารถเรียนรู้เกี่ยวกับความต้องการของลูกค้า จากการใช้โซเชียลมีเดีย					
ความสามารถในการเชื่อมโยงกับลูกค้า					
1. เรามีความสามารถในการรักษาและกระชับความสัมพันธ์กับลูกค้าจากการใช้โซเชียลมีเดีย					
2. เรามีความสัมพันธ์ที่ดีกับลูกค้ากลุ่มเป้าหมายหลัก จากการใช้โซเชียลมีเดีย					
3. เรามีความสามารถในการใช้โซเชียลมีเดียเพื่อทำความเข้าใจกับความต้องการลูกค้า					
4. เราสามารถสร้างความสัมพันธ์กับลูกค้าได้จากการใช้โซเชียลมีเดีย					
ความสามารถในการเชื่อมโยงกับเครือข่ายทางธุรกิจ					
1. เราสามารถเข้าถึงคู่ค้าทางธุรกิจ*ได้โดยง่ายจากการใช้โซเชียลมีเดีย					
2. เราสามารถค้นหาคู่ค้าทางธุรกิจ*ที่เหมาะสมจากการใช้โซเชียลมีเดีย					
3. เราสามารถปรับและพัฒนาความสัมพันธ์กับคู่ค้าทางธุรกิจ*ได้อย่างต่อเนื่องจากการใช้โซเชียลมีเดีย					
4. เราสามารถใช้โซเชียลมีเดียในการประสานงานกับคู่ค้าทางธุรกิจ*ได้อย่างมีประสิทธิภาพ					
5. เราสามารถใช้โซเชียลมีเดียได้อย่างมีประสิทธิภาพในนำทรัพยากรและความสามารถในด้านต่างๆ ของคู่ค้ามาเสริมกิจการของเรา เพื่อสร้าง					

มูลค่าให้กับลูกค้า					
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หมายเหตุ *ลูกค้าทางธุรกิจ หมายถึง ธุรกิจหรือองค์กรที่ไม่ใช่ธุรกิจใดๆ ที่ทำงานร่วมกันในการสร้างเสริมธุรกิจ เพื่อให้เกิดผลประโยชน์เสริมกันทั้ง 2 ฝ่าย ทั้งในระยะสั้นและระยะยาว เช่น ตัวแทน ผู้จัดการจำหน่าย ผู้ค้าปลีก/ค้าส่ง ผู้ขนส่งสินค้า ซัพพลายเออร์ หรือผู้ผลิตสินค้า บริษัทผู้ติดตั้งระบบ เป็นต้น

2.2 ความสามารถภายใน

ความสามารถภายใน	ไม่เห็น ด้วย อย่างยิ่ง (1)	ไม่เห็น ด้วย (2)	เห็นด้วย ปาน กลาง (3)	เห็นด้วย (4)	เห็นด้วย อย่างยิ่ง (5)
ความสามารถทางด้านการพัฒนาเทคโนโลยี					
1. เราสามารถนำเอาโซเซียลมีเดียและเทคโนโลยีที่เกี่ยวข้องมาใช้ในธุรกิจ					
2. เราสามารถมองเห็นโอกาสจากการนำโซเซียลมีเดียและเทคโนโลยีที่เกี่ยวข้องมาใช้ในธุรกิจ					
3. เราสามารถระบุโซเซียลมีเดียที่เราสามารถใช้ได้อย่างมีประสิทธิภาพ รวมทั้งเทคโนโลยีอื่นๆที่เกี่ยวข้อง					
4. เราสามารถตอบสนองต่อการเปลี่ยนแปลงของโซเซียลมีเดียและเทคโนโลยีที่เกี่ยวข้องได้					
5. เราสามารถใช้โซเซียลมีเดียที่ทันสมัยและเทคโนโลยีที่เกี่ยวข้องในเชิงธุรกิจ					
6. เราสามารถพัฒนาและปรับปรุงการใช้โซเซียลมีเดียและเทคโนโลยีที่เกี่ยวข้องในเชิงธุรกิจได้					

ความสามารถในการพัฒนาทรัพยากรมนุษย์	ไม่เห็น ด้วย อย่างยิ่ง (1)	ไม่เห็น ด้วย (2)	เห็นด้วย ปาน กลาง (3)	เห็นด้วย (4)	เห็นด้วย อย่างยิ่ง (5)
1. เรามีการจัดฝึกอบรมเกี่ยวกับการตลาดโซเชียลมีเดียให้กับพนักงานอย่างสม่ำเสมอ					
2. เรามีการประเมินการทำงานและให้คำแนะนำแก่พนักงานในการทำงานด้านการตลาดโซเชียลมีเดียอย่างสม่ำเสมอ					
3. เราให้โอกาสพนักงานในการพัฒนาทักษะด้านการตลาดโซเชียลมีเดียอย่างสม่ำเสมอ					
4. เราให้รางวัลแก่พนักงานที่สร้างผลงานด้านการตลาดผ่านโซเชียลมีเดียอย่างสม่ำเสมอเพื่อเพิ่มแรงจูงใจของพนักงาน					
5. เราให้อำนาจในการตัดสินใจแก่พนักงานเกี่ยวกับงานด้านการตลาดโซเชียลมีเดียอยู่เสมอ					

2.3 ความสามารถผลงานทั้งภายนอกและภายใน

ความสามารถผลงานทั้งภายนอกและภายใน	ไม่เห็น ด้วย อย่างยิ่ง (1)	ไม่เห็น ด้วย (2)	เห็นด้วย ปาน กลาง (3)	เห็นด้วย (4)	เห็นด้วย อย่างยิ่ง (5)
ความสามารถทางด้านราคา					
1. เราสามารถตอบโต้กลยุทธ์ด้านราคาของคู่แข่งได้อย่างรวดเร็วโดยใช้โซเชียลมีเดีย					
2. เรามีความสามารถประยุกต์ใช้โซเชียลมีเดียใน					

การกำหนดราคาสินค้าหรือบริการ เพื่อตอบสนองความต้องการของผู้บริโภคที่เปลี่ยนแปลงได้อย่างรวดเร็ว					
3. เราสามารถใช้โซเชียลมีเดียในการสื่อสารทางด้านราคากับลูกค้าได้อย่างรวดเร็ว					
4. เราสามารถติดตามราคาและการเปลี่ยนแปลงราคาของกลุ่มคู่แข่งจากการใช้โซเชียลมีเดีย					
5. เราสามารถใช้โซเชียลมีเดียในการตั้งราคาสินค้าหรือบริการได้อย่างมีประสิทธิภาพ					
ความสามารถทางด้านการพัฒนาผลิตภัณฑ์					
1. เราสามารถพัฒนาผลิตภัณฑ์หรือบริการใหม่ได้อย่างรวดเร็วจากการใช้โซเชียลมีเดีย					
2. เราสามารถแนะนำผลิตภัณฑ์หรือบริการใหม่ได้อย่างรวดเร็วจากการใช้โซเชียลมีเดีย					
3. เราสามารถบริหารจัดการกระบวนการพัฒนาสินค้าหรือบริการใหม่โดยการใช้โซเชียลมีเดีย					
4. เราประสบความสำเร็จในการเปิดตัวผลิตภัณฑ์หรือบริการใหม่ ๆ โดยโซเชียลมีเดีย					
5. เราสามารถพัฒนาสินค้าหรือบริการใหม่ที่ตอบสนองความต้องการของลูกค้าจากการใช้โซเชียลมีเดีย					
ความสามารถทางด้านการสื่อสารทางการตลาด					
1. เรามีทักษะและความสามารถในการใช้โซเชียลมีเดียในการทำการสื่อสารการตลาด					
2. เราใช้ความสามารถและทักษะการทำการสื่อสาร					

ทางการตลาดทางโซเชียลมีเดียได้ดี					
3. เรามีความสามารถในการบริหารจัดการกิจกรรมการสื่อสารทางการตลาดทางโซเชียลมีเดียได้อย่างมีประสิทธิภาพ					
4. เรามีความสามารถในการบริหารจัดการภาพลักษณ์องค์กรโดยใช้โซเชียลมีเดีย					
ความสามารถในการวางแผนการตลาดโซเชียลมีเดีย					
1. เรามีทักษะการวางแผนการตลาดโซเชียลมีเดียที่ดีกว่าคู่แข่ง					
2. เราสามารถกำหนดเป้าหมายทางการตลาดโซเชียลมีเดียได้อย่างชัดเจน					
3. เราสามารถพัฒนากลยุทธ์ที่สร้างสรรค์ของการทำการตลาดบนโซเชียลมีเดียได้					
4. เราสามารถแบ่งส่วนตลาดและเลือกลูกค้าเป้าหมายได้โดยใช้โซเชียลมีเดีย					
5. เรามีกระบวนการวางแผนทางการตลาดโซเชียลมีเดียอย่างละเอียด					
ความสามารถในการดำเนินการทำการตลาดโซเชียลมีเดีย					
1. เราสามารถจัดสรรทรัพยากรของกิจการในการทำการตลาดบนโซเชียลมีเดียอย่างมีประสิทธิภาพ					
2. เราสามารถนำเสนอกิจกรรมทางการตลาดโซเชียลมีเดียได้อย่างมีประสิทธิภาพ					
3. เราสามารถนำกลยุทธ์การตลาดโซเชียลมีเดียที่วางแผนไว้มาปฏิบัติได้อย่างมีประสิทธิภาพ					
4. เราสามารถดำเนินงานตามกลยุทธ์การตลาด					

โซเซียลมีเดียได้อย่างรวดเร็ว					
5. เราสามารถตรวจสอบได้ว่าการทำตลาดโซเซียลมีเดียมีประสิทธิภาพมากน้อยเพียงใด					

ส่วนที่ 3 ผลการดำเนินงานทางธุรกิจที่มาจากการทำการตลาดโซเซียลมีเดีย

การทำการตลาดโซเซียลมีเดียของธุรกิจของท่านส่งผลลัพธ์ในด้านต่อไปนี้ในระดับใด

ผลการดำเนินงานที่มาจากการทำการตลาดโซเซียลมีเดีย	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
3.1 ผลการดำเนินงานทางด้านความสัมพันธ์กับลูกค้า					
1. ลูกค้ารายใหม่ของเรามีแนวโน้มที่จะใช้สินค้าหรือบริการของบริษัทต่อไป					
2. ลูกค้าของเราอยากที่จะรักษาความสัมพันธ์กับเราไว้เป็นเวลานาน					
3. ลูกค้ารู้สึกพึงพอใจกับบริษัท					
4. ความคาดหวังของลูกค้าได้รับการตอบสนองอย่างดีเสมอๆ					
5. ถึงแม้จะมีทางเลือกมากขึ้นแต่ลูกค้าของเราก็ไม่ได้เลือกซื้อสินค้า/บริการจากแบรนด์อื่น					
3.2 ผลการดำเนินงานในด้านการขยายตลาด					
1. ธุรกิจของเราสามารถขยายฐานลูกค้าได้					
2. ธุรกิจของเราสามารถเข้าถึงกลุ่มเป้าหมายใหม่ได้					
3. การขยายฐานลูกค้าธุรกิจของเราเป็นที่น่าพอใจ					

4. ธุรกิจของเราสามารถเจาะกลุ่มลูกค้าใหม่ได้อย่างมีประสิทธิภาพ					
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ส่วนที่ 4 ผลการดำเนินงานทางการเงินธุรกิจที่มาจากผลการทำการตลาดโซเชียลมีเดีย

กรุณาเลือกระดับความพึงพอใจต่อผลการดำเนินงานทางการเงินของธุรกิจของท่านที่มาจาก

การทำการตลาดโซเชียลมีเดีย ในแต่ละหัวข้อต่อไปนี้

ผลการดำเนินงานทางการเงินที่มาจากผลการทำการตลาดโซเชียลมีเดีย	น้อยที่สุด (1)	น้อย (2)	ปานกลาง (3)	มาก (4)	มากที่สุด (5)
1. ยอดขาย (Sales)					
2. การเติบโตของยอดขาย (Sales growth)					
3. กำไร (Profit)					
4. การเติบโตของกำไร (Profit growth)					
5. ผลตอบแทนจากการลงทุน (ROI)					

BIOGRAPHY

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Full-time lecturer, Faculty of Business Administration at Panyapiwat Institute of Management (PIM)
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Part-time lecturer, College of Aviation Development and Training at Dhurakij Pundit University (DPU)
Part-time lecturer, Business school at University of the Thai Chamber of Commerce (UTCC)
Research assistant at International College of National Institute Development of Administration (NIDA)
Marketing Executive, Product management at Shiseido (Thailand) Company Limited
Marketing Senior Supervisor, Product management at Amway (Thailand) Company Limited