

Competitive advantage on differentiate from strategic planning and creating learning organization of a mobile phone network business in Thailand

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Abstract

This research aims: 1) To study the competition advantage on differentiate from strategic planning and creating learning organization of A mobile phone network business in Thailand, and 2) to test the factors effected from strategic planning and creating learning organization of A mobile phone network business in Thailand. The research collected data by the questionnaire from 670 samples. The instrument of research were questionnaire's which passed content accuracy and reliability test. Data Analysis applied frequency, percentage, standard deviation, and multiple regressions by structural equation modeling (SEM).

The results that followed:

1. the competitive advantage on differentiate from strategic planning and creating learning organization of a mobile phone network business in Thailand deriving from the creating learning organization ($\beta = 0.35$) and from strategic planning ($\beta = 0.28$) respectively.

2. The conclusion policy implication on the design of strategy, administrators should bring in techniques and management tools into use within an organization continuously for clear vision. The model must be the future trend and systematic control.

Keywords: Competitive Advantage, Differentiate, Strategic Planning, Building of learning organization of mobile phone network business

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1. Introduction

Mobile phone network business in Thailand has had a leaping growth-rate continuously for the past 10 years no matter how good or bad the Thai economy was. The market for mobile phone network business in Thailand at present is said to be many variety of network technologies for consumers to widely choose. There are many mobile phone network business entrepreneurs in Thailand. Each entrepreneur is strong with large market share. However, during the last 3 -4 years, mobile phone network business has been at a stand-still. When the competition becomes fierce, each network needs to try to find strategy that would give it an edge in the competition, which [1] gave an explanation that competitive advantage meant building competitive advantage over competitor. The organization had to needed to make-the-difference from competitor in 3 aspects including Overall Cost Leadership strategy, Differentiation strategy, and Focus strategy.

For this research, the researcher emphasized differentiation strategy which was the strategy that could build best advantage in today's fast changing innovation and competitive market. This coincided with the perception explained [2] who presented that the

advantage in competition would derive from the ability to possess highly special resources such as efficiency in innovation, valuable and different resource from the past and unable to imitate or replaced to which the factors effecting the building of such differentiation strategy derived from strategic planning and building of learning organization.

In strategic planning, emphasis has to be given to evaluation of organization from internal and external environment. It is the beginning that leads to management decision making in implementation of various strategies and preparation of policies, operation, organization's structural management, including using feedback data for efficiency and sufficiency continuous evaluation of the strategies in use. Those factors positively effect to the differentiation competition from mobile phone network business in Thailand [3, 4] Another important factor is learning organization since mobile phone network business will be able to survive amidst innovation competition and innovation users who are able to build learning organization will be able to decrease costs in personnel training again and again. Moreover, it can establish royalty in the organization as said [5] that learning organization was organization with

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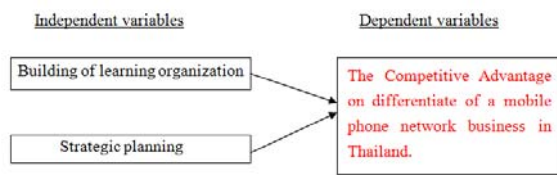


Figure 1 Conceptual framework

skills of building, deriving, and transferring of knowledge, including improving of behavior to reflect newer knowledge and understanding the organization profoundly.

2. Research Objectives

1) To study the competitive advantage on differentiate from strategic planning and creating learning organization of A mobile phone network business in Thailand.

2) To test the factors effected from strategic planning and creating learning organization of a mobile phone network business in Thailand.

Research Hypothesis

1. Strategic planning has positive influence to the competitive advantage on differentiate from strategic planning and creating learning organization of a mobile phone network business in Thailand.

2. Building of learning organization has positive influence to the competitive advantage on differentiate from strategic planning and creating learning organization of a mobile phone network business in Thailand.

3. Research Framework

This research uses the framework of the advantage of differentiation competition from a mobile phone network business in Thailand done [1] the framework of building of learning organization done [5] and strategic planning [6] The frameworks are integrated in the building of questionnaire and new framework as follows:

4. Population and Sample Groups

The target population is all users of mobile phone from 670 samples on mobile phone network Business in Thailand. The research collected data by the questionnaire from 670 samples. The instrument of research were questionnaire's which passed content accuracy and reliability test. Data Analysis applied frequency, percentage, standard deviation, and multiple regression by structural equation modeling.

4.1 Research Tools

The research tool was a questionnaire constructed by the researcher by verifying important aspects of questions to incorporate with the research objectives

and hypotheses, and the questionnaire consisted of 2 parts as follows:

Part 1 Questionnaire relating to Personal Characteristics of Respondents and the questions were check list.

Part 2 Questionnaire relating to learning organization, strategic planning, and the advantage of differentiation competition from a mobile phone network business and questions were 5 levels Likert's rating-scale. The questionnaire was tested for content correctness and reliability using Cronbach techniques [7] and the validity was 0.81-0.94.

The results showed that the majority of respondents were male (65.8 percent) aged between 31-40 years (50.4 percent), married (49.1 percent) of the bachelor's degree level (71.8 percent). Monthly Earning of 15,001-30,000 baht (57.5 percent).

The results of the evaluation of learning organization found that factor that was most evaluated was that the organization emphasized utilization of technology supporting learning (Mean = 4.16), strategic planning i.e. administrators perform their tasks which were acceptable by personnel in the organization and the organization had clear vision, strategy design, policy and preparation looking into the future and systematic control (Mean = 3.85), and differentiation strategy from mobile phone network business i.e. the organization could present services to customers with variation of needs effectively (Mean = 3.83). The figure number and caption should be typed below the illustration in 10 pt and left justified [Note: one-line captions of length less than column width (or full typesetting width or oblong) centered]. Artwork has no text along the side of it in the main body of the text. However, if two images fit next to each other, these may be placed next to each other to save space. For example, see Figure 2.

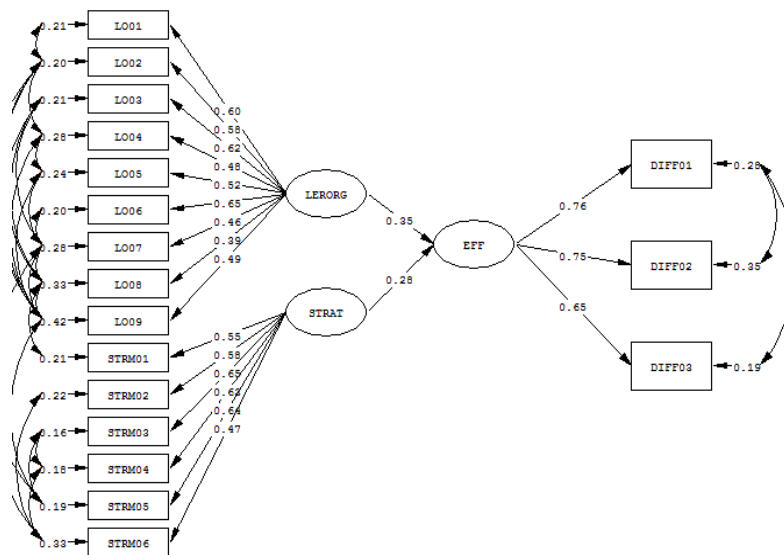
The analysis found that the advantage in compete of making a difference of the mobile phone network in Thailand due to the creating a learning organization ($\beta = 0.35$) and strategic planning ($\beta = 0.28$), respectively

5. Discussion and Conclusions

From the study results, it was found that the competition advantage on differentiate from strategic planning and creating learning organization of A mobile phone network business in Thailand. Derived from the building of learning organization together with the strategic planning. Therefore, it should be the obligation of administrators to support the two ideas to happen in the organization, whereas the factor that should be emphasized in building the learning organization was that the organization had clear strategies to develop personnel in the organization to have more advance knowledge. The organization should emphasize on increasing power and responsibility in the work to build

Table 1 Personal characteristic of respondents

	Variables	Frequency	Percentage
Gender	Male	441	65.8
	Female	229	34.2
Age	21-30 years	147	21.9
	31-40 years	338	50.4
	41-50 years	165	24.6
	51 years up	20	3
	Single	277	41.3
Status	Married	329	49.1
	Divorced	44	6.6
	Couple (not married)	20	3.0
	Lower than grade 6	27	4.0
Education	Vocational/diploma	102	15.2
	Bachelor	481	71.8
	Higher than bachelor	60	9.0
	Less than 15,000 baht	59	8.8
Monthly Earning	15,001-30,000 baht	385	57.5
	30,001-50,000 baht	189	28.2
	50,000 baht up	37	5.5



Chi-Square=213.48, df=107, P-value=0.05103, RMSEA=0.044

Figure 2 Advantage in the competition to make a difference from strategic planning and the creation of a learning organization of a mobile phone network in Thailand

Table 2 Results of the rating on learning organization, strategic planning, and the advantage of differentiation competition of a mobile phone network

Variables	Mean	SD.
1. The organization can present services to needing customers effectively	3.83	0.89
2. The organization has developed technology and differentiation more than competitors	3.82	0.92
3. The organization tries to focus on finding innovation in commodity and services for differentiation and competitive advantage	3.72	0.75
competition advantage on differentiate of a mobile phone network	3.79	0.75
1. The organization structure is appropriate to derive learning organization	3.76	0.76
2. The organization has learning culture within the organization	3.86	0.73
3. The organization emphasizes increasing power and responsibility in the work to derive learning	3.83	0.77
4. The organization emphasizes analysis of environment to adapt to the change of external surrounding	3.93	0.71
5. The organization emphasizes having mutual vision in learning	4.02	0.71
6. The organization has clear strategy to develop its personnel to be more knowledgeable	3.83	0.78
7. The organization emphasized finding and promoting knowledge for its members	3.80	0.70
8. The organization emphasizes participation in building and transfer of knowledge	3.91	0.69
9. The organization emphasizes utilization of technology to support learning	4.16	0.82
Learning Organization	3.90	0.56
1. Administrators build and manage strategically continuously	3.74	0.71
2. Administrators perform tasks acceptable by personnel within the organization	3.85	0.75
3. Administrators bring in techniques and management tools to use in the organization continuously	3.80	0.77
4. The organization has systematic and continuous planning and management	3.83	0.75
5. The organization has clear vision, strategic design, and policy preparation by looking into the future and systematic control	3.85	0.77
6. Administrators improve the quality of the organization according to strategy laid out regularly	3.66	0.74
Strategic Planning	3.79	0.62

Table 3 Results of the advantage in the competition to make a difference from strategic planning and the creation of a learning organization of a mobile phone network in Thailand

Dependent Variable	Independent Variable	differentiation competition of a mobile phone network (β = standardized coefficients)
Learning Organization		0.35
Strategic Planning		0.28

appropriate learning and derive the learning organization as explained [8] [10] who had an opinion that the organization with advantage in competition and sustainable development under ever changing situations had to develop into learning organization which consisted of 5 elements: Learning Dynamics, Organization Transformation, People Empowerment, Knowledge Management, and Technology Application. The 5 elements mentioned were related and must be developed simultaneously.

On the design of strategy, administrators should bring in techniques and management tools into use in the organization continuously. The organization announced clear vision. The design of strategy and policy preparation should be looking onto the future and systematic control. Moreover, the organization should be

planning according to methodology and system continuously as suggested [9] that doing as mentioned would stimulate and motivate new users in using commodity of the organization, find and promote new commodity, and win customers to choose their more commodity in various opportunities. [11, 12]

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