THE ANTECEDENTS OF EXPORT PERFORMANCE: A CASE OF THAI EXPORT ORIENTED MANUFACTURING FIRMS

Punchaya Hiranrithikorn, Suan Sunandha Rajabhat University

ABSTRACT

The main purpose of this research was to find out the impact of global experiences on the tendency to adapt the four key components of marketing mix. International experience has a vital part to play in the capability of the organization while they enter new markets and also to maintain their position in current markets. In this research that was conducted in Thailand the researcher wanted to identify if the global level experience would impact in the alteration of the marketing mix. Through this research the four components of the marketing mix were assessed for its relationship with international experience, we collected data for this study using survey-based approach by distributing 475 questionnaires among the targeted sample. From the pool of 345 collected questionnaires, 30 questionnaires were dropped, leaving 315 valid or usable questionnaires. Thus, the response rate obtained for this research is 66%. Descriptive and inferential techniques were applied on the collected data. The PLS-SEM technique was adopted in present research to perform inferential analysis for testing the theoretical model. The above discussed research recommended that the high level of competition in the foreign markets, the more adaptation required for the marketing strategy. Moreover, an adapted marketing strategy permits the company to coordinate the features of customers of the global markets and over the local competition, eventually, attain a competitive gain. Depending on the previous research which discussed above, it might be projected that Thai exporters will keep an eye on the similar discussions that as the concentration of the competition enhances in the international markets, marketing strategy would be adapt by the exporters.

Keywords: Export Performance, Export Oriented Manufacturing, Thailand

INTRODUCTION

In the past few years, it has been observed by the masses that there has been growth in the total numbers of organization that have been established in the developing countries, international markets and in countries such as China, India, Brazil and some other East Asian countries, according to a recent research that has reported the total number of increase in firms from less than 3,000 to growth of more than 13,000 firms (Yang & Deng, 2017). In 2008, the basis of this phenomenon was generated from the complete globalization of these companies, according to the report these developing economies participated to 38 percent of merchandise exported globally (Diakantoni, Pedersen & Mkhitarian, 2018). These developing countries consist of fastest and enormous developing economies which supported global economy in its stability and sustainability, because of their dynamism and openness. These Asian countries have participated exceptionally in the world trade such as the expansion in GDP in 2007 that was reported as 6% increase as compare to the other regions, while Africa 3% and Latin America 3.7% increase (Diakantoni et al., 2018). Most of these developing countries are attaining excess in their current account; hence, according to report they were playing an important role for capital providers to the various countries (Diakantoni et al., 2018).

The most important concern that has been raised by manufacturers in export marketing region is the level of collaboration required to sort out how foreign consumers and markets agrees to take the product (Meyer, 2017). In most of the circumstances, there may be a need for product improvements and to bring about changes with respect to its design, specification, size and color and also in other components of the product. Furthermore, there would be requirement for change in standard of technical conditions by the foreign marketplaces or improvement in package that would be needed for the promotional and functional goals. The message written on the product package, design, and color might also have to be improved according to the demand of export market.

Moreover, there could be requirement for adaption of brand name and the tag line on the product in accordance with the geographical requirements and for harmony in culture and language differences. Different research works related to global standards have been demonstrated depending upon various conditions which is significantly divided into further two issues as following : (1) considering the link variables and specific programs of marketing as well (Kraus, Meier & Eggers, 2016). Various researches have considered several variables which are important for a variety of process elements and marketing programs and (2) investigating the selected marketing process through considering the association among performances, programs and variables (Sozuer, Altuntas & Semercioz, 2017; Zuzunaga, 2018).

Various researches regarding global standardization reported that they discovered the link among selected marketing program, variables and process components which are based on three important perceptions (1) contingency perspective (2) total standardization perspective (3) total adaptation perspective. In the perspective of total standardization it refers to global marketing strategy such as a single process through which the organizations could judge which strategy would be most suitable for global market.

With the perspective of total standardization which is referred to consider the international market as a general market of goods and services where the products and services are standardized for internationally acceptable. The promoters of this perspective recognized that across the countries the global program and process standardized according to demand of generally used products, however, companies are permitted across the world to have market identical services and goods by a program which is standardized (Magnusson & Westjohn, 2019; Rana, Salwan & Anand, 2017).

The researchers are in favor of the claim that companies should regulate the services and products which they provide to the international markets to promise the economic benefits and enhance the efficiency and performance. Researchers have also claimed that the improvement in communication technologies and transportation has supported in the adaption of methodology that has sustained similarity in the international markets, and generally reduced the cultural dissimilarities (Magnusson & Westjohn, 2019). By the influence of these similarities, the companies have potential to attain economies of scale in production, cost savings, by standardization, marketing as well as all other activities.

Last perspective in this terminology is total adaptation according to the concept of international market which is actually the most challenging and difficult problem, since there are various characteristics of each market that should be addressed and needs attention; it is very important that an organization's services and products are improved in accordance to the host market demands. The researchers who have promoted this perspective carried out that global marketing programs and process must be adaptable in nature, where the adaption is required according to the demand of host market. They referred every market as an individual market due to several dissimilarities among the other markets.

In order to address this issue, particularly when similar policies and practices are implemented internationally. The difference in markets where bid price exceeds the asked price

such as their preferences, conditions, consumer needs, marketing environments, products usage and infrastructure all of these organizations adapts to the specific market (Kraus et al., 2016). Few dissimilarities which are the turning points on the physical environmental, political, cultural and legal systems which are comparatively unchangeable, programs to the requirement of the domestic market and build pressure for companies to adapt their marketing strategies (Jiménez-Crespo & Singh, 2016; Krupka, Dosen & Previsic, 2017; Meyer, 2017).

In 1990's a huge number of theoretical researches were carried out which demonstrated that one of the basis of internal and external conditions were the interest enhanced in enlightening the level of standardization (Ekam, 2020; Krupka et al., 2017; Michael, Saban & Abdurahman, 2016). These types of research headed towards the development of a contingency perspective that consisted of internal and external variables, these variables revealed that the requirement for the level of adaptation was global marketing strategies. In the recent study, these two mentioned variables have been considered as the part of historical research.

The above discussed perspective referred to as the adaptation or standardization as the two important extreme features which developed a single continuum (Ekam, 2020; Krupka et al., 2017; Meyer, 2017; Michael et al., 2016). The researchers who are in favor of this perspective relied on that the standardization level for the purpose of market positioning, target market, nature of product, organizational factors and environment. On the other hand, the decision for adaptation or standardization is actually a condition in which a certain market contained both external and internal variables (Ekam, 2020; Jiménez-Crespo & Singh, 2016; Krupka et al., 2017).

Recent research regarding international adaptation or standardization have explored the associations among variables such as performance and programs, which are the bases of two important perspective 1) contingency approach 2) strategic fit. In such a way, Chari & Balabanis (2017) investigated about global adaptation or which is also referred to as the concept of standardization which depends on the perspective that is strategically fit through investigation the host countries and homeland reforms of the marketing programs and process by a research of suitability among markets and organization. The fitness among the whole marketing program standardization and the market condition which would support to evaluate the organization's strategic suitability, and most importantly this would influence a company's outcomes (Chari & Balabanis, 2017).

Similar research work that was carried out by the researcher Zuzunaga (2018) who discovered that global adaptation according to the industrial organizational theory and the perspective of contingency approach; his research which studied further than the external and internal variables of the company's adaptation and consists of indirect variables who supported in adaptation and enhancement of export outcomes. The researcher argued that adaptation strategy would be development in the export outcomes of the company and improvement in the firm's activities which are vital for the achievement of company in the global markets.

LITERATURE REVIEW

Standardization

Standardization of international marketing strategy is bothered about "using a common product promotion program globally, price and distribution" (Ekam, 2020). Standardization consists of two features: (1) marketing process (2) marketing program. However marketing program refers to the marketing mix factors, marketing process belongs to the instruments that support organizations to create and apply marketing program (Ekam, 2020). Standardization and adaptation are two perceptions of the similar continuum (Sozuer et al., 2017). On the other hand,

the higher amount standardization of the marketing mix, the less amount of adaptation of the marketing mix (Michael et al., 2016). Magnusson & Westjohn (2019) pointed out that the people's urges and demands across the world are getting increasingly identical. Dissimilarities in activities and tastes between peoples will become extinct soon. However, the international firms functional across the globe as an individual market enhancing scale of economics, the multinational companies run their business in various countries through adapting and modifying their activities and goods and exposing themselves towards extraordinary costs. The researchers claimed that the efficient multinational firms determined for international merging, through focusing the world the economies of scale that it was consists of various standardized markets. From the well-equipped new production due to the great volume scale, with the standardized goods it is more economical to support more than one individual markets. International firms hesitantly adapt their goods towards to the domestic dissimilarities or urges according to their culture. Globalization and advanced in technology reduced the dissimilarities and headed towards the economies of scale. International companies with high quality, reduced price and consistency are enables to develop standardized goods across the globe due to the reduction in differences which lead towards the cost reduction as well as price.

Adaptation

Adaptation in the global marketing strategy refers to "using for particular purpose good, distribution, promotion programs for every market and price" (Sozuer et al., 2017). According to the global marketing literature adaptation is associated with two perceptions (1) marketing process (2) marketing program. Although marketing process connected to the resources that support the organizations to grow and apply the marketing program, on the other hand marketing program is connected to the marketing mix factors (Ekam, 2020). Krupka, et al., (2017) claimed that the degree of adaptation or standardization which effected by the product policies internationally and of multinational, further with the economic and cultural variations. The researchers, in their empirical research regarding multinational businesses claimed that product adaptation is very much important even due to the environmental situation for instance climatic, legal and local competition or economic issues. Enhancement of market position in local market for the multinational firm because of local traditions and values. Krupka, et al., (2017) suggested about an adaptation strategy of marketing program for the multinational companies.

International Experience

The perception regarding international experience is connected to the level of experience gathered by the organization as a multinational business participant (Iram & Mittal, 2018). The experience gained at international level permit companies to justify for the variation among the markets and respond towards the features of every domestic market along with an improved strategy of marketing (Rana et al., 2017). Gabrielsson, Seppälä & Gabrielsson (2016) pointed out that in the scenario in which the organizations found global understandings with the marketing strategy for example, pricing, advertising, product, distribution and sales promotion, these strategies might be adopted towards the conditions of local market and in condition to go around with the market rapidly. A firm who have experience is better aware about the dissimilarities in the international business situations and they adopt improved marketing strategy according to the market conditions (Krupka et al., 2017; Michael et al., 2016). On contrary to this, the firm who have less understandings and links among their product opportunities and the situation in local market , hence, the degree of adaptation of the marketing program reduced and decrease in the functional risks (Gabrielsson et al., 2016). The firms with less experience in direct marketing

also face challenges in determining the amount of adaptation and developing marketing strategy according to their desire to fulfill the local market environments. The US exporters conducted research, Michael, et al., (2016) claimed that the experience gained globally is positive related to the degree of adaptation of good and motivational strategy. In the same way, Iram & Mittal (2018) recognized that the degree of product adaptation is influenced positively by the quantity of international experience gained by the company. Early Korean exporters are the best example in this case; in early years of 1080's they had very less experience about the international business, generally they were rely on the Original Equipment Manufacturer (OEM) which were the existing goods of international markets, hence the decrease in their functional risk. For instance, Eunsung Corporation, it was a manufacturing company of fishing poles, mostly rely on Original Equipment Manufacturer (OEM) when they were initially towards the inside of the US market. Although, when they gained global understandings and qualified with the time, they introduced their own business brand with the name of "Silstar" and implement mostly their local strategies for the innovation and initiate the fashionable fishing poles to fulfill the conditions of local market and progress in their market presence. As a result, the firm got 40% share of market in the US market of fishing pole. One more example of Korean is AMOREPACIFIC, it is one of the famous Korean cosmetic company, company faced many challenges when it initially towards the inside of French market, although, it represented with the business brand name "Soon" without any critical changes to its marketing strategy. Hence, it was proved as a unsuccessful brand with poor performance, its cosmetic products were covered with puff of dust at the shelves of the stores (Roberts, 2016). Companies, which are more adapt in the global understandings are more rapidly accept an adapted strategy of marketing in the international markets to fulfill the every local market specialty. The degree of adaptation of the marketing mix enhances with the high experience gained by the organization. According to the earlier research, the hypothesis are stated are discussed below:

Technology Intensity

The standardized marketing strategy is more convenient for the advanced technology goods for instance, photographic equipment, computer hardware, machine tools, aircrafts, heavy equipment and semiconductors as compare to the smaller amount of improved technology products or customary goods for instance toiletries clothing, household cleaners and food due to the reason that second kind of products are more habits of every society, appeals to tastes, sensitive and customs (Magnusson & Westjohn, 2019). Shortly, if a product fulfills the general demand of consumers, it needs less adaptation (Ekam, 2020). For example, in the US the most common and famous feature regarding corning ware's "oven-to-freezer", although it could not slice out any huge share in market of France, on the other hand a soufflé dish was way more than famous "oven to freezer" in France. With a standardized marketing strategy Corning Glass Works, on the other hand, initiated the medical and electronic products because they considered their product as a general product which had no difference in the global markets overall (Ekam, 2020). Iram & Mittal (2018) examined that companies contributing in the industries which had improved technology might be engaged a pricing strategy which is adapted to extend their urges and need depending upon the export markets because it play an vital role to improve the introductory huge investments according to the current advanced technology.

Competition Level

The competition occurs in global export markets, a firm required to improve its marketing strategy. The purpose behind improvement is to fulfill the consumer tastes and urges

of a customers to attain the competitive benefits as compare to their opponents (Ekam, 2020; Krupka et al., 2017; Michael et al., 2016; Jermsittiparsert, Joemsittiprasert & Syazali, 2019; Thongrawd, Bootpo, Thipha & Jermsittiparsert, 2019; Somjai, Vasuvanich, Laosillapacharoen & Jermsittiparsert, 2020). Prominent role in the local market development and access towards the new market sections (Gabrielsson et al., 2016). On the other hand, when there is no competition exist in market, a firm might be start performing well in the international market with a standardized marketing strategy (Ekam, 2020). Ekam (2020) claimed that standardized marketing strategy is more efficient in the condition of less competition. Roberts (2018) claimed that the promotional budget and activities required improvement in the international markets to fulfill the competitor's opportunities and to assault their promotional massages and promotional expenditures. Moreover, author argued that a company's distribution strategy might be coordinated with the productivity and efficiency of competitor's distribution channels. This could support them to not dropping its competitive rank in the international markets. Moreover, the empirical research of US exporters, Michael, et al., (2016) claimed that the amount of promotion strategy adaptation was linked positively with the competition level. Iram & Mittal (2018) also claimed that the amount of promotion strategy of product adaptation was influenced positively through the level of competition as per the empirical research of US exporters.

Hypothesis Development

Birru, Runhaar & Zaalberg (2019) argued that the modern research support the wide investigations of companies, institutional models, and the perspective for the commitment of improving the methods they utilize in economies for strategies adaptation that are developing. The researcher investigated about the rational issues that might be the reason of delay in the perspective of appreciation. The researcher claimed that businesspeople who are not aware, according to the perspective of adaptation problems are motivated to develop the associated strategies depending upon the source of their chosen developing markets and created them as opposite to actual structure.

Sanderson & Mujtaba (2017) Explained that the examination of any company's performance who is functional in developing and as well as improved markets both might appear at the control theory, institutionalism features, context of resource reliance and institutionalism. The features might specially be measured in features examination, comparison among two culture and in the firm's subsidiaries the strategic control of international human resources (Sanderson & Mujtaba, 2017). According to the results of Sanderson & Mujtaba (2017) who established that the organizations that have implemented strategies for adaptation resulted in enhanced outcomes and revenues however their organizational framework allowed them in terms of input control for sufficient rejoinder for high adaptations accompanied by increased incorporation. However the responses should be implemented simultaneously in situations where the affiliated firms have low value (Sanderson & Mujtaba, 2017). As per the research by Hughes, Powell & Chung (2017), most of the existing research work on organizational adaptation and the native developing markets the key elements for the adaptation have been pointed out in their findings nature of the available organization framework, sensitivities and climatic variances, nature of the available structure, and expenditure capability, between others. The firms have experienced enhanced revenues with the conditions of adaptation and flexibility if they can accept the changes. Adaptation is defined in terms of strategy as the capability to respond to intense existent profound context its strategy is specific to the certainties available, and pay for the firms in terms of bringing advantages of excellent methods, which are sufficiently idiosyncratic (Hughes et al., 2017).

The meta-analyses approach during the study of earlier research enhance the literature development on the topic of given research and motivates its ability for generalized the existence of in appropriateness. In their research Sari (2017) engage this meta-analytical approach. They investigated about the wide research on the adaptation, as it connects with the performance of the firm and concerns linked with it are within the range.

During the study about earlier research of five articles in which they investigated about the adaptation occasions leads to the high rate of firm's performance which work for it. Six articles reported that the performance had no important influence by the adaptation. The relation of the hypothesis stated that the adaptation of firm's product in the developing markets or in various external environment enhance performance which is 0.154 and hence it is acceptable. The link or association by the equivalent opposite hypothesis on the promotion adaptation is 0.155, price is 0.209 and distribution is 0.141. These relationships hence proves all the hypothesis. The different kinds of adaptation influence positively on the performance of the firm (Sari, 2017).

According to Tatoglu, Demirbag & Reilly (2016) the organizations that are underachieving or facing challenging business environment needs to familiarize. They need to modify their practices in order to increase their performance and to make sure their existence and sustainability in challenging situations. While the organization learns to fit in with the challenges of changing dynamics they need to consider the expected critical changes.

Tatoglu, et al., (2016) noted that introduction of organizations to developing markets and changing aspects would encourage them to get familiarized with them. By adjusting themselves to the changing environment the organizations would become increasingly competitive in the changing situations. While examining the comprehensive summary of earlier studies Kang & Shen (2016) recognizes limitations in their work how a centralized management in any organization carried out their directives and how secondary management carried out their instructions. Organizations are committed to get used to the current limitations and the changes to increase their efficiency as defined by Kang & Shen (2016).

Kang & Shen (2016) presented their proposal that in developing economies the more the organizations accepts and adopts to the established context of the host economies, the greater is the performance of these organizations particularly in context of their policies related to their human resource. The requirements for adaptation by organizations in the developing countries has been recognize. He noted that through the adaptation the organizational performance is enhanced since they are more dedicated towards their fundamental capabilities and competencies by utilizing their business units and by capitalizing their basic strength and to attain market leadership. Kaltiainen (2018) presented a theoretical framework merged with the situational approach through an appropriate conception along with the standardization while opposed that the impact of standardization on the increase of organizational performance is more evident in operations for the growing economies as compared to the additional approaches such as adaptation. Based on the literature reviewed the study has proposed the following hypothesis:

H1: TECHIN has significant impact on the PRDA.
H2: TECHIN has significant impact on the PRICA.
H3: TECHIN has significant impact on the DISA.
H4: TECHIN has significant impact on the PRMA.
H5: COMPL has significant impact on the PRDA.
H6: COMPL has significant impact on the PRICA.
H7: COMPL has significant impact on the DISA.
H8: COMPL has significant impact on the PRMA.
H9: PRDA has significant impact on the EXPP.
H10: PRICA has significant impact on the EXPP.
H11: DISA has significant impact on the EXPP.

H12: PRMA has significant impact on the EXPP.

METHODOLOGY

We collected data for this study using survey-based approach by distributing 475 questionnaires among the targeted sample. From the pool of 345 collected questionnaires, 30 questionnaires were dropped, leaving 315 valid or usable questionnaires. Thus, the response rate obtained for this research is 66%. Descriptive and inferential techniques were applied on the collected data. The PLS-SEM technique was adopted in present research to perform inferential analysis for testing the theoretical model. In relation to other statistical techniques, PLS-SEM yields valid and more accurate estimates which is the main reason for its selection (Akter, Fosso Wamba & Dewan, 2017; Hair, Hult & Ringle, 2016; Ong & Puteh, 2017). Additionally, this technique serves as a powerful statistical tool in behavioral and social science research with its ability to simultaneously estimate multiple relations (Basheer, Siam, Awn & Hassan, 2019; Singh & Prasad, 2018).

RESULTS

Different data analysis steps were performed in this study. Therefore, once the data is collected, the first step is to perform data screening, which was carried out in the Statistical Package for Social Sciences (SPSS). Data screening process allows to confirm if the data is appropriate for further analysis. After ascertaining the appropriateness of data, the second step is to perform the PLS-SEM analysis, which is further divided into two step, *i.e.,* measurement model estimation and structural model estimation, as suggested by Henseler, Hubona & Ray (2016).
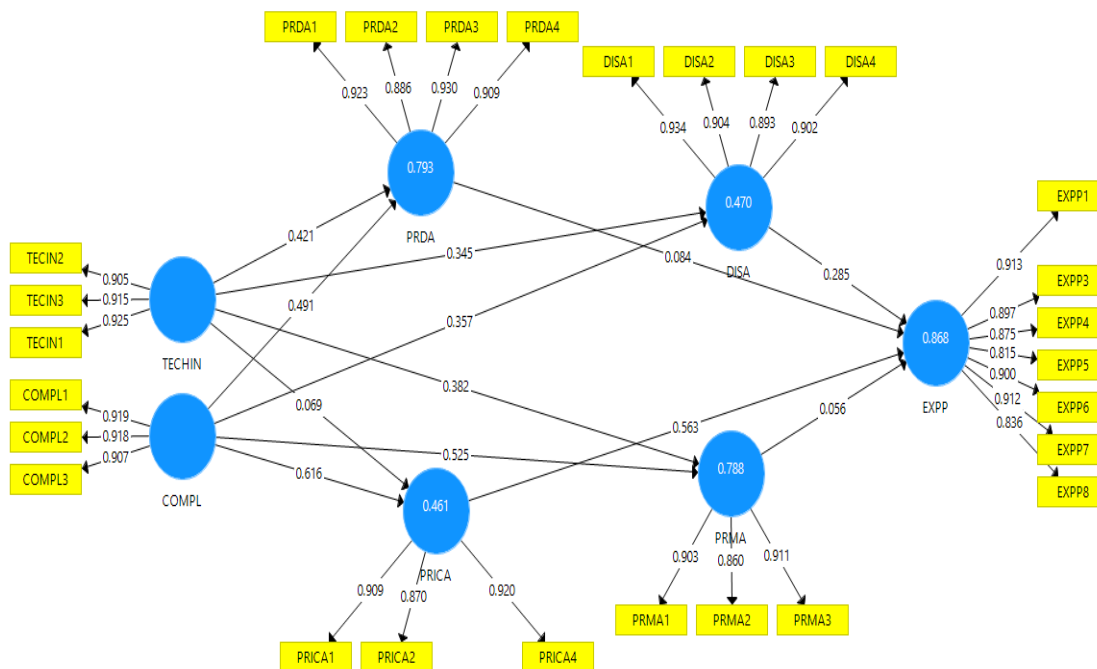

FIGURE 1
MEASUREMENT MODEL

	COMPL	DISA	EXPP	PRDA	PRICA	PRMA	TECHIN
COMPL1	0.919	0.585	0.593	0.758	0.599	0.775	0.807
COMPL2	0.918	0.657	0.688	0.826	0.656	0.832	0.868
COMPL3	0.907	0.596	0.604	0.810	0.603	0.786	0.821
DISA1	0.603	0.934	0.818	0.571	0.827	0.593	0.641
DISA2	0.628	0.904	0.801	0.581	0.856	0.602	0.591
DISA3	0.590	0.893	0.818	0.578	0.801	0.595	0.579
DISA4	0.617	0.902	0.796	0.593	0.826	0.635	0.622
EXPP1	0.650	0.852	0.913	0.652	0.880	0.683	0.626
EXPP3	0.590	0.778	0.897	0.604	0.788	0.627	0.558
EXPP4	0.590	0.753	0.875	0.638	0.753	0.582	0.566
EXPP5	0.567	0.724	0.815	0.524	0.749	0.570	0.514
EXPP6	0.617	0.807	0.900	0.581	0.853	0.647	0.577
EXPP7	0.628	0.785	0.912	0.614	0.820	0.646	0.619
EXPP8	0.587	0.767	0.836	0.574	0.789	0.639	0.554
PRDA1	0.816	0.605	0.634	0.923	0.612	0.819	0.807
PRDA2	0.750	0.533	0.563	0.886	0.529	0.755	0.777
PRDA3	0.805	0.621	0.650	0.930	0.646	0.820	0.802
PRDA4	0.814	0.570	0.635	0.909	0.576	0.805	0.779
PRICA1	0.598	0.824	0.794	0.562	0.909	0.630	0.549
PRICA2	0.565	0.792	0.792	0.519	0.870	0.580	0.515
PRICA4	0.663	0.843	0.885	0.661	0.920	0.680	0.628
PRMA1	0.760	0.613	0.627	0.796	0.637	0.903	0.760
PRMA2	0.783	0.541	0.630	0.752	0.580	0.860	0.753
PRMA3	0.792	0.630	0.656	0.799	0.659	0.911	0.788
TECIN2	0.845	0.642	0.592	0.768	0.601	0.770	0.905
TECIN3	0.844	0.597	0.594	0.795	0.550	0.802	0.915
TECIN1	0.811	0.599	0.608	0.817	0.576	0.790	0.925

Table 1
CROSS LOADINGS

In measurement model, item reliability for each item in the study is observed by calculating the outer loadings for each construct (Hair et al., 2016; Hair, Matthews, Matthews & Sarstedt, 2017). Besides, the other criteria to estimate outer or measurement model include internal consistency reliability, convergent validity and the discriminant validity (Hair et al., 2016; Henseler et al., 2016; Mikalef & Pateli, 2017). Therefore, all these mentioned criteria were observed one by one to estimate MM in this study. The internal consistency reliability is a measure to test whether each item in the survey is actually measuring which we actually intended to measure (Hameed, Basheer & Anwar, 2018; Mikalef & Pateli, 2017; Ong & Puteh, 2017). In addition, internal consistency reflects that to what extent items of a construct measure various aspects of a same construct. The internal consistency reliability of each measuring item is checked by employing the Cronbach alpha coefficient and Composite Reliability (CR). The recommended range for composite reliability is equal or above 0.70 (Hatamifar, Darban & Rezvani, 2018; Henseler et al., 2016; Ramayah, Cheah & Memon, 2018). All the CR values are

given in the table 2, where 0.817 is the lowest value obtained and 0.90 as the highest value for a measure.

In the next step, the Average Variance Extracted (AVE) for each construct is computed with an aim to ascertain the convergent validity in this research. Convergent validity refers to the extent that items represent their respective latent construct and are susceptible to correlate with other measures of their same construct (Hair et al., 2016). In this regard, the AVE was calculated and observed following the Akter, et al., (2017) suggestion. Thus, for acceptable convergent validity, the AVE=0.50 or AVE>0.50 must be found (Hameed, Nawaz, Basheer & Waseem, 2019; Ramayah et al., 2018).

Table 2 RELIABILITY				
	Cronbach's Alpha	**rho_A**	**CR**	**(AVE)**
COMPL	0.902	0.904	0.939	0.837
DISA	0.929	0.930	0.950	0.825
EXPP	0.951	0.953	0.960	0.773
PRDA	0.933	0.934	0.952	0.832
PRICA	0.883	0.888	0.927	0.810
PRMA	0.870	0.871	0.921	0.795
TECHIN	0.902	0.903	0.939	0.837

Besides the convergent validity, we also aimed to determine the discriminant validity, which is the extent that a model construct is unique or distinct from the other constructs (Ong & Puteh, 2017; Zahra, Hameed, Fiaz & Basheer, 2019). The AVE is also used for checking the discriminant validity. However, for discriminant validity, we are required to take square root for each AVE value associated to each latent construct. In this analysis, the obtained square root AVEs are expected to be larger in value than correlation of any two latent constructs. The cut-off point for AVE is 0.50 at least. Thus, discriminant validity in this research was achieved by comparing indicator loadings with the cross-loadings (Hair et al., 2017; Mikalef & Pateli, 2017).

Table 3 VALIDITY							
	COMPL	**DISA**	**EXPP**	**PRDA**	**PRICA**	**PRMA**	**TECHIN**
COMPL	0.895						
DISA	0.671	0.899					
EXPP	0.688	0.890	0.879				
PRDA	0.874	0.639	0.681	0.892			
PRICA	0.678	0.711	0.717	0.649	0.900		
PRMA	0.873	0.667	0.716	0.878	0.702	0.891	
TECHIN	0.811	0.670	0.653	0.867	0.629	0.861	0.905
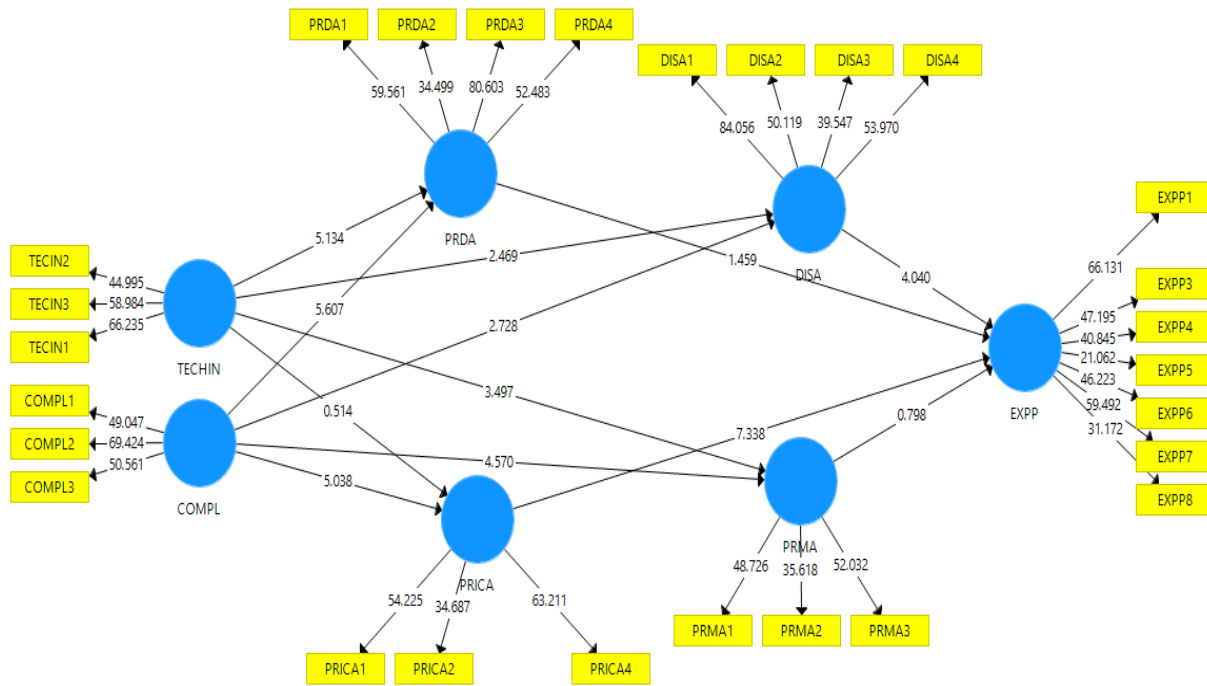
FIGURE 2
STRUCTURAL MODEL

All the above criteria have helped in estimating the measurement model in this study. Thus, moving on to the second model in PLS-SEM analysis, *i.e.,* the inner or structural model estimation. Similar to the MM, some of the key criteria that are used for structural model estimation include, the collinearity test, obtaining t and p statistics, observing path-coefficients' significance, and determining the predictive accuracy as well as the predictive relevance of the model.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
COMPL -> DISA	0.357	0.354	0.131	2.728	0.003
COMPL -> EXPP	0.519	0.517	0.110	4.700	0.000
COMPL -> PRDA	0.491	0.493	0.088	5.607	0.000
COMPL -> PRICA	0.616	0.615	0.122	5.038	0.000
COMPL -> PRMA	0.525	0.526	0.115	4.570	0.000
DISA -> EXPP	0.285	0.282	0.071	4.040	0.000
PRDA -> EXPP	0.084	0.085	0.058	1.459	0.072
PRICA -> EXPP	0.563	0.559	0.077	7.338	0.000
PRMA -> EXPP	0.056	0.063	0.070	0.798	0.213
TECHIN -> DISA	0.345	0.349	0.140	2.469	0.007
TECHIN -> EXPP	0.194	0.196	0.123	1.583	0.057
TECHIN -> PRDA	0.421	0.418	0.082	5.134	0.000
TECHIN -> PRICA	0.069	0.070	0.134	0.514	0.303
TECHIN -> PRMA	0.382	0.381	0.109	3.497	0.000

Table 4
DIRECT RELATIONSHIPS

Firstly, we performed the bootstrapping method to determine the statistical significance of t statistics, path-coefficients,. Since it is a resampling procedure, therefore we used 5000 resamples (Hair et al., 2016; Hair et al., 2017; Henseler et al., 2016). The subsamples help in estimating parameter estimates, such as, path-coefficients, and outer loadings, which are then used to derive S.E for the estimates. Using this information, we calculated the t-values to assess the significance of each estimate (Hair et al., 2017; Zahra et al., 2019). Thus, all the direct hypotheses have shown significant results.

Among all, the main criterion for structural model estimation is the coefficient of determination (R^2) (Hair et al., 2017; Henseler et al., 2016). It is a measurement that is used for explaining what percentage of variability of one factor is caused by the other factors that are related to this factor (Hair et al., 2017; Henseler et al., 2016). According to Hair, et al., (2016) and Henseler, et al., (2016), the R^2 value cannot fall below 0.15, as it is the minimum acceptable level. Therefore, we adopted a PLS algorithm procedure for measuring R-square. Although, adequate R-square value is obtained in this research *i.e.,* 0.75.

Table 5
R Square

	R Square
DISA	0.470
EXPP	0.868
PRDA	0.793
PRICA	0.461
PRMA	0.788

Furthermore, with the PLS-SEM algorithm, the other criteria were also observed. Cohen's (1998) proposed formula for obtaining the effect size was used to find the moderating effects in the model. The effect size is defined as the proportional effect of particular independent variables on the dependent variables that can be identified through R2 (Singh & Prasad, 2018). This measure enables to estimate the predictive ability of the underlying research model (Henseler et al., 2016).

Table 6
EFFECT SIZE

	DISA	EXPP	PRDA	PRICA	PRMA
COMPL	0.241		0.199	0.120	0.222
DISA		0.202			
EXPP					
PRDA		0.212			
PRICA		0.368			
PRMA		0.205			
TECHIN	0.338		0.146	0.201	0.118

Singh & Prasad (2018) predictive relevance test was performed as a last estimation criterion for the structural model. This test is a sample re-uses method which has the ability to effectively determine if the large complex model has any predictive relevance. This is usually determined through a blindfolding method (Hair et al., 2016; Henseler et al., 2016; Naala, Nordin, & Omar, 2017; Singh & Prasad, 2018).
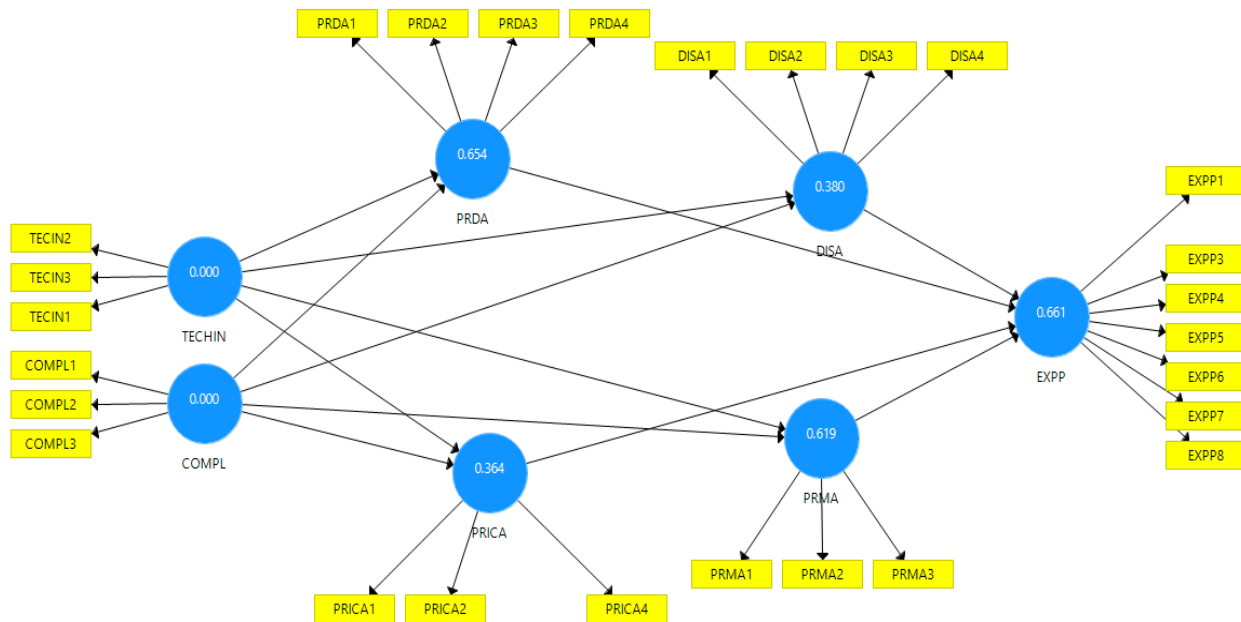
FIGURE 3
BLINDFOLDING'S

This procedure shows the empirical reconstruction of the collected data, using PLS parameters and the model (Naala et al., 2017). The predictive relevance of a model is obtained by computing the Q^2 value. If $Q^2<0$ it implies that model is poor and have no predictive relevance, on the contrary, greater than 0 value for Q^2 of latent variables show that model has predictive relevance.

<div align="center">

Table 7
Q SQUARE

	SSO	SSE	Q^2 (=1-SSE/SSO)
COMPL	651.000	651.000	
DISA	868.000	538.436	0.380
EXPP	1519.000	514.694	0.661
PRDA	868.000	300.521	0.654
PRICA	651.000	413.943	0.364
PRMA	651.000	248.339	0.619
TECHIN	651.000	651.000	

</div>

CONCLUSION

The main purpose of this research was to find out the impact of global experiences on the tendency to adapt the four key components of marketing mix. International experience has a vital part to play in the capability of the organization while they enter new markets and also to maintain their position in current markets. In this research that was conducted in Thailand the researcher wanted to identify if the global level experience would impact in the alteration of the marketing mix. Through this research the four components of the marketing mix were assessed for its relationship with international experience. The finding of proposition have been indicated as significant. They are contradictory with the outcomes of research by Iram & Mittal (2018)

who has proposed that activities for promotion of products adaptation are impacted by its differentiation and attractiveness and also for the development of brand image. In order to handle challenges for new customer acquisition and to maintain current customer there is a need to enhance brand image and well as to produce superior quality products to fulfill customer requirements and bring usefulness in their requirements.

The finding of this research shows that there is substantial correlation between the adaptation of promotional campaign or strategies with the competition level that are implemented by organization. Though this statement is in disparity to the earlier researches who have claimed the relation between competition levels that is directly linked with the aggressive marketing campaigns in order to influence the target customer segment. According to research carried out by Michael, et al., (2016) the results have shown that product and/or promotion adaptation are considered and implemented as the support for bringing export market competitiveness.

ACKNOWLEDGEMENT

REFERENCES

Akter, S., Fosso Wamba, S., & Dewan, S. (2017). Why PLS-SEM is suitable for complex modelling? An empirical illustration in big data analytics quality. *Production Planning & Control, 28*(11-12), 1011-1021.

Basheer, S.M., Awn, A., & Hassan, S. (2019). Exploring the role of TQM and supply chain practices for firm supply performance in the presence of information technology capabilities and supply chain technology adoption: A case of textile firms in Pakistan. *Uncertain Supply Chain Management, 7*(2), 275-288.

Birru, W.T., Runhaar, P., & Zaalberg, R. (2019). Explaining organizational export performance by single and combined international business competencies. *Journal of Small Business Management, 57*(3), 1172-1192.

Chari, S., & Balabanis, G. (2017). Marketing strategy and strategic environment performance sustaining configurations: A set-theoretic approach: An abstract. *Paper presented at the Academy of Marketing Science Annual Conference.*

Diakantoni, A., Pedersen, P.N., & Mkhitarian, A. (2018). WTO trade monitoring ten years on-lessons learned and challenges ahead. Available at SSRN 3418819.

Ekam, J.M.E. (2020). The mediating effect of brand trust on the influence of communication, price, and product quality on consumer purchase behaviour in a less-developed country. *Malaysian Management Journal,* 20, 87-97.

Gabrielsson, M., Seppälä, T., & Gabrielsson, P. (2016). Realizing a hybrid competitive strategy and achieving superior financial performance while internationalizing in the high-technology market. *Industrial Marketing Management*, 54, 141-153.

Hair, H.G.T.M., & Ringle, C. (2016). A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM): Sage publications.

Hair, M.L.M., Matthews, R.L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis, 1*(2), 107-123.

Hameed, B.M.F., Iqbal, J., & Anwar, A., Ahmad, H.K. (2018). Determinants of Firm's open innovation performance and the role of R & D department: An empirical evidence from Malaysian SME's. *Journal of Global Entrepreneurship Research, 8*(1), 29.

Hameed, N.M., Basheer, M.F., & Waseem, M. (2019). The effect of Amanah Ikhtiar Malaysia (AIM) on microenterprise success in Sabah state Malaysia. *Dialogue, 14*(2), 1819-6462.

Hatamifar, P., Darban, A., & Rezvani, M.R. (2018). Analyzing quality of supply chain management in hotels of Isfahan using the Partial Least Squares (PLS). *Journal of Quality Assurance in Hospitality & Tourism, 19*(2), 172-191.

Henseler, J., Hubona, G., & Ray, P.A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems.*

Hughes, M., Powell, T.H., & Chung, L. (2017). Institutional and resource-based explanations for subsidiary performance. *British Journal of Management, 28*(3), 407-424.

Iram, B., & Mittal, D.P. (2018). Effects of marketing strategies in organizational development. *International Journal of Advanced Multidisciplinary Scientific Research (IJAMSR), 1*, 10-18. ISSN: 2581-4281,

Jermsittiparsert, K., Joemsittiprasert, W., & Syazali, M. (2019). Impact of process and product modularity on competitive performance of Thailand manufacturing firms: Mediating role of supply chain quality integration. *International Journal of Supply Chain Management, 8*(3), 95-106.

Jiménez-Crespo, M.A., & Singh, N. (2016). International business, marketing and translation studies. Border Crossing: Translation studies and other disciplines. Amsterdam/Philadelphia: John Benjamins, 245-262.

Kaltiainen, J. (2018). Dynamics of trust, fairness, cognitive appraisals, and work engagement in organizational changes: Development and test of a theoretical model. Publications of the Faculty of Social Sciences.

Kang, H., & Shen, J. (2016). Global talent management: International staffing policies and practices of south korean multinationals in China', global talent management and staffing in MNEs. *International Business and Management, 32*. In: Emerald Group Publishing Limited.

Kraus, S., Meier, F., & Eggers, F. (2016). Standardisation *vs*. adaption: A conjoint experiment on the influence of psychic, cultural and geographical distance on international marketing mix decisions. *European Journal of International Management, 10*(2), 127-156.

Krupka, Z., Dosen, D., & Previsic, J. (2017). Antecedents of brand management adaptation/standardization and its influence on firms' performance. *Engineering Economics, 28*(3), 334-346.

Magnusson, P., & Westjohn, S.A. (2019). Advancing global consumer culture research. International Marketing Review.

Meyer, M. (2017). Cultural behaviour determinants of the global consumer. *Handel Wewnętrzny, 366*(1), 230-239.

Michael, M.S., Saban, G., & Abdurahman, A.Z.A. (2016). Factors affecting non-exporting small and medium enterprises' intention to export: Resource based approach. *Procedia-Social and Behavioral Sciences, 224*, 199-206.

Mikalef, P., & Pateli, A. (2017). Information technology-enabled dynamic capabilities and their indirect effect on competitive performance: Findings from PLS-SEM and fsQCA. *Journal of Business Research*, 70, 1-16.

Naala, M., Nordin, N., & Omar, W. (2017). Innovation capability and firm performance relationship: A study of pls-Structural Equation Modeling (Pls-SEM). *International Journal of Organization & Business Excellence, 2*(1), 39-50.

Ong, M. H. A., & Puteh, F. (2017). Quantitative data analysis: Choosing between SPSS, PLS, and AMOS in social science research. *International Interdisciplinary Journal of Scientific Research, 3*(1), 14-25.

Ramayah, T., Cheah, J., & Memon, M. (2018). Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0. In an updated guide and practical guide to statistical analysis: Pearson.

Rana, S., Salwan, P., & Anand, A. (2017). IMRPs and advancing international marketing education. *Journal of International Business Education, 12*(Special Issue), 267-290.

Roberts (2016). Consumer culture, branding and identity in the new Russia: From five-year plan to 4x4: Routledge.

Roberts (2018). Multinational business service firms: Development of multinational organization structures in the UK business service sector: Routledge.

Sanderson, I.J., & Mujtaba, B.G. (2017). Applying HRM policies and principles in the subsidiary: A comparison between Anglo-American and Chinese cultural contexts. *International Journal of Contemporary Applied Sciences, 4*(4), 48-60.

Sari, R.P. (2017). Marketing mix implementation in small medium enterprises: A study of Galeristorey online business. *Etikonomi, 16*(1), 115-126.

Singh, & Prasad, T. (2018). Application of PLS-SEM in modeling the significance of social valuation in the determination of entrepreneurial intention of business management students. *The IUP Journal of Entrepreneurship Development, 8*(3).

Somjai, S., Vasuvanich, S., Laosillapacharoen, K., & Jermsittiparsert, K. (2020). The impact of the greening of the supplier on competitive advantage: Does green innovation matter in Thai auto industry? *International Journal of Supply Chain Management, 9*(1), 54-61.

Sozuer, A., Altuntas, G., & Semercioz, F. (2017). International entrepreneurship of small firms and their export market performance. *European Journal of International Management, 11*(3), 365-382.

Tatoglu, E., Demirbag, M., & Reilly, D. (2016). Brand management practices in an emerging country market. In Handbook of Contemporary Research on Emerging Markets: Edward Elgar Publishing.

Thongrawd, C., Bootpo, W., Thipha, S., & Jermsittiparsert, K. (2019). Exploring the nexus of green information technology capital, environmental corporate social responsibility, environmental performance and the business competitiveness of Thai sports industry firms. *Journal of Human Sport and Exercise, 14*(5), S2127-S2141.

Yang, M., & Deng, P. (2017). Cross-Border M&As by Chinese companies in advanced countries: Antecedents and implications. *Thunderbird International Business Review, 59*(3), 263-280.

Zahra, M., Hameed, W.U., Fiaz, M., & Basheer, M.F. (2019). Information technology capability a tool to expedite higher organizational performance. *UCP Management Review (UCPMR), 3*(1), 94-112.

Zuzunaga, S.C. (2018). Impact of product adaptation on the export performance of coffee exporting companies in Lima 2018.