Relationship marketing strategy and marketing profitability: evidence from tourism businesses in Thailand

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Keywords
Relationship Marketing Strategy, Relationship Commitment, Relationship Bonding, Mutual Dependence, Long-term Relationship Orientation, Marketing Information Quality, Marketing Method Effectiveness, Marketing Creativity Efficiency, Best Marketing Practice, Marketing Effectiveness, Marketing Advantage, Marketing Profitability, Executive Vision, Resources Richness, Competitive Intensity, Collaborative Climate

Abstract
The relationship marketing strategy is important for business that faced with competitive marketing environment rapidly changes as to achieve their business performance. The purposes of this study are; to investigate the effects of relationship marketing strategy on marketing advantage and marketing profitability through mediating effects which include marketing information quality, marketing method effectiveness, and marketing creativity efficiency, secondly, to examine the effects of executive vision, resources richness, and competitive intensity on relationship marketing strategy, and finally, to explore the moderating effects of collaborative climate on the relationship between executive vision, resources richness, and competitive intensity on relationship marketing strategy. The result from mailed survey of 85 Tourism businesses in Thailand highlight that long-term relationship orientation is most positively significant to most of marketing outcomes; moreover, mutual dependence is secondly. In addition, the most positively significant of the antecedents are executive vision and competitive intensity effects on relationship marketing strategy. Finally, the finding of moderating effects of collaborative climate on the relationship between resources richness and relationship commitment. In conclusion, this study has investigated the effects of both antecedents and consequences of relationship marketing strategy that provide theoretical and managerial contribution and the directions for future research are also highlighted.

1. Introduction

The rapidly changing of the marketing environment such as technology change and dynamic of customer needs. Regarding to, the shift of paradigm in relationship marketing (Hunt and Morgan, 1994), it reflected the change of definitions in relationship marketing. In the early study, relationship marketing is a device of the business organization into building relationship with their customers to gain advantage above competitors (Theron and Terblanche, 2010). In addition, the study of O'Neal (1989), relationship marketing to transactional marketing, which is defined as stressing the individual sale (and hence short-term gains), and in which dealing with customers is viewed solely as the responsibility of the marketing department. However, in recently research, the business organization focused on long-term relationships with customers, and attend to gain benefit from strong relationships (Barry et al, 2008), therefore, in this present, relationship marketing is viewed as interaction between marketing practitioner and scholar into creating the high potential value of relationship with partner (Sheth and Pavatiya, 1995). Though, relationship marketing is interactions of business firms and their partners.

The main purpose of this research is to investigate the effects of relationship marketing strategy on marketing advantage and marketing profitability through mediating effects which include marketing information quality, marketing method effectiveness, and marketing creativity efficiency. Next, it aims to examine the effects of executive vision, resources richness, and competitive intensity on relationship marketing strategy. Finally, it is to explore the moderating effects of collaborative climate on the relationship between executive vision, resources richness, and competitive intensity on relationship marketing strategy of Tourism businesses in Thailand. Thus, the key research question of this study is "How does each dimension of RMS influence on marketing profitability?" Consequently, the specific questions are as follows: (1) How does each dimension of RMS have influence on best marketing profitability? (2) How do executive visions, resources richness, and competitive intensity influence on relationship marketing strategy? (3) How does the moderating effects of collaborative climate influence on the relationship between executive visions, resources richness, and competitive intensity influences on relationship marketing strategy?

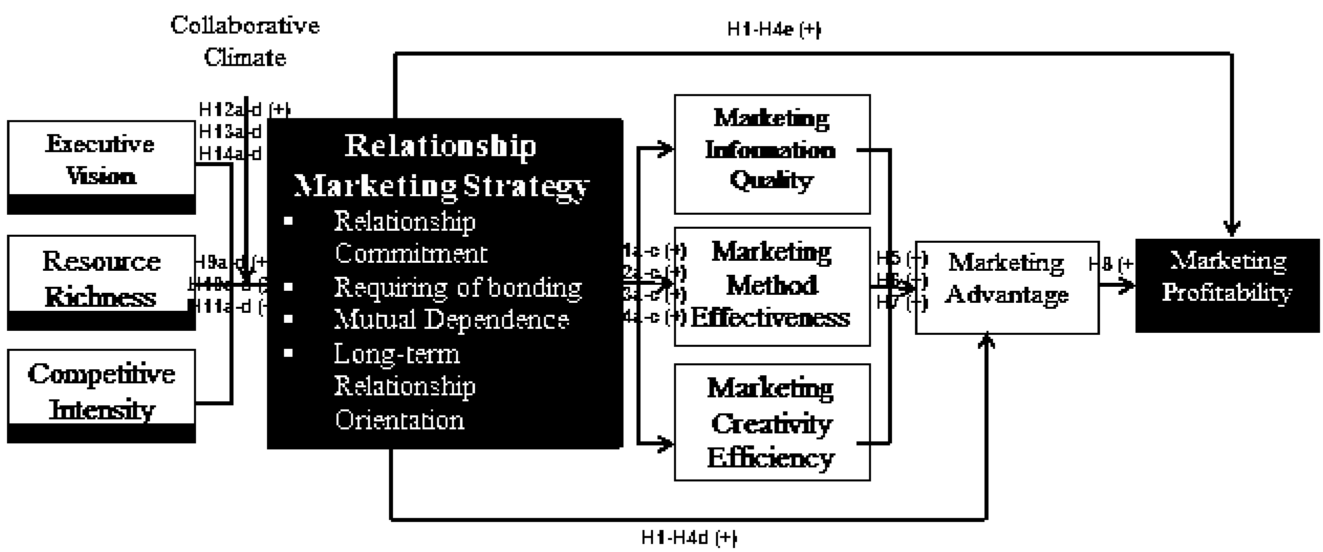
This paper is next positing the outline as follows. Then, reviews the literature with the linkage between the construct of the each variables are established and hypotheses development in the second section. Also, research methods are strong elaborated in the third section. The result and discussion rely on forth section presented. Finally, the contributions describe the theoretical and suggested directions for future research, managerial contributions, and concluding on the whole of the study.

2. Literature Review and Hypothesis

This study attempts to conceptualize the relevant relationship marketing strategy, marketing information quality, marketing method effectiveness, marketing creativity efficiency, marketing advantage, and marketing profitability. Moreover, including antecedents such as executive vision, resources richness, competitive intensity and finally, investigate the moderating variables as collaborative climate moderate effects on antecedents and main variables. This study, we propose that all constructs have a positive relationship. Therefore, as Figure 1 illustrates the conceptual and linkage model relationship between constructs below.

FIGURE 1

A Conceptual model of Relationship Marketing Strategy and Marketing profitability



Control variable: Firm size, Firm age

2.1 Relationship Marketing Strategy

Relationship marketing strategy is designed to enhance the customer's chances of satisfaction, loyalty and repeated business through the development of interpersonal ties with the company (Matzlera and Bailomb, 2004).

2.1.1 Relationship Commitment

Commitment refers to an implicit or explicit pledge of relational continuity between exchange partners. They have achieved a certain level of satisfaction from the exchange process and the relationship is considered a real benefit by both parties. But the dissolution of the relationship is also considered on the long run (Hollensen and Opresnik, 2010).

Hypothesis 1: The higher relationship commitment is, the more likely that firm will gain greater (a) marketing information quality, (b) marketing method effectiveness, (c) marketing creativity efficiency, (d) marketing advantage, and (e) marketing profitability.

2.1.2 Requiring of Relationship Bonding

In term of Bonding refers to the norms or standards of the interaction among firms which is required in their relationship and it is a continuous development in the agreement shared among them. Besides, bonding has more attachment than friendship or benevolence which requires negotiation and conflict management of their cooperation (Panayides, 2007; Powers and Reagan, 2007; Zeng, Xie and Tam, 2010).

Hypothesis 2: The higher requiring of relationship bonding is, the more likely that firm will gain greater (a) marketing information quality, (b) marketing method effectiveness, (c) marketing creativity efficiency, (d) marketing advantage, and (e) marketing profitability

2.1.3 Mutual Dependence

Hypothesis 3: The higher mutual dependence is, the more likely that firm will gain greater (a) marketing information quality, (b) marketing method effectiveness, (c) marketing creativity efficiency, (d) marketing advantage, and (e) marketing profitability

2.1.4 Long-term Relationship Orientation

Hypothesis 4: The higher long-term relationship orientation is, the more likely that firm will gain greater (a) marketing information quality, (b) marketing method effectiveness, (c) marketing creativity efficiency, (d) marketing advantage, and (e) marketing profitability

2.2 Consequences of Relationship Marketing Strategy

There are comprise with three consequences of relationship marketing strategy, that are marketing information quality, marketing method effectiveness, marketing creativity efficiency.

2.2.1 Marketing Information Quality

Currently, the employment of information is considered a fundamental part of decision-making and is certainly a critical factor in the accomplishment of firm success (Menon and Wilcox, 2001). Moreover, international businesses often cite uncertainty due to privacy of information as being a main problem of exporters for first-stage internationalization (Reid 1984; Crick et al. 1994). Marketing information is often used as a key section of a competitive advantage of the firm (Souchon, Cadogan, Procter and Dewsnap, 2004). Thus, the business needs to obtain and use information to decrease ambiguity about the unacquainted environment and gain boundaries over foreign competitors. In this study, marketing information quality refers to knowing about information both in the internal and external environment for decision making and planning and to decrease ambiguity in marketing advantage. Therefore, the research relationships are hypothesized as below:

Hypothesis 5: The higher marketing information quality is, the more likely that firm will gain greater marketing advantage.

2.2.2 Marketing Method Effectiveness

Nwokah and Ahiauzu (2008) define marketing effectiveness as the operation to optimize marketing spending to obtain greater results of objectives both short and long-term. Marketing effectiveness has four basic facets, including corporate, competitive, customer, and exogenous factors (Nwohah, 2006). Similarly, Kotler (1977) defines marketing effectiveness as a firm's ability to learn about the market, identify opportunities, and select target markets to offer better value to target customers. Nwohah (2006) argues that there are five factors driving marketing effectiveness, consisting of marketing strategy, creative marketing, marketing execution, marketing infrastructure, and exogenous factors. In addition, Ussahawanitchakit (2012) presents that marketing effectiveness has a strong effect on customer satisfaction, marketing orientation, long-term growth, profitability, and firm performance. We expect that marketing method effectiveness also affects marketing advantage. Therefore, the research relationships are hypothesized as below:

Hypothesis 6: The higher marketing method effectiveness is, the more likely that firm will gain greater marketing advantage.

2.2.3 Marketing Creativity Efficiency

Most theorists agree that creativity is more than simply an individual possessing creative traits. Vemon (1989) describes creativity as a person's capacity to produce new and original ideas or products that are accepted by experts in a particular field as being of some value. Creativity generates new techniques, novel procedures or innovative approaches to performing a job (Perry-Smith and Shalley, 2003). In addition, creativity implement to innovation, which leads to new business and associated with new service development to achieve competitive position (Ko and Butler, 2007).

Firms can receive efficient regulation to exploit capital (Harewood, 2008). In firm functioning scope, corporate practice efficiency is the objectives firms uninterruptedly attempt to meet (Atta, 2004). Those are identifying distinction method in the handling consequence, the substantial superlative practice efficiency that supports to decrease loss, increase practice performance, and constant task development also avoids all error problems (Bhasin, 2009). The special effects of it gained to internal and external shareholder acceptance. The study of Thaweechan et al.,(2011) indicate that marketing practice efficiency refers to the improvement of applying that position to firm performance administration in agreement with the requirement standard primary for the operative planning, agricultural, checking, and estimating. This is consistent with corporate practice efficiency which is enhancing from enhancement in methodological improvement efficiency (Zheng, Liu and Bigsten, 2003).Some earlier studies indicate that profits of corporate practice efficiency are superior firm gain. In addition, the study of Sanchez-Segura (2010) indicates that the practice in technique improvement develops assistances that comprise of supportive implement, cost investments, efficiency growth, schedule achievement, quality expansion and customer fulfillment. In this paper, marketing creativity efficiency refers to the improvement of applying marketing creativity efficiency in agreement with the requirements for operative planning, agricultural, checking, and estimating. Therefore, the research relationships are hypothesized as below:

Hypothesis 7: The higher marketing creativity efficiency is, the more likely that firm will gain greater marketing advantage.

2.2.4 Marketing Advantage

Marketing advantage refers to the firm's superior competitive position gained through superior products, lower prices, extensive distribution, and effective promotion (Fotopoulos and Krystallis, 2003). In marketing literature, the firm performance can be enhancing from the product and image-based advantage such as high product quality, innovative, unique, modern product features and quality reputation (He and Nie, 2008). The factor of the excellence of new product development, pricing control, several of distribution and superior promotion program were indicators that influence the greater sales volume and the growth of market share. The relevant existing findings indicated that competitive marketing advantage has a positive effect on firm's financial performance (Wei and Wang, 2011). It can be stated that the firms having marketing advantage will be more likely to achieve marketing profitability. Therefore, the research relationships are hypothesized as below:

Hypothesis 8: The higher marketing advantage is, the more likely that firm will gain greater marketing profitability.

2.3 Antecedents of Relationship Marketing Strategy

2.3.1 Executive Vision

Vision is defined as an ideal statement that reflects the shared value to which the organization should aspire (Shamir, House, and Arthur, 1993). In addition, Bennis and Nanus (1985) offer a more practical definition, regarding vision as the projected mental image of the product or service and organization that a business leader wants to achieve. It is a concept in the leadership literature and important to the manager's task to make a valuable judgement challenged by unpredictable change (Berson and Avolio, 2004; Posavac, Kardes, and Brakus, 2010). Base on a market-driven perspective, a firm responds and acts within the framework and constraints of the existing market structure and characteristics. The firm's actions are therefore determined by environmental forces such as changing customer needs, competitive forces, and technological innovations.

Executive vision defined as a sense of identity and future corporate direction and purpose, requiring at arrangement of both analysis and intuition is created by the vision setter (Vilkinas, 2004). Organization's behavior has been an influence by the executive leader (Darling, 1999). Moreover, executive leaders who try to establish a setting which is supportive of employees and their improvement also help to instill within those individuals a loyalty which will attend improving continue achievements of the organization.

Hence, this study defined executive vision as a firm's ability to analyze and identify customer need and market demand at the current and future, which requires at arrangement, is created by the vision setter. Further, the firm must enhance planning to effectively respond to these. Therefore, the research relationships are hypothesized as below:

Hypothesis 9: Executive vision is positively related to relationship marketing strategy that is composed of (a) relationship commitment, (b) requiring of relationship bonding, (c) mutual dependence, and (d) long-term orientation.

2.3.2 Resource Richness

Base on Barney (1991) who defined resources as a bundle of assets, capabilities, organizational processes, firm attribute, information, and knowledge. Ray, Barney and Muhanna (2004) suggest that business resource readiness is defined as the fruitfulness of both tangible and intangible factors to support the work of business processes in achieving the corporate target. Similarly, readiness tends to be conceptualized as a state where a person (organization) is assessed as ready or not ready (Mrayyan, 2008). In addition, Kaleka (2002) suggested that marketing resource richness, as superior resources, is necessary to achieve and defend appropriately market positions, which complete marketing performance. Then, firms will achieve marketing survival when they can implement and utilize a valuable strategy for marketing resource.

In this study, resource richness is defined as the wealth of any attribute, tangible or intangible, physical or human, intellectual or relational, that can be deployed by the firm to achieve a competitive advantage in its market. Therefore, the research relationships are hypothesized as below:

Hypothesis 10: Resource richness is positively related to relationship marketing strategy that is composed of (a) relationship commitment, (b) requiring of relationship bonding, (c) mutual dependence, and (d) long-term orientation.

2.3.3 Competitive Intensity

As the number of competitors in a market increases, the count and unpredictability of strategic moves can increase dramatically (Porter, 1985).

Hypothesis 11: Competitive intensity is positively related to relationship marketing strategy that is composed of (a) relationship commitment, (b) requiring of relationship bonding, (c) mutual dependence, and (d) long-term orientation.

2.4 Moderating Effect of Relationship Marketing Strategy

2.4.1 Collaborative Climate

The working atmosphere within an organization has an important influence on its level of collaborative productivity. In addition, organizational leaders influence collaborative productivity as well as the climate for collaborative towards participative action with others – whether persons or organization (Gosling and Mintzberg, 2003). Collaboration capability is defined as an ability to build and manage network relationships and coordinate process (Blomqvist and Levy, 2006; Schreiner and Corsten, 2004). Collaboration capability was found to be a contribution to firms' competitive advantage (Tyler, 2001; Schreiner and Corsten, 2004) and combination compatible resources in order to reduce production cost, increase revenue and market share (Sydow et al., 2003).

In this study, collaborative climate is defined as the working atmosphere within an organization that has an important influence on its level of collaborative productivity, which is facilitated by the firm to achieve a competitive advantage. Therefore, the research relationships are hypothesized as below:

Hypothesis 12: Collaborative climate will moderate the relationship between executive vision and relationship marketing strategy that is composed of (a) relationship commitment, (b) requiring of relationship bonding, (c) mutual dependence, and (d) long-term orientation.

Hypothesis 13: Collaborative climate will moderate the relationship between resource richness and relationship marketing strategy that is composed of (a) relationship commitment, (b) requiring of relationship bonding, (c) mutual dependence, and (d) long-term orientation

Hypothesis 14: Collaborative climate will moderate the relationship between competitive intensity and relationship marketing strategy that is composed of (a) relationship commitment, (b) requiring of relationship bonding, (c) mutual dependence, and (d) long-term orientation

3 Research methods

3.1 Sample Selection and Data Collection Procedure

Tourism businesses in Thailand were selected as the population and sample in this study. The population was obtained from the database list of Intelligence Center: Tourism Authority of Thailand (TAT) (http://marketingdatabase.tat.or.th) in March, 2015. Although the single context limits generalizability of finding but, it enhances the internal validity by possibly making more systematic and unbiased comparison across industries (Vohies, Morgan, and Auty, 2009). The key informants in this study were Marketing Manager or Marketing Directors. With regard to the questionnaire mailing, in all, 868 were randomly chosen from the list, 54 surveys were undeliverable because some firms were no longer in business or had moved to unknown address. Deducting the undeliverable from the original 868 mailed, the valid mailing was 814, from which 87 response were received. Finally, only 85 complete questionnaires were usable for data analysis.

Furthermore, to verify the non-response bias and to detect and concern possible problems with non-response error, then assessment and investigation of non-response bias that are suggested by Armstrong and Overton (1977), the t-test statistic was assessed to compare between two groups of early and late responses by using the demographics of the firm. The result indicated that there is no significance between two groups. Thus, the non-response bias does not a significant problem in this study.

3.2 Questionnaire Development

In this study, the questionnaire was developed through six sections. Firstly, the questions ask the personal profile of respondents such as gender, age, status, education, experience, salary, and position. Secondly, the questions consist of general business profiles that are business type, service type, firm capital, firm age, number of employee, firm revenue. Thirdly, the perceive evaluation of respondents on in term of relationship marketing strategy that is consisted of, relationship commitment, requiring of relationship bonding, mutual dependence, and long-term relationship orientation. Fourthly, the marketing outcomes of firm that are included marketing information quality, marketing method effectiveness, marketing creativity efficiency, marketing advantage and marketing profitability. Fifthly, the business environments that are included executive vision, resources richness, and competitive intensity. Finally, the questionnaire provides the open-ended question to respondents for opinions and suggestions.

3.3 Variable Measurement

This study employs the questionnaire as the instrument for collecting data. All of each construct, includes multiple-items scales, these variables are measured by five-point Likert scale that is ranging from 1 to 5 (strongly disagree to strongly agree), respectively. The details of variables among dependent, independents, moderating, and controls will be presented in the following section.

Dependent Variable

Marketing profitability is defined as an outcome operation of market strategy to customer, marketplace, and financial performance indicating that market share, sales growth, profitability, and 5 items are adapted from (Jumpapong and Ussahawanitchakit, 2012). In addition, it includes the growth of customer numbers, and customer royalty. Thus, there are four items were assessed this variable.

Independent Variables

This study is composing five independent variables: relationship marketing strategy, marketing information quality, marketing method effectiveness, marketing creativity efficiency, and marketing advantage. Thus, all independent variables are elaborated as following.

Relationship marketing strategy is a main construct of this study. It can be defined as all marketing activities directed towards establishing, developing and maintaining successful relational exchanges (Morgan and Hunt, 1994). It is measured by fifteen items which are classified into four dimensions: relationship commitment, requiring of relationship bonding, mutual dependence, and long-term relationship orientation. The measurement details of each dimension are following; Relationship commitment, Requiring of relationship bonding, Mutual dependence, Long-term relationship orientation.

Marketing method effectiveness, it can imply that marketing effectiveness as marketing method effectiveness which stresses in marketing method that can be defined as an ability of firms to study the market, to recognize the several opportunities, to select the most appropriate segments of the market to operate in and attempt to offer superior value to meet the selected customers' needs and wants (Kotler, 1977) There are four items adapted to assess the degree to which firms have marketing operating, marketing organizing, marketing staffing, and marketing cooperating.

Marketing advantage refers to the firm's competitive above position gained through superior products, lower prices, extensive distribution, and effective promotion (Fotopoulos and Krystallis, 2003). Four items were implements to measure the degree to which firms have superior products position, lower prices, extensive distribution and effective promotion.

Antecedent

Executive Vision is measured by answering marketing director or marketing manager as marketing executive and then rating the four following items: (1) *Resource Richness* is a large number of resources, which consist mainly of human capital, physical capital, and organizational/social resources (Barney, 1991). It is measured by asking marketing director or marketing manager and then rating the four following items: (1) the firm has many varieties of resources; (2) well-prepared planning regarding financial systems was done within the firm; and (3) the firm emphasizes on budget allocation, which motivates inspiration of its collaboration within the firm.

Control Variables

In prior research suggested that larger and older firms may have higher effect to the firm than smaller and younger firms. This study is concerning with both firm size and firm age which are control variables.

Firm size is measured by the number of employees that are working full time (Christmann 2000; Hong and Zhu, 2006). In this study, firm size is demonstrated by a dummy variable which 0 is a firm that has the number of employees lower than 10 persons, and 1 is a firm that has the number of employees equal or more than 10 persons.

Firm age is measured by the number of years of a firm that has operated (Lanhiri et al., 2010; Yan et al., 2010) in Tourism business that may influence a firm's relationship marketing strategy, marketing information quality, marketing method effectiveness, marketing creativity efficiency, marketing advantage, and marketing profitability (Saini and Johnson, 2005). In this study, firm age is described by a dummy variable which 0 is a firm that has the number of year operation lower than or equal to 10 years, and 1 is a firm that has the number of year equal or more than 11 years.

3.4 Methods

The factor analysis was firstly utilized to assess the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors (Ussahawanitchakit, 2012). All factor loadings are greater than 0.40 a cut-off value and are statistically significant (Nunnally and Bernstein, 1994). Moreover, the reliability scale was estimated by using Cronbach's alpha coefficient and suggesting that there is sufficient internal consistency which would be greater than 0.60 (Malhotra, 2004), with the exception of digital content strategy. A low coefficient alpha was reported in prior marketing studies (e.g. Alashban et al., 2002; Bucklin and Sengupta, 1993; Ganesan 1994). Table 1 presents the results for both factor loadings and Cronbach alpha for multiple-items scales in this study.

TABLE 1
Results of measure validation

Construct	Factor Loading	Cronbach Alpha
Relationship Commitment (RCM)	0.609 – 0.908	0.721
Requiring of Bonding (RQB)	0.625 – 0.852	0.760
Mutual Dependence (MUD)	0.736 – 0.883	0.848
Long-term Relationship Orientation (LTR)	0.820 – 0.895	0.866
Marketing Information Quality (MIQ)	0.843 – 0.917	0.900
Marketing Method Effectiveness (MME)	0.779 – 0.871	0.869
Marketing Creativity Efficiency (MCE)	0.885 – 0.953	0.945
Marketing Advantage (MAV)	0.798 – 0.897	0.904
Marketing Profitability (MPF)	0.900 – 0.964	0.952
Executive Vision (EXV)	0.792 – 0.906	0.865
Resources Richness (RER)	0.903 – 0.976	0.943
Competitive Intensity (CPI)	0.816 – 0.929	0.889
Collaborative Climate (CCL)	0.835 – 0.888	0.830

The ordinary least squares (OLS) regression analysis is used to examine and estimate factors affecting marketing profitability of Tourism businesses in Thailand. Base on the hypothesized follow by the conceptual model, this study employs multiple regression that regression assumptions should not overlook, especially multicollinearity by assessing variance inflation factor (VIF) value (Eng, 2008; Ramanathan, Ramanathan, and Hsiao, 2012). Besides, the research model is stated relationships as follows:

Equation 1: $MIQ = \beta 0_1 + \beta_1 RCM + \beta_2 RQB + \beta_3 MUD + \beta_4 LTR + \beta_5 FIA + \beta_6 FIE + \varepsilon_1$
Equation 2: $MME = \beta 0_2 + \beta_7 RCM + \beta_8 RQB + \beta_9 MUD + \beta_{10} LTR + \beta_{11} FIA + \beta_{12} FIE + \varepsilon_2$
Equation 3: $MCE = \beta 0_3 + \beta_{13} RCM + \beta_{14} RQB + \beta_{15} MUD + \beta_{16} LTR + \beta_{17} FIA + \beta_{18} FIE + \varepsilon_3$
Equation 4: $MAV = \beta 0_4 + \beta_{19} RCM + \beta_{20} RQB + \beta_{21} MUD + \beta_{22} LTR + \beta_{23} FIA + \beta_{24} FIE + \varepsilon_4$
Equation 5: $MPF = \beta 0_5 + \beta_{25} RCM + \beta_{26} RQB + \beta_{27} MUD + \beta_{28} LTR + \beta_{29} FIA + \beta_{30} FIE + \varepsilon_5$
Equation 6: $MAV = \beta 0_6 + \beta_{31} MIQ + \beta_{32} MME + \beta_{33} MCE + \beta_{34} FIA + \beta_{35} FIE + \varepsilon_6$
Equation 7: $MPF = \beta 0_7 + \beta_{36} MAV + \beta_{37} FIA + \beta_{38} FIE + \varepsilon_7$
Equation 8: $RCM = \beta 0_8 + \beta_{39} EXV + \beta_{40} RER + \beta_{41} CPI + \beta_{42} FIA + \beta_{43} FIE + \varepsilon_8$
Equation 9: $RQB = \beta 0_9 + \beta_{44} EXV + \beta_{45} RER + \beta_{46} CPI + \beta_{47} FIA + \beta_{48} FIE + \varepsilon_9$
Equation 10: $MUD = \beta 0_{10} + \beta_{49} EXV + \beta_{50} RER + \beta_{51} CPI + \beta_{52} FIA + \beta_{53} FIE + \varepsilon_{10}$

Equation 11:	LTR	$= \beta 0_{11} + \beta_{54}EXV + \beta_{55}RER + \beta_{56}CPI + \beta_{57}FIA + \beta_{58}FIE + \varepsilon_{11}$
Equation 12:	RCM	$= \beta 0_{12} + \beta_{59}EXV + \beta_{60}RER + \beta_{61}CPI + \beta_{62}CCL + \beta_{63}(EXV{*}CCL) + \beta_{64}(RER{*}CCL) + \beta_{65}(CPI{*}CCL) + \beta_{66}FIA + \beta_{67}FIE + \varepsilon_{12}$
Equation 13:	RQB	$= \beta 0_{13} + \beta_{68}EXV + \beta_{69}RER + \beta_{70}CPI + \beta_{71}CCL + \beta_{72}(EXV{*}CCL) + \beta_{73}(RER{*}CCL) + \beta_{74}(CPI{*}CCL) + \beta_{75}FIA + \beta_{76}FIE + \varepsilon_{13}$
Equation 14:	MUD	$= \beta 0_{14} + \beta_{77}EXV + \beta_{78}RER + \beta_{79}CPI + \beta_{80}CCL + \beta_{81}(EXV{*}CCL) + \beta_{82}(RER{*}CCL) + \beta_{83}(CPI{*}CCL) + \beta_{84}FIA + \beta_{85}FIE + \varepsilon_{14}$
Equation 15:	LTR	$= \beta 0_{15} + \beta_{86}EXV + \beta_{87}RER + \beta_{88}CPI + \beta_{89}CCL + \beta_{90}(EXV{*}CCL) + \beta_{91}(RER{*}CCL) + \beta_{92}(CPI{*}CCL) + \beta_{93}FIA + \beta_{94}FIE + \varepsilon_{15}$

4 Results and discussion

The descriptive statistics and correlation matrix of all variables are providing in Table 2. To concern with multicollinearity problem, variance inflation factors (VIF) were employed to verify the correlated of any independent variables. As the results of VIF ranging from 1.211 to 3.19, then properly there is no serious problem with suggested by Hair et al.,(2010), the cut-off value of 10 indicate that independent variables are not correlated with each other.

Table 2: Descriptive statistics and correlations matrix

Variables	RCM	RQB	MUD	LTR	MIQ	MME	MCE	MAV	MPF	EXV	RER	CPI	CCL	FIA	FIE
Mean	**4.373**	**4.100**	**3.935**	**4.244**	**3.953**	**3.894**	**3.838**	**3.784**	**3.849**	**4.027**	**3.988**	**4.127**	**4.110**	**-**	**-**
S.D.	**0.470**	**0.620**	**0.648**	**0.595**	**0.653**	**0.657**	**0.857**	**0.733**	**0.755**	**0.667**	**0.734**	**0.607**	**0.571**	**-**	**-**
RCM															
RQB	.680**														
MUD	.530**	.752**													
LTR	.578**	.679**	.713**												
MIQ	.346**	.417**	.507**	.524**											
MME	.409**	.503**	.510**	.637**	.806**										
MCE	.288**	.343**	.417**	.477**	.743**	.752**									
MAV	.266*	.255*	.384**	.450**	.677**	.672**	.812**								
MPF	.332**	.329**	.349**	.403**	.634**	.652**	.603**	.657**							
EXV	.364**	.516**	.498**	.486**	.616**	.631**	.589**	.636**	.715**						
RER	.318**	.422**	.476**	.471**	.613**	.563**	.628**	.658**	.620**	.755**					
CPI	.374**	.487**	.394**	.583**	.512**	.647**	.566**	.617**	.622**	.699**	.591**				
CCL	.466**	.490**	.511**	.521**	.543**	.646**	.574**	.589**	.651**	.698**	.683**	.692**			
FIA	-.034	-.124	-.066	-.003	.183	.213	.282**	.141	.179	.187	.055	.025	.120		
FIE	.190	.115	.105	.203	.190	.232*	.286**	.304**	.314**	.366**	.178	.244*	.331**	.381**	

* *p<.05*, ** *p<.01*, FIA = Firm Age, FIE = Firm Size

Table 3 shows the results of OLS regression analysis of the relationship among dimensions of relationship marketing strategy (RMS), relationship commitment (RCM), Requiring of Bonding (RQB), mutual dependence (MUD), and long-term relationship orientation (LTR). In addition, the relationship of marketing information quality (MIQ), marketing method effectiveness (MME), marketing creativity efficiency (MCE), marketing advantage (MAV), and marketing profitability (MPF) have been investigated from hypothesis 1 to hypothesis 8. Surprisingly, the results show that the coefficients of relationship commitment and requiring of bonding have no significant impact on all of marketing outcomes that are marketing information quality, marketing method effectiveness, marketing creativity efficiency, marketing advantage, and marketing profitability. ***Thus, Hypothesis 1 and Hypothesis 2 are not supported.***

Next, the relationship of mutual dependence has positive significant influence on marketing information quality (H3a: β_3 = .309, p< .05), and marketing advantage (H3d: β_{21} = .280, p<.10). ***Thus, Hypotheses 3a and 3d are supported.*** On the other hand, mutual dependence has no significant relationship with marketing method effectiveness, marketing creativity efficiency, and marketing profitability. ***Thus, Hypotheses 3b, 3c and 3d are not supported.***

Table 3: Results of ols regression analysis

Independent Variables	**Dependent Variables**						
	Model1	**Model2**	**Model3**	**Model4**	**Model5**	**Model6**	**Model7**
	MIQ	**MME**	**MCE**	**MAV**	**MPF**	**MAV**	**MPF**
Constant	-0.208	-0.239*	-0.331**	-0.218	-0.271*	0.026	-0.137
	(0.133)	(0.121)	(0.136)	(0.141)	(0.145)	(0.095)	(0.123)
RCM	0.008	-0.017	-0.027	0.032	0.094		
	(0.128)	(0.116)	(0.131)	(0.136)	(0.139)		
RQB	-0.004	0.150	0.005	-0.232	0.018		
	(0.164)	(0.148)	(0.167)	(0.173)	(0.177)		
MUD	0.309**	0.076	0.210	0.280*	0.132		
	(0.152)	(0.138)	(0.155)	(0.161)	(0.165)		
LTR	0.284**	0.475***	0.309**	0.338**	0.193		
	(0.142)	(0.128)	(0.144)	(0.150)	(0.153)		
MIQ						0.128	
						(0.114)	
MME						0.063	
						(0.115)	
MCE						0.670***	
						(0.105)	
MAV							0.610***
							(0.088)
FIA	0.398**	0.457**	0.514**	0.118	0.245	-0.259*	0.107
	(0.200)	(0.181)	(0.204)	(0.212)	(0.217)	(0.139)	(0.179)
FIE	0.014	0.027	0.197	0.391*	0.371	0.249*	0.205
	(0.208)	(0.188)	(0.212)	(0.220)	(0.225)	(0.143)	(0.191)
Adjusted R^2	0.293	0.418	0.273	0.215	0.174	0.665	0.415

*p<.10, ** p<.05, *** p<.01, [a]Beta coefficients with standard errors in parenthesis

Furthermore, long-term relationship orientation has a positive significant influence on marketing information quality (H4a: β_4 = .284, p< .05), marketing method effectiveness (H4b: β_{10} = .475, p< .01), marketing creativity efficiency (H4c: β_{16} = .309, p< .05), marketing advantage (H4d: β_{22} = .338, p< .05). While, only long-term relationship orientation has no significant relationship on marketing profitability. ***Hence, Hypotheses 4a, 4b, 4c and 4d are supported, but 4e is not.***

In the same way, marketing information quality and marketing method effectiveness have no significant influences on marketing advantage. ***Thus, Hypothesis 5 and Hypothesis 6 are not supported.*** On the other hand, marketing creativity has positive significant influences on marketing advantage (H7: β_{33} = .670, p< .01). Moreover, marketing advantage has positive significant influences on marketing profitability. (H8: β_{36} = .670, p< .01) ***Thus, Hypotheses 7 and Hypotheses 8 are supported.***

As show in Table 4, the results of the relationship among business environment such as executive vision, resources richness, competitive intensity, and moderating variables of collaborative climate on dimensions of relationship marketing strategy (RMS) that include relationship commitment, requiring of relationship bonding, mutual dependence, and long-term relationship orientation have been investigated from hypotheses 9 to hypotheses 14. The results indicate that executive vision has positive significant influences on requiring of relationship bonding (H9b: β_{44} = .416, p< .05), mutual dependence (H9c: β_{49} = .356, p< .05). ***Thus, Hypotheses 9b and 9c are supported.***

On the other hand, executive vision has no significant relationship on relationship commitment and long-term orientation. ***Thus, Hypotheses 9a and 9d are not supported.***

Next, surprisingly, resources richness has no significant relationship on any relationship marketing strategy dimensions. ***Thus, Hypothesis 10 is not supported.*** Next, competitive intensity has positive significant influences on requiring of relationship bonding (H11b: $\beta_{46} = .222$, $p < .01$), and long-term relationship orientation (H11d: $\beta_{56} = .465$, $p < .01$). However, competitive intensity has no significant relationship on relationship commitment and mutual dependence. ***Thus, Hypotheses 11b and 11d are supported, but 11a and 11c are not supported.***

Table 4: Results of ols regression analysis

Independent Variables	Dependent Variables							
	Model8	Model9	Model10	Model11	Model12	Model13	Model14	Model15
	RCM	RQB	MUD	LTR	RCM	RQB	MUD	LTR
Constant	0.011	0.197	0.144	-0.010	-0.040	0.139	0.100	-0.076
	(0.154)	(0.139)	(0.144)	(0.135)	(0.169)	(0.160)	(0.162)	(0.157)
EXV	0.147	0.416**	0.356**	0.025	0.043	0.349**	0.250	-0.004
	(0.189)	(0.170)	(0.177)	(0.165)	(0.185)	(0.175)	(0.177)	(0.172)
RER	0.045	-0.022	0.197	0.153	0.035	-0.038	0.167	0.144
	(0.161)	(0.145)	(0.151)	(0.141)	(0.170)	(0.160)	(0.162)	(0.158)
CPI	0.227	0.222*	0.036	0.465***	0.037	0.127	-0.097	0.391***
	(0.147)	(0.132)	(0.137)	(0.128)	(0.155)	(0.146)	(0.148)	(0.144)
CCL					0.351**	0.208	0.316**	0.128
					(0.159)	(0.150)	(0.152)	(0.148)
EXV*CCL					0.071	0.091	0.169	-0.006
					(0.164)	(0.154)	(0.156)	(0.152)
RER*CCL					0.314**	0.144	0.143	0.164
					(0.157)	(0.148)	(0.150)	(0.146)
CPI*CCL					-0.245*	-0.119	-0.196	-0.044
					(0.139)	(0.131)	(0.133)	(0.129)
FIA	-0.212	-0.391*	-0.275	-0.098	-0.224	-0.393	-0.282	-0.098
	(0.224)	(0.202)	(0.210)	(0.196)	(0.213)	(0.201)	(0.204)	(0.198)
FIE	0.198	-0.053	-0.034	0.114	0.127	-0.091	-0.100	0.097
	(0.242)	(0.218)	(0.227)	(0.212)	(0.234)	(0.220)	(0.233)	(0.217)
Adjusted R^2	0.121	0.294	0.244	0.330	0.207	0.299	0.288	0.319

*p<.10, ** p<.05, *** p<.01, [a]Beta coefficients with standard errors in parenthesis

In addition, the moderating effect of collaborative climate influences on the relationship between executive vision, resources richness, and competitive intensity on relationship marketing strategy dimensions which include relationship commitment, requiring of relationship bonding, mutual dependence, and long-term relationship orientation. The results show that collaborative climate has no significant influences on the relationship between executive vision and all dimensions of relationship marketing strategy. ***Thus, Hypotheses 12 is not supported.***

Next, collaborative climate has positive significant influences on the relationship between resources richness and relationship commitment (H13a: $\beta_{64} = .314$, $p < .05$). ***Thus, Hypotheses 13a is supported.***On the other hand, collaborative climate has no significant influences on the relationship between resources richness and others dimensions of relationship marketing strategy such as requiring of relationship bonding, mutual dependence, and long-term relationship orientation. ***Thus, Hypotheses 13b, 13c, and 13d are not supported.***

Finally, collaborative climate has negative significant influences on the relationship between competitive intensity and relationship commitment (H14a: $\beta_{65} = -.245$, $p < .01$). ***Thus, Hypothesis 13a is not accepted.*** Furthermore, collaborative climate has no significant influences on the relationship between resources richness and others dimensions of relationship marketing strategy such as requiring of relationship bonding, mutual dependence, and long-term relationship orientation. ***Thus, Hypotheses 14b, 14c, and 14d are not supported.***

5. Contributions and Direction for Future research

5.1 Theoretical Contribution

This study is intended to provide a clearer understanding of the relationships between relationship marketing strategy and marketing profitability, which consist of both of consequences of RM strategy are; marketing information quality, marketing method effectiveness, marketing creativity, marketing advantage, and marketing profitability. The antecedents are; executive vision, resource richness, competitive intensity and the moderating effect of collaborative climate. It provides a unique theoretical contribution, expanding on previous knowledge and literature of relationship marketing strategy, especially in Tourism businesses in Thailand. According to the results of some antecedents of RM strategy, the need for the further research should be conducted.

5.2 Managerial Contribution

This study also provides important results to executive and marketing managers who are responsible for strategic planning. It helps them justify key support of four dimensions of relationship marketing strategy that may be more critical on marketing advantage. According to, relationship marketing strategy is important for marketing profitability through marketing advantage. Managers should recognize on how relationship marketing strategy leads to marketing profitability.

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