

An Empirical Investigation of Marketing Innovation Strategy of Travel Agency Businesses in Thailand

การศึกษาเชิงประจักษ์ถึงกลยุทธ์นวัตกรรมทางการตลาด ของธุรกิจตัวแทนนำเที่ยวในประเทศไทย

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Abstract

Nowadays, as a result of globalization, customer needs as well as the nature of market have drastically altered. In order for businesses to survive and gain competitive advantages, new strategies and practices are needed to be developed and implemented. This research proposes marketing innovation strategy (MIS) as an efficient method in dealing with the phenomenon. The aim of this research is to empirically investigate the effect of each dimension of MIS on marketing outcomes. The data, including opinions of marketing executives regarding each dimension of MIS and the proposed outcomes, were collected from 281 outbound travel agency businesses in Thailand. The data were analyzed using OLS regression, and the results indicated that marketing innovation strategy is necessary for improving a firm's outcomes such as marketing image, brand trust, customer fulfillment, and marketing performance.

Keywords: *Marketing Innovation Strategy, Brand Trust, Customer Fulfillment, Marketing Image, Marketing Performance, Travel Agency Business*

บทคัดย่อ

ในยุคโลกาภิวัตน์นี้ องค์กรธุรกิจต่างๆ ต้องเผชิญกับการเปลี่ยนแปลงอย่างรวดเร็ว ทั้งด้านลักษณะของตลาดและความต้องการของผู้บริโภค เพื่อที่จะสร้างความได้เปรียบในการแข่งขันและนำไปสู่ผลการดำเนินงานที่ดีขึ้น ธุรกิจจะต้องพัฒนากลยุทธ์และวิธีการใหม่ๆ เพื่อดึงดูดลูกค้าให้ได้มากขึ้น งานวิจัยฉบับนี้ได้นำเสนอกลยุทธ์นวัตกรรมทางการตลาดซึ่งเป็นวิธีการหนึ่งที่ธุรกิจจะสามารถใช้รับมือกับสภาพแวดล้อมที่แปรปรวนได้อย่างมีประสิทธิภาพ งานวิจัยนี้มีจุดมุ่งหมายเพื่อศึกษาผลกระทบของกลยุทธ์นวัตกรรมทางการตลาดในแต่ละมิติ ที่มีต่อผลลัพธ์ทางการตลาด โดยศึกษาข้อมูลจากธุรกิจตัวแทนนำเที่ยวในประเทศไทยจำนวน 281 แห่ง ซึ่งผลการวิเคราะห์ข้อมูลทางสถิติชี้ให้เห็นว่า กลยุทธ์นวัตกรรมทางการตลาดเป็นปัจจัย

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สำคัญที่ส่งเสริมให้ธุรกิจมีผลลัพธ์ทางการตลาดที่ดีขึ้น เช่น ความเชื่อถือในตราयीหือ การเติมเต็มความต้องการลูกค้า ภาพลักษณ์ทางการตลาด ตลอดจนผลการดำเนินงานทางการตลาด

คำสำคัญ: กลยุทธ์นวัตกรรมทางการตลาด ความเชื่อถือในตราयीหือ การเติมเต็มความต้องการลูกค้า ภาพลักษณ์ทางการตลาด ผลการดำเนินงานทางการตลาด ธุรกิจตัวแทนนำเที่ยว

1. Introduction

In the globalization era, business firms face rapid changes in both the needs of customers and the nature of markets (London & Hart, 2004). Markets have become more complex as a result of high competition and demand uncertainty (Blocker, Flint, Myers, & Slater, 2011). In order for a business to compete under market and technology dynamism circumstances, innovation is indispensable (Johnes, 1999). According to Porter (1996), implementing a creative or innovative strategy can enable a firm to be distinguished from its competitors. The word ‘innovation’ can be defined as a perception of an individual, a group of people, an organization, an industrial sector, or a society regarding novelty of an idea, an object, a product or process, a system, or a device (Vakola & Rezgui, 2000). Straightforwardly, it can be described as the introduction of new thing (Halpern, 2010). According to Hamel (1998), implementing an innovation strategy is likely the only option that can enable newcomers with resource disadvantages to compete in the business, while it is also a way for veterans to continue their success. In essence, in order for a firm to create and maintain competitive advantage, it has to develop new marketing methods to deliver superior values to customers. Marketing innovation strategy (MIS) is considered an effective way to do so.

Up to now, marketing innovation has been studied for its concept and aspects. A number

of scholars emphasize marketing mix as dimensions of marketing innovation (Akroush, 2012; Hsu, 2011; Shergill & Nargundkar, 2005). However, it is not yet clearly examined which strategies are considered MIS, and whether they can lead a firm to achieve better performance. Thus, in this research, a number of strategies are introduced as dimension of MIS that will be studied for their effect in enhancing firm’s marketing outcomes. Accordingly, the objective of this research is to empirically investigate the relationships between dimensions of MIS and its outcomes: brand trust (BT), customer fulfillment (CF), marketing image (MI), and marketing performance (MP).

2. Literature Review

In order to explicate the linkages between MIS and the stated outcomes, dynamic capabilities theory is utilized. Dynamic capabilities theory, which was introduced by Teece, Pisano, and Shuen (1997), can be used to explain a firm’s ability in accomplishing innovative or new forms of competitive advantages. A firm’s competitive advantages and performance can be directly affected by its dynamic capabilities (Breznik & Lahovnik, 2014). According to Breznik and Lahovnik (2014), one of the dominant dynamic capability is innovation capability. As a result, this research considers MIS as a dynamic capability that enhances the firm’s competitive advantages and performance.

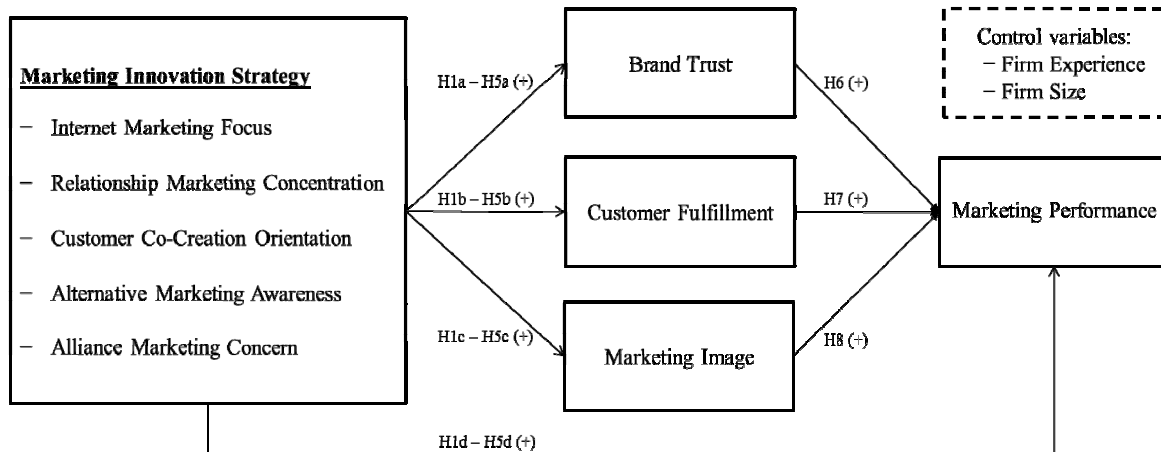


Figure 1 A Conceptual Model of Marketing Innovation Strategy

Marketing Innovation Strategy (MIS)

MIS can be described as new marketing methods or new ways of marketing involving significant change in implementing various marketing strategies to enhance the efficiency and effectiveness of marketing (Moreira, Silva, Simoes, & Sousa, 2012), and thus gaining competitive advantage and creating shareholder value (Gaskin, 2013). In this paper, MIS is explained as the firm's approach in using new methods for executing a variety of marketing strategies to improve marketing outcomes and to increase marketing performance. As for the strategies involved in this research, Akrouh (2012) has studied four components of marketing strategy which consist of product strategy, price strategy, place strategy, and promotion strategy. Also, a number of studies related to marketing innovation were found to study the marketing mix as dimensions of the marketing innovation (Hsu, 2011). For example, Shergill and Nargundkar (2005) include the four Ps of marketing in the dimensions of marketing innovation. In addition, Ren, Xie, and Krabbendam (2010) point out that internet marketing and relationship marketing have recently been a major focus in

marketing innovation, which business firms applied in order to achieve sustainable competitive advantage. Besides, Prahalad, and Ramaswamy (2004) mention that co-creation with customers will lead a company to increase its competitive advantage. This research incorporates recently used marketing strategies and marketing mix, and introduces five dimensions of MIS, namely internet marketing focus, relationship marketing concentration, customer co-creation orientation, alternative marketing awareness, and alliance marketing concern.

Internet Marketing Focus (IMF)

IMF is defined as the practice that a firm executes its marketing communication and activities via social networking and digital media channels (Shadkam & O'Hara, 2013). A number of studies in marketing field have revealed the benefits of employing internet marketing. For example, through the use of internet and social media, salespeople are able to build up customer engagement as well as customer trust and fulfillment (Agnihotri, Kothandaraman, Kashyap, & Singh, 2012), and consumers

are able to expose their evaluations of consumptions and thus encouraging word-of-mouth communication (Chen, Fay, & Wang, 2011). According to Rodriguez, Peterson, and Krishnan (2012), social media is found to be positively related to a firm's sales process and performance. Chung and Austria (2010) also find that social media marketing messages are significantly improving online sales. Thus, this research hypothesizes that:

H1a-d: IMF will have a positive effect on (a) BT, (b) CF, (c) MI, and (d) MP.

Relationship Marketing Concentration (RMC)

Relationship marketing (RM) is generally defined as marketing activities that a firm uses to build up long-term relationships with its customers, with the intention to create mutual benefits for both the firm and the customers (Theron & Terblanche, 2010). Thus, in this research, RMC is defined as the firm's approach in using a variety of marketing activities in order to attract and maintain long-term relationship with the customers. According to Chuwiruch and Ussahawanitchakit (2013), relationship marketing is considered an effective strategy that can lead business organizations to success. Likewise, Eisingerich and Bell (2007) have mentioned that an investment in developing sustainable and long-lasting relationships with customers is essential for businesses and marketers. Moreover, building up customer relationships have proved to be the basis for a firming developing strategies that enable them to createsuperiorvalue for customers, which in turn enhances its competitive advantages and financial performance (Liang, Wang, & Farquhar, 2009). Relationship marketing can be considered

one of the main marketing innovation focuses that a firm employs to create sustainable competitive advantage (Ren et al., 2010). Also, Barry, Dion, and Johnson (2008) confirm that strong customer relationships can yield higher profits and increase market shares. In addition, Chuwiruch and Ussahawanitchakit (2013) found that strategic relationship marketing can lead to marketing outcomes such as brand trust, customer commitment, market reliability, and marketing success. Thus, this research hypothesizes that:

H2a-d: RMC will have a positive effect on (a) BT, (b) CF, (c) MI, and (d) MP.

Customer Co-creation Orientation (CCO)

Generally, co-creation is a process that incorporates a customer in the experience of developing a product or service (Son, Sadachar, Manchiraju, Fiore, & Niehm, 2012). In the process, the customer is able to combine design options in discussion with a firm (Antikainen, Mäkipää, & Ahonen, 2010). According to Fiore, Lee, Kunz, and Campbell (2001), co-creation allows customers to design products or services that suit their particular needs and preferences as well as enable them to choose personalized combination of product specifications. In this research, CCO is defined as the practice that the firm invites its customer to cooperate in creating or developing of its products or services. According to Elg, Engström, Witell, and Poksinska (2012), co-creation is associated with customer learning, which allows the firm to better understand its customers and improve its services. Gylling, Elliott, and Toivonen (2012) find that co-creation and shared meaning can lead to forming of market-focused strategic flexibility which, in turn, results

in enhancing performance. Thus, this research hypothesizes that:

H3a-d: CCO will have a positive effect on (a) BT,(b) CF, (c) MI, and (d) MP.

Alternative Marketing Awareness (AMA)

The word ‘alternative’ means something is performed differently from the usual or traditional way. Accordingly, alternative marketing can be described as marketing techniques that are not performed traditionally (“Philippine Business...”, 2008). It can also be described in other terms such as non-traditional marketing or entrepreneurial marketing. As states by Morrish and Deacon (2011), entrepreneurial marketing is used to categorize business firms pursuing alternative marketing approaches. In this sense, alternative marketing can be viewed as a firm’s alteration of marketing mix such as offering of unusual products or services, using unexpected communication forms and channels, and performing unique and astonishing marketing promotions. Therefore, in this research, AMA is defined as the practice that a firm provides products or services with specific elements that are not usually offered in the market (Morris, Schindehutte, & La Forge, 2002). Dev (2006) states that nontraditional marketing is a way to sustain a firm’s marketing position. According to Castro novo and Huang (2012), alternative marketing programs can enable a firm to increase its sales and customer awareness, as well as customer loyalty. Kaliyamoorthy and Theeban (2013) also find that alternative marketing contributes in creating sustainable competitive advantage and increasing market share. Thus, this research hypothesizes that:

H4a-d: AMA will have a positive effect on (a) BT,(b) CF, (c) MI, and (d) MP.

Alliance Marketing Concern (AMC)

Over the last decade, strategic alliances have increasingly been a topic of interest in both business as well as academic especially in marketing and management fields (Bucklin & Sengupta, 1993; Gulati, 1998). This increased interest is a result of constantly rising in strategic alliance establishment among firms (Gammoh & Voss, 2013). Marketing strategic alliance can be described as interorganizational relationships involving skills and resources sharing among alliance partners in an attempt to accomplish their goals and objectives (Varadarajan & Cunningham, 1995). Therefore, in this research, AMC is defined as the practice that a firm forms a network and cooperation with its rivals or other related businesses in order to add value offering to its customers and other stakeholders. A number of studies in marketing field have examined strategic alliance and their various outcomes. A work by Luo, Rindfleisch, and Tse (2007) reveals that forming alliances with competitors has an inverted U-shape on a firm’s financial performance. This can be implied that establishing cooperation with rivals at an appropriate level can be beneficial to the firm. According to Palmatier, Dant, and Grewal (2007), firm performance can be enhanced by investing in specific relationship with high ability in creating value. Swaminathanand Moorman (2009) also found that marketing alliance is associated with the firm’s value creation and performance. Thus, this research hypothesizes that:

H5a-d: AMC will have a positive effect on (a) BT, (b) CF, (c) MI, and (d) MP.

Brand Trust (BT)

BT can be referred to as the willingness of a customer to count on a brand (Lau & Lee, 1999). Also, Lin and Lee (2012) describe BT as the degree of confidence and positive expectations the customers have toward the brand. Therefore, in this research, BT is defined as the confidence and willingness of the customers in relying on the ability of the firm or the brand to perform its promised function. According to Garbarino and Johnson (1999), BT is one of the main factors influencing a consumer's purchase intentions. It is also considered a key element in building strong relationships between consumers and a company (Sirdeshmukh, Singh, & Sabol, 2002). Morgan and Hunt (1994) specify trust as a sign of confidence in reliability and integrity of the exchange partner. Thus, this research hypothesizes that:

H6: BT will have a positive effect on MP.

Customer Fulfillment (CF)

CF can be described as a firm's competency to correctly and instantly analyze, understand, and respond to the needs of customers by offering new products or services that add value to entail satisfaction (Johnson, Lee, Saini, & Grohmann, 2003). It is a worthy capability that enables firms to constantly monitor the changes in customer needs and rapidly responds to those desires which lead to increase value and satisfaction (Jadesadalug & Ussahawanitchakit, 2009). Therefore, in this research, CF refers to the capability of a firm in accurately understanding and responding to customer needs. According to Kohli and Jaworski (1990), customer needs fulfillment

can create superior customer value leading to the increase of competitive advantage. Likewise, Waranantakul and Ussahawanitchakit (2012) have found a positive influence of customer needs fulfillment on marketing advantage. Thus, this research hypothesizes that:

H7: CF will have a positive effect on MP.

Marketing Image (MI)

MI is considered a factor representing the characteristics of market offering that supports a firm to create value in the form of emotional benefits, which extends product features and functional benefits, as well as associations in customers' minds (Ogba & Tan, 2009). Zaghoul, Hayajneh, and Almarzouki (2010), also describe it as the outcome of an individual's processing of multifaceted and complicated struggle of attributes in messages received from an organization and other social, historical, personal lived experiences, and material factors. Therefore, in this paper, MI is defined as an overall impression made on the minds of the public, including customers and other stakeholders, about the credibility and the quality of a firm's services and performance. Image is correlated with various physical and behavioral elements of the organization; for example, business name (brand), style, assortment of products/services, tradition, ideology, and the impression of quality communicated by each person interacting with the organizations' clients (Zaghoul et al., 2010). According to Robertson and Gatignon (1986), image assists consumers in evaluating the commodities offered by a certain company as well as diminishing insecurity in their buying decision making. Kazoleas, Kim, and Moffitt

(2001) also state that image plays a crucial role in affecting customer's buying intention in marketing activities. Thus, this research hypothesizes that:

H8: MI will have a positive effect on MP.

Marketing Performance (MP)

MP is the outcomes generated from implementing a marketing strategy (Homburg, Klarmann, & Schmitt, 2010). In this paper, it can be measured by the assessment of the top level executives concerning both financial outcomes, such as sales growth, and non-financial outcomes, including the increasing of market share, the acquisition of new customers, and customers' trust.

3. Research Methodology

The population in this research, as obtained from the list of registered travel agencies provided in the database of the Bureau of Tourism Business and Guide Registration, is made up of 2,526 outbound travel agency firms in Thailand, with an appropriate sample size of 335 as recommended by Krejcie and Morgan (1970). However, Menon, Bharadwaj, Adidam, and Edison (1999) indicate that the average top management survey response rates are in the range of 15-20 percent. Thus, for data collection, a questionnaire was developed and delivered to marketing executives of 1,675

travel agencies randomly selected from the list, with the valid list of 1,424 firms since some firms had moved to unknown locations or are no longer in business. In total, 281 usable questionnaires were returned, yielding approximately 20 percent response rate. To test for the non-response bias, Armstrong and Overton (1977) recommend a t-test comparison of the demographics between early and late respondents. The results showed no significant differences between the two groups, thus non-response bias is not the problem in this study.

For the measurement, in total, 36 items for the 9 variables were adapted from existing related constructs. The scales is a five-point Likert type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The developed questionnaire was reviewed by two academic experts who have experience in this area and skillful in both English and Thai to ensure the appropriateness of wording and contents of the measure. The factor loading of each construct is ranging from 0.640 to 0.906, which are higher than 0.4 as recommended by Nunnally and Bernstein (1994), signifying the construct validity. For reliability testing, the measurement is deemed reliable as the Cronbach's alpha of each construct is higher than 0.7 level as suggested by Hair, Black, Babin, Anderson, and Tatham (2006). The testing results are presented in Table 1.

Table 1 Results of Validity and Reliability Testing

Variables	Items	Factor Loadings	Reliability (Alpha)	Variables	Items	Factor Loadings	Reliability (Alpha)	Variables	Items	Factor Loadings	Reliability (Alpha)
IMF	IMF1	.839	.838	AMA	AMA1	.872	.805	CF	CF1	.834	.876
	IMF2	.817			AMA2	.886			CF2	.874	
	IMF3	.849			AMA3	.799			CF3	.839	
	IMF4	.808		AMC	AMC1	.798	CF4		.869		
RMC	RMC1	.768	.823		AMC2	.853	MI	MI1	.859	.866	
	RMC2	.860		AMC3	.836	MI2		.838			
	RMC3	.804		AMC4	.856	MI3		.848			
	RMC4	.803		AMC5	.825	MI4		.834			
CCO	CCO1	.716	.701	BT	BT1	.783	.823	MP	MP1	.814	.849
	CCO2	.797			BT2	.803			MP2	.839	
	CCO3	.806			BT3	.831			MP3	.850	
	CCO4	.640			BT4	.832			MP4	.819	

4. Research Findings

The research hypotheses were statistically tested using OLS regression analysis (Table 2). First, Hypothesis 1 proposes that IMF is likely to have a positive effect on BT, CF, MI, and MP. The results show no significant effect of internet marketing focus on any of the dependent variables. Thus, Hypotheses 1a, 1b, 1c, and 1d are not supported.

For the second hypothesis, RMC is expected to have a positive effect on the marketing outcomes. From the results, except for MP, RMC is found to have a strong positive effect

on the consequences; that is BT, CF, and MI. Therefore, Hypotheses 2a, 2b, and 2c are supported.

Hypothesis 3 proposes the positive effect of CCO on BT, CF, MI, and MP. From the results, only MP and BT are found to be positively influenced by the independent variable. The finding is corresponding to Gylling et al. (2012)’s study which stated that co-creation can lead to forming of market-focused strategic flexibility which results in enhancing performance. Thus, Hypotheses 3a and 3d are supported.

Table 2 Results of Regression Analysis

Independent Variables	Dependents Variables				
	BT	CF	MI	MP	MP
IMF (H1a-d)	-.030 (.059)	.046 (.056)	.049 (.059)	.087 (.061)	
RMC (H2a-d)	.250*** (.067)	.258*** (.064)	.207*** (.067)	.027 (.069)	
CCO (H3a-d)	.153** (.076)	.016 (.072)	.069 (.076)	.205*** (.079)	
AMA (H4a-d)	.129* (.069)	.283*** (.065)	.215*** (.069)	.114 (.071)	

Table 2 Results of Regression Analysis (continued)

Independent Variables	Dependents Variables				
	BT	CF	MI	MP	MP
AMC (H5a-d)	.182*** (.065)	.190*** (.062)	.182*** (.065)	.217*** (.067)	
BT (H6)					.234*** (.058)
CF (H7)					.188*** (.060)
MI (H8)					.424*** (.064)
FE	.260** (.103)	.066 (.098)	.219** (.102)	-.057 (.106)	-.225*** (.081)
FS	.026 (.114)	.080 (.108)	.075 (.113)	.212** (.118)	.168* (.088)
Adjusted R ²	.309	.377	.314	.260	.580
Maximum VIF	2.331	2.331	2.331	2.331	2.704

*** p < 0.01, ** p < 0.05, * p < 0.10

For Hypothesis 4, it postulates that AMA will have a positive effect on BT, CF, MI, and MP. First, the results indicate a significant positive effect of AMA on CF. Next, MI is found to be influenced positively by AMA. The results also specify that AMA positively affects BT. It may be concluded that applying marketing in alternative ways can be advantageous to the firm's image. Therefore, Hypotheses 4a, 4b, and 4c are supported.

Hypothesis 5 mentions that BT, CF, MI, and MP are affected by AMC. The results signify that AMC has a positive effect on all the proposed dependent variables: MP, CF, BT, and MI. It can be inferred that establishing strategic alliance with other related businesses can be a lot advantageous to a firm. These findings are supporting a work of Swaminathan and Moorman (2009) who have found that marketing alliance

is associated with the firm's value creation and performance. Thus, Hypothesis 5 (a-d) is fully supported.

For Hypothesis 6, as proposed, the results show that BT is significantly motivating MP. It can be concluded that the more the firm is perceived to be reliable and trustworthy, the higher the firm's MP is attained. This finding is consistent with the study of Lin and Lee (2012) which found that BT directly affected loyalty, which in turn can lead to increasing performance. Thus, Hypothesis 6 is supported.

For Hypothesis 7, the results indicate that MP is affected positively by CF. It means a firm with more accurate understanding and responding to customer needs is able to achieve higher MP. This is similar to the study of Chuwiruch and Ussahawanitchakit (2013), which found that the ability of a firm in increasing value

and fulfilling customer needs is significantly enhancing the firm's MP. Thus, Hypothesis 7 is supported.

Finally, for Hypothesis 8, the results also show that MP is significantly and positively affected by MI. To be exact, the more the firm is perceived to be consistent and responsive, the better the firm's marketing performance is accomplished. This result is corresponding to the finding of Chuwiruch and Ussahawanitchakit (2013) which stated that the stakeholders' perception of a firm image is affecting its marketing success. As a result, the firm which is perceived to be more reliable and consistent by the customers can achieve better performance. Thus, Hypothesis 8 is supported.

5. Discussion and Conclusion

This research investigates the effect of marketing innovation strategy on marketing outcomes of travel agencies in Thailand. The results indicate that four out of five dimensions of marketing innovation strategy are related to the consequences. Specifically; AMC has a strong positive influence on all the outcomes including BT, CF, MI, and MP; RMC and AMA are significantly affecting BT, CF, and MI; and CCO has a positive significant effect on BT and MP. For the relationships among consequences, MP is strongly affected by MI, BT, and CF.

In conclusion, marketing innovation strategy is necessary for improving a firm's outcomes. To be more specific, relationship marketing concentration and alternative marketing awareness are essential in enhancing brand trust, customer fulfillment, and marketing image; which, in turn, positively raise marketing performance; whereas customer co-creation orientation and alliance marketing concern are

found to directly increase marketing performance in addition to the other outcomes.

6. Implications, Limitations, and Future Research Suggestions

This research presents marketing innovation strategy as a mean that business firms can use in response to the rapidly changing environment; precisely, strategies such as relationship marketing and alternative marketing are likely to enable travel agencies to maintain their level of reliability, accuracy, and consistency in doing business and providing high-quality services to customers. For example, travel agencies may offer touring programs with specific elements or activities to suit their customers' tastes or life styles, such as dining trip, fishing trip, golf trip, or ski trip. In addition, travel agencies ought to form strategic alliance/s with other related businesses as this strategy can enable them to create more value to customers, which in turn raising their sales and market share. Hereby, a travel agency firm can make contracts with local guides and restaurants to ensure the availability of the services, or cooperate with other travel agents to make a join-tour group in case of small number of reserving customers. Incorporating customers in product/service development is also recommended for travel agency firms as this action allows them to provide unique or inimitable products and services to the customers, and thus benefit both parties. For instance, a travel agency can let its customers choose destinations and preferences of their own, and design the touring program based on the customers' interest.

For the limitations, due to the small number of responses, the power of the statistical test and quality of results may be limited. The

findings found in this research may be capable of explaining a research phenomenon only in this conceptual framework, but not fully refer to the whole population. In addition, owing to a limitation of budgets, the researchers are unable to perform a sufficient follow up procedure for a large sample size. Also, the short time period is restraining the researchers from long-waiting replies.

Therefore, to increase the quality of the results and enhance the generalizability of the findings, future research should be conducted on a larger sample size and methods for improving response rate should be applied. Conducting empirical investigations on other industries are also recommended in order to ensure the reliability, validity, and generalizability of the conceptual framework. In addition, this research may be used as a direction for future study regarding the topic of marketing innovation strategy. Firstly, since internet marketing focus is not found to have significant effect on any of the consequences, it should be examined in other contexts in order to verify whether the scales are usable or need modification. Alternatively, for better understanding of the matter, qualitative research method may be employed in in-depth study with the travel agency businesses in Thailand that use internet marketing. Next, since alternative marketing construct is recently developed, further studies should be conducted in order to validate its content and measurement. Moreover, the marketing innovation strategy dimensions should be investigated more for their positive effect on other possible outcomes such as customer loyalty and firm sustainability. Furthermore, another interesting point is that there should be other potential strategies to be examined

as potential dimensions of marketing innovation strategy.

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