



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
"Global Goals, Local Actions: Looking Back and Moving Forward"

THE COMPETITIVE STRATEGIES OF INTERNATIONAL PROGRAM IN HOTEL AND TOURISM MANAGEMENT DEPARTMENT UNIVERSITY OF SIAM CASE STUDY APPROACH

Nang Su Kan Htar

Master Student of International Program in International Business Management
Siam University

Email: nangsukanhtar1@gmail.com

Abstract

Today, competitive strategy is one of the most important key in the business world to become a competitive advantage in order to gain a benefit in sustainable achievement by finding the way of strategies such as organizational structure which help to organize the activities to make people interested in the program and marketing strategy which to increase brand awareness of the environment that help to grow or to develop and to maintain the process of development in the international program in hotel and tourism management department at Siam University. So department need to observe the competitive strategies is to know the weakness of the business before creating the strategies for gaining the benefit of competitive advantage of an achievement for a long-term successful.

Keywords: competitive strategies, achievement, university

Introduction

More than hundred universities in Thailand attempt to be the highest ranking therefore competition become necessity (Rungfamai, 2011). The competition become one of the most important points in the business world. There are many private universities continue to grow (Kamau, 2013) by changing the situation of the competitive strategies and effective implementation of policies to the external environment. To solve some of this situation, most of the universities try to issue and obtain the place in the country for higher competition within the business world. Competitive strategies are the ways of how to achieve in business game (Johnson, Whittington and Scholes, 2011). It concerns with competitive strategies of performing in order to attain a sustainable competitive advantage by developing the main points of strategic such as marketing strategies and organizational structures.

Strategy is a game plans which to set the rule of guidance to reach to the competitive advantage by making decision of which strategies is the most appropriate for competition because it is a part of the process for the long term plan to attain the advantage of competitive or business successfully over the competitors. Strategic



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
"Global Goals, Local Actions: Looking Back and Moving Forward"

management has known the capacity of how to use and control the variety strategies for reaching the goal (Syafarudin, 2016). To define the scope of the enterprise, strategies are the point of the goals, policies, and targets which can be missions, visions, options and resources of the department. Strategic management keep and maintain the long-term achievement by the various function for a business. The strategic management based on mission and vision which express the sustainable development in the goal achievement (Kamau, 2013).

Many businesses require to continue to find the way to be the highest company among competition. Competitive strategy is a process to develop competitive advantage. The way of being to becoming the best company was to have the good competitive strategy in order to gain competitive advantage (Syafarudin, 2016). Competitive challenge is up to recent times to build the space of the advantage of the business because it is the main one to measure the success of the business. According to McGee & Sammut-Bonnici (2014), to become competitive advantage has to be achieved through strategic management to gain the advantage of the competitive in sustain. That is why most of the business would like to find the ways of strategies for gaining its competitors in the world of the business.

Research Problem

Education institutions face a growing number of complex challenges as competition so it is become fewer new students in year by year. This has necessitated organizations to come up with competitive strategies by growing in numerous numbers through competition.

Objective

The objectives of this study were to indicate the competitive strategies used by international program in hotel and tourism management department University of Siam.

Research Scope

This study seeks to raise the idea and issue of competitive strategies into international program of hotel and tourism management at Siam University. This study will be the beneficial to this department by determining the strategies also supply the information on effective competitive strategies.

Literature Review of Competitive Strategies

Competitive strategies were a long term plan of motivation for gaining achievement of competitive advantage over its competitors after checking the needs of all evaluation as strength, weakness, opportunities, and threads (SWOT) of comparing them to its own (Business Dictionary, 2018). According to McGee & Sammut-Bonnici (2014), it was the process



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
"Global Goals, Local Actions: Looking Back and Moving Forward"

of developing competitive advantage for achieving through the strategic management. Competitive strategy based on the business component to success in organizations achievement by creating the difficulty to imitate for competitors.

The impact of competitive strategies on firm implementation to inspect in numerous studies. To analyze and to decide that included in strategic management of an organization to create and maintain advantage of competitive strategy. This intended to the managers to focus on frame advantages of competitive strategy that was strange and valuable in the competition. It was the process of identify the mission, vision and goals of organizational to classify the resource implementation plans (Kamau, 2013). Therefore, this study guided strategic theory to determinate of competitive advantage among international program of hotel and tourism management department at Siam University.

Organizational Structure

Organizational structure determined how capacity of managed, controlled, assigned, and coordinated toward the achievement of organizational to be success in competitive advantage (Wikipedia, 2018). It was as a system of hierarchy arrangement that defined each job of roles, responsibility, power and supervision were assigned, controlled and coordinated to develop an organizational structure for reaching its goal to allow the grow of the future (Friend, 2018). According to Ingram (2018), it based on the objective and strategy which was the main part of growth to attain sustainable benefic by ensuring in organizational to manage and control.

Organizational structure was the framework of helping employees to get success in their own job. The important of organizational structure was to maintain the hierarchy in the business environment and to grow company by providing some guidance on specific employee issue, such as managerial authority. To understand the competitive advantage of benefit from the strong structure of an organization, it was the best way for small-business owners needed to consider in structure by making easier change through organization to grow the stage of the business (George, 2018; Ingram, 2018; Miller, 2017).

There were various points of the relationship between organizational structure and processes of the business. Organizational Structure and the processes of the business were the key components of organizational design, culture, arrangement, and activities in highly competitive business environment by increase organization that could reply to new activities and more powerful coordination (Hernaus, Aleksic and Klindzic, 2013).

According to Mathur & Nair (2016), organizational structure was the process of competitive advantage which responsible for difference functions such as the framework of managing, controlling, leading, organizing and working in a group which maintains the process



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
"Global Goals, Local Actions: Looking Back and Moving Forward"

of sustainable competitiveness. To analyze, organizational structure had to manage and sustain an advantage of competitive strategy. It was the process of identify mission, vision and goals of organizational to implement the policies and plans for achievement (Kamau, 2013).

The main part of organizational structure was to maintain the achievement of the goal which operated to develop for gaining and sustaining in competitive advantage that needed to accompany competitive strategy in order to success in competition (Mathur and Nair, 2016). The framework of organizational structure was interconnects on leading (leadership, motivation and team work), controlling (process), and organizing (culture, activities, arrangement, and organization design) to decide the job and coordination of work. So organizational structure constructed the factors to organize and coordinate the member activation in the workplace.

Marketing Strategy

Marketing strategy was as a section of business plan. According to Duermyer (2018), marketing strategy was a small part of the business plan which deals with the essential of the business to reach the goals. Marketing strategy was to understand the plan in a details to be successful the objective of the marketing in an organization. It was not only for planning in marketing strategy but it was also a long term plan for looking forward to reach the goal of the achievement to become sustainable competitive advantage. Marketing helped to improve the required of the market segmentation and helped consumers to know how is different with competitors (Business.gov.au, 2018).

Marketing strategy was looking ahead of the marketing mix, environment of the business and the other that related with the quarter of the market. It was an important thing of business for the future (Bhasin, 2018). Marketing was important in every business although it was a small business or a big one. Most of the business depended on marketing, if without marketing the company may had to close because of no promoted and not introduced to the potential customer so none of the customers come without introducing (Eddine, 2015). Although a small business, if the company had a strong quality of marketing strategy or marketing plan, could become a big business in the blink of an eye.

Marketing strategy was as a brainstormed to create how to gain advantage of the competitors in an organization marketing plan. Marketing strategy was a part of marketing plan in organizational structure to distribute advertising and marketing tools for developing competitive strategies by implement marketing plan (Bradley, 2018). That was focused on what establishment wants to achieve for the business and marketing efforts. It was corporate



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
 "Global Goals, Local Actions: Looking Back and Moving Forward"

with the 5Ps of marketing such as product, price, place, promotion, and people to grow high achieving marketing objectives (Duermyer, 2017).

Making decision of strategic marketing from the point of view of the movement of competitors to understand the competitor’s marketing plan for influence the competitors in a part of the marketing for the future. The objective of marketing strategy in organizational development was to indicate. There was a plan to attain the goal in marketing to be specific in segmentation marketing.

Conceptual Framework



Source: (McGee & Sammut-Bonnici, 2014; Mathur and Nair, 2016; Gordon, 2015; Niaz, 2017; Nanjundeswaraswamy and Swamy, 2014; Syafarudin, 2016; Bin-Nashwan, 2017; Lovstal and Jontoft, 2017; Eddine, 2015; Bradley, 2018; Duermyer, 2017; Brahanpure, 2014; Shapiro and Mathur, 2015; Slavolijub, Srdjan and Predrag, 2015; Kim, 2014)

Figure1. The competitive strategies of international program in hotel and tourism management department university of Siam



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
"Global Goals, Local Actions: Looking Back and Moving Forward"

Finding and Conclusion

From the finding of this study was to gain the effective competitive strategies to achieve in sustainable competitive advantage for international program in hotel and tourism management department at Siam University. The sought of study was to determine the competitive strategies were: organizational structure and marketing strategy to use such as leading, controlling, planning, and social media. The result of strategies as the process of sustainable achievement such as controlling by desired the achievement organizational goal such as to keep and maintain the sustainable accomplishment in implementing the competitive strategies in order to achieve competitive advantage.

The study concluded that international program in hotel and tourism management department at Siam University have attained the effective competitive strategies to continue to exist for competition. To find the right path of competitiveness was for gaining competitive advantage achievement through the best strategies for international program in hotel and tourism management department at Siam University. There were competitive strategies as organizational structure of controlling and leading, marketing strategy of planning and social media which the process of sustainable achievement such as controlling by desired the achievement organizational goal and to keep and maintain the sustainable accomplishment in implementing the competitive strategies in order to achieve competitive advantage.

Suggestion

The study recommends that the benefit of competitive strategies of international program in hotel and tourism management department at Siam University include organizational structure such as leading, controlling, and marketing strategy as planning and social media. So strategies are a main key of competition to gain sustainable competitive advantage of reaching the goal. The top executive level of strategy is a marketing strategy which needs to strongly support as to promote and advertise through from social media that is the fast growing marketing in these days. Other is an organizational structure; it is required to have this structure for instance managing, controlling, assigning, and coordinating which toward to the achievement. These variable strategies may show the right path to achieve in competitiveness for a long term success of the international program in hotel and tourism management department at Siam University.



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
"Global Goals, Local Actions: Looking Back and Moving Forward"

References

- Bhasin, H. 2018. What is marketing strategy? Retrieved from <https://www.marketing91.com/marketing-strategy/>
- Bin-Nashwan, S.A. (2017). A review of literature in management control system (MCS), business strategy, and firm's performance. Retrieved from <https://www.researchgate.net/publication/318851186>.
- Bradley, J. (2018). The Importance of Promotional & Marketing Strategies. Retrieved from <https://smallbusiness.chron.com/importance-promotional-marketing-strategies-57205.html>.
- Brahanpure, N. (2014). Why It Is Important to Plan Your Work? Retrieved from <https://www.linkedin.com/pulse/20140616165323-161616976-why-it-is-important-to-plan-your-work>.
- Business Dictionary.com, (2018). Competitive strategy. Retrieved from <http://www.businessdictionary.com/definition/competitive-strategy.html>.
- Business.gov.au (2018). Why do I need a marketing plan? Retrieved from <https://www.business.gov.au/info/plan-and-start/develop-your-business-plans/marketing/why-do-i-need-a-marketing-plan>.
- Duermeyer, R. 2018. Marketing Strategy for Home Business Success: How to Develop the Marketing Strategy in Your Home Business Plan. Retrieved from <https://www.thebalancesmb.com/marketing-strategy-for-home-business-success-1794314>
- Duermeyer, R. (2017). Marketing Strategy for Home Business Success. Retrieved from <https://www.thebalancesmb.com/marketing-strategy-for-home-business-success-1794314>).
- Eddine, C. C. B. J. (2015). The Importance of Marketing for the Success of a Business. Retrieved from <https://www.linkedin.com/pulse/importance-marketing-success-business-jamal-eddine>.
- Friend, L. (2018). What Is the Meaning of Organizational Structure? Retrieved from <https://smallbusiness.chron.com/meaning-organizational-structure-3803.html>.
- George, N. (2018). The Advantages of an Organizational Structure. Retrieved from <https://smallbusiness.chron.com/advantages-organizational-structure-844.html>.
- Gordon, M. (2015). Leadership. Retrieved from [http://www.ucd.ie/t4cms/Leadership%20Guide%20\(Roffey%20Park\).pdf](http://www.ucd.ie/t4cms/Leadership%20Guide%20(Roffey%20Park).pdf).
- Hernaus, T.; Aleksic, A. and Klindzic, M. (2013). Organizing for Competitiveness– Structural and Process Characteristics of Organizational Design. Vol. 7 Issue 4 41-56. University of Zagreb, Croatia.



การประชุมวิชาการและนำเสนอผลงานวิจัยระดับชาติและนานาชาติ ครั้งที่ 10
"Global Goals, Local Actions: Looking Back and Moving Forward"

- Ingram, D. (2018). Why Is Organizational Structure Important? Retrieved from <https://smallbusiness.chron.com/organizational-structure-important-3793.html>
- Johnson, G., Scholes, K., and Whittington, R. (2011). Exploring Strategy. Text & cases (9th ed.). Harlow: Financial Times Prentice Hall.
- Kamau, S.M. (2013), Competitive Strategies Adopted by Private Universities in Kenya. MBA project University of Nairobi.
- Kim, L. (2014). Social Media Marketing for Businesses. Retrieved from <https://www.wordstream.com/social-media-marketing>.
- Lovstal, E. and Jontoft, A.M. (2017). Tensions at the intersection of management control and innovation: a literature review. Journal of Management Control, ISSN 2191-4761, E-ISSN 2191-477X, Vol. 28, no 1, p. 41-79.
- Mauthur, P. & Nair, M. (2016). Organization Structure a Key to Driver to Competitive Advantage. ISSN 2348-7585 (Online) Vol. 3, Issue 2, pp: (348-356).
- McGee, J. & Sammut-Bonnici, T. (2014). Competitive Strategy. University of Malta, Faculty of Economics, Management and Accountancy. Retrieved from <https://www.researchgate.net/publication/280248208>.
- Miller, T. (2017). The Importance of a Good Organizational Structure to Growth and Profitability. Retrieved from <https://www.linkedin.com/pulse/importance-good-organizational-structure-growth-timothy-miller>.
- Nanjundeswaraswamy T. S. and Swamy D. R. (2014). Leadership styles. Vol. 7(2). Bangalore, INDIA.
- Niza, A. (2017). How Leadership Skills Can Influence The Values Of An Organization. Retrieved from <http://hrsuite.com/influence-values/>.
- Rungfamai, K. (2011). Research University in Thailand: Challenges to Government. Retrieved from <https://www.researchgate.net/publication/305481466>.
- Shapiro, R.J. and Mathur, A. (2015). The Revenue and Economic Effects of the Paul-Boxer Plan To Encourage the Repatriation of Foreign-Source Earnings By U.S. Multinational Corporations.
- Slavolijub, S., Srdjan, S. and Predrag, V. (2015). Management control in modern organizations. International Review (No.3-4).
- Syafarudin, A. (2016). Strategy of Leadership and Innovation in Improving Company Performance against Competitive Advantage: A Case Study of PT. Pegadaian (LTD) Indonesia. International Journal of Economics, Commerce and Management. ISSN 2348 0386, Vol. IV, Issue 6.
- Wikipedia (2018). Organizational structure. Retrieved from https://en.wikipedia.org/wiki/Organizational_structure.