

# Facilitating Factors for the Success of Mobile Service Providers in Bangkok Metropolitan

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**Abstract**—The objectives of this research were to study the level of influencing factors, leadership, supply chain management, innovation, competitive advantages, business success, and affecting factors to the business success of the mobile phone system service providers in Bangkok Metropolitan. This research was done by the quantitative approach and the qualitative approach. The quantitative approach was used for questionnaires to collect data from the 331 mobile service shop managers franchised by AIS, Dtac and TrueMove. The mobile phone system service providers/shop managers were randomly stratified and proportionally allocated into subgroups exclusive to the number of the providers in each network. In terms of qualitative method, there were in-depth interviews of 6 mobile service providers/managers of Telewiz and Dtac and TrueMove shop to find the agreement or disagreement with the content analysis method. Descriptive Statistics, including Frequency, Percentage, Means and Standard Deviation were employed; also, the Structural Equation Model (SEM) was used as a tool for data analysis. The content analysis method was applied to identify key patterns emerging from the interview responses. The two data sets were brought together for comparing and contrasting to make the findings, providing triangulation to enrich result interpretation. It revealed that the level of the influencing factors – leadership, innovation management, supply chain management, and business competitiveness had an impact at a great level, but that the level of factors, innovation and the business, financial success and non-business financial success of the mobile phone system service providers in Bangkok Metropolitan, is at the highest level. Moreover, the business influencing factors, competitive advantages in the business of mobile system service providers which were leadership, supply chain management, innovation management, business advantages, and business success, had statistical significance at .01 which corresponded to the data from the interviews.

**Keywords**—Business success, mobile service providers.

## I. INTRODUCTION

At present the communication service has become the essential basic factor of human and its growth rate increases every day. It is the basic need in everyday life, so it resulted in the high competitiveness of the business of the mobile phone system service providers to speed up the development of new technologies and innovations of the service provision so that they can achieve the high competition in their industry among other producers of new technologies on the mobile phones and mobile phone system service providers in the aspects of sale and price, for example, the service of qualified strategies on sale promotion and pricing,

to render the customers the best choice that is appropriate to their demand.

Due to the competitive condition in 2555, all the mobile phone network business attempted to create new service innovations to reach the more competitive advantage in the industry getting from the extension of 3G business service networks on the same frequency wave of more country-wide efficiency. The trend in 2556 is considered a challenging starting point of the Thai communication industry resulted from the approval of 3G permit of the frequency at 2100 megahertz. In December of 2555 there was a change from a concession system into permit system in both levelling up the technological potentiality in Thai telecommunications and the support of the competition on the freer and fairer Thai telecommunication supervisory structure. Therefore, the business strategic direction will also affect the business success of the Thai mobile phone system service providers [1]. Duangsamorn [2]'s studying the business success of medium and small –sized enterprises in weaving and clothing industry found that the effective factors to the business success of medium and small- sized enterprises are the leadership in making changes, having prestige, intellectual activation, marketing focusing, supply chain management, customer relations, and the exchange of technologies and information. Tapanee [3]'s studying about the demand of mobile phone system service in Thailand found that because of the high competition, the outstanding affecting factors to the mobile phone system service are the sale promotion with lower calling cost per minute compared to the competitors; therefore, each provider tried to lower the calling cost per minute to keep their customers.

Ailada [4]'s studying about the effect of personal aspects with the mixture of marketing and the society to the intention of using the present mobile phone system. It was found that the personal social, family and friend factors with the marketing affected the present use of mobile phone system. The mobile phone system business must create its reliability and have the most participation in the using of mobile phones for the increasing of continuous loyalty level of the customers.

Therefore, the researcher is interested in studying on the issue of the factors that affect the business success of the mobile phone networks providers in Thailand because the knowledge gained from the research study can be used as a guideline to develop the business implementation of the providers in Thailand on the mobile phone networks to a success and can result in the income making into the economy system of Thailand.

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## II. RESEARCH METHODOLOGY AND RESULTS

The population and sampling of this research, Population is the providers or managers of the shops who are authorized by the company which do the business under the business contract using the trading mark, service marks, logo names, trading symbols as a franchise of the company who gives service of mobile phone system in Bangkok Metropolitan.

1. Advanced Info Service Limited (Public) Company or AIS which is Telewiz shop
2. DTAC Company which is Dtac Shop
3. True Company which is TrueMove Shop

Sampling is the provider or manager of the shop who is authorized by the company which is franchised to do the business under the business contract by using the trademark, service brand, and symbolized trade from the Companies which provide mobile phone service, AIS, DTAC, and True Move. The samplings were those who were chosen by randoming called Stratified Random Sampling applying Yamane Formula to calculate Sampling group at the reliability level of 95%. The sampling group contained 331 shops [6].

The Variables of this research are:

1. The independent variable means the leadership, innovation, supply chain management and competitive advantages.
2. The dependent variable means the business success the mobile phone system service providers in Bangkok Metropolitan can get.

The Research Hypothesis of this research are:

1. Leadership has positive direct outcome to innovation.
2. Leadership has positive direct outcome to supply chain management.
3. Leadership has positive outcome to the competitive advantages.
4. Innovations have positive outcome to the competitive advantages.
5. The supply chain management has positive outcome to the competitive advantages.
6. The competitive advantages have positive outcome of business success

### A. Methodology

This research study was a mixed method between a quantitative research and a qualitative research starting with the quantitative research as a survey implemented in the following steps:

1. Review papers, literatures, articles, related research studies and secondary information such as business implementation, competition situation, strategy and the business trend of the mobile phone system providers. Then the concepts, theories and knowledge were taken into consideration and make it into a composition of factors that can affect the business success of the mobile phone system providers in Bangkok Metropolitan.
2. Then the scope of the research study was set, and Populations who were the providers or managers authorized to do the business under the franchise of the companies giving service on the mobile phone system

using their trading marks, the service marks, logos, and trading symbols. The companies having the most market shares in Bangkok and the suburban areas are AIS, DTAC and TrueMove all together 1,932 shops.

3. Using the Yamane, at the reliability level of 95%, we set the size of samplings (Yamane, 1973, 85,141) [5] Using 331 shops, applying Stratified Random Sampling.
4. Create the gauge and let its qualification be inspected taking the standard of its reliability and its content validity by applying the internal consistency method of Cronbachs Alpha with the Alpha value of upper than 0.70. Then with the gauge, the questions were modified to be more appropriate before having 5 luminaries examine the content validity using Item- Objective Congruence Index- before being used as a tool in the study with the research samplings for the collected data.
5. The data analysis was done by using descriptive statistics: Frequency, Percentage, Average, Standard Deviation, skewness, Kurtosis and co-efficiency of variation: C.V.) of the extraneous variables which are continuous variables. After that a statistical analysis was used to compare the average value of the extraneous variables to measure the five confounding variables. The exploratory factor analysis was used with each variable before being checked for consistency in LISREL 8.52 (Amos Model).

For the qualitative approach, In-depth interviews were made to 6 providers of Telewiz, Dtac Center and TrueMove shops. The content analysis was applied for the data analysis to collect the agreeing and disagreeing views between the six interviewees.

## III. FINDINGS

The information from the samplings which were used in this study was basically on the business of the mobile phone system service in Bangkok and suburban areas. There were 331 providers mostly from branches of Telewiz shop for 38.07 per cent. 37.60 per cent of them run their business as limited companies, 60.20 per cent of the shops have 3-5 officers, 51.20 per cent of the shops are located in Bangkok and 45.62 per cent have 3-6 years of experience. In conclusion, the finding according to the first objective is that the average value of the factors affecting the business success of the mobile phone system service in Bangkok and the suburban areas is shown in Table I.

TABLE I  
LATENT VARIABLES ANALYSIS

Studied variable	Mean	S.D.	meaning
leadership	4.027	.467	high
innovation	4.261	.449	highest
Supply chain	4.063	.475	high
Competitive advantages	4.182	.502	high
Business success	4.250	.575	highest

Table I shows that the studied variables of the factors which are leadership, innovation, supply chain management,

competitive capability and business success, the variables: leadership, supply chain management and competitive.

Advantages are high in average level; while the variables: innovation and business success are the highest in average level. The innovation had the highest point at 4.261, the business success, the competitive advantages, the supply chain management and the leadership had the average level of 4.250, 4.180, 4.063 and 4.027 respectively.

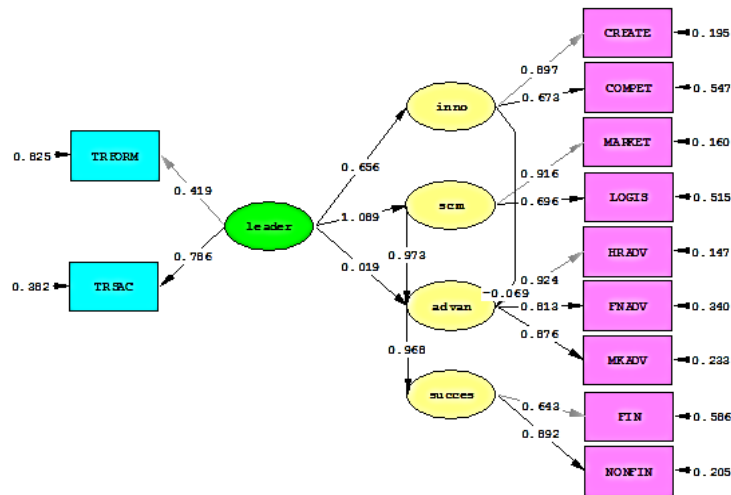
According to the second objective, it can be concluded that after the adjusted model, the analysis of the whole structural equation model of the causal factors affecting the business success of the mobile phone system service providers in Bangkok and the suburban areas is consistent to the empirical data with the concordant indicators as follows:  $\chi^2=4.91$ ,  $df=3$ ,  $p\text{-value} = 0.17831$ ; Relative  $\chi^2 = 1.636$ ; RMSEA = 0.044; SRMR= 0.009; GFI = 0.997; AGFI = 0.940; CFI = 0.998; CN = 758.371.

Fig. 1 The causal structural model on the business implementation of the mobile phone system service providers in Bangkok and the suburban areas.

From the modified structural equation model, it showed the direct effect, the indirect effect, the total effect between the latent variables presented as a Standardize score shown in Table II.

The outcome of the parameter co-efficiency estimation said that most of the effects are consistent to the set research hypothesis. It said the independent variables could be brought in for the explanations of the changes of the dependent variables: innovation, supply chain management, competitive advantages, and the organization success indicated in per cent of 43.0, 118.7, 89.5 and 93.7 respectively.

The researcher presented the study result of the hypothesis considering from the standardized regression coefficient of the variables (T value) and variable relationship direction from the modified equation structure model shown in Table III.



Chi-Square=4.91,  $df=3$ ,  $P\text{-value}=0.17831$ , RMSEA=0.044

Fig. 1 The causal of the modified structural equation model

Dependent variable	effect	Independent variable			Competitive capability
		Leadership	Innovation	SCM	
Innovation	D	0.656**	-	-	-
	I	-	-	-	-
	T	0.656**	-	-	-
SCM	D	1.089**	-	-	-
	I	-	-	-	-
	T	1.089**	-	-	-
Business success	D	0.019	-0.069	0.973**	-
	I	0.915**	-	-	-
	T	0.934**	-0.069	0.973**	-
	D	-	-	-	0.968**
	I	0.901**	-0.066	0.942**	-
	T	0.901**	-0.066	0.942**	0.968**

\*with statistical significance level at .05, \*\*with statistical significance level at .01

TABLE III  
THE STUDY RESULT OF RESEARCH HYPOTHESIS

Ho	relationship	$\beta$	t value	result
1	LEADER $\rightarrow$ INNO	0.656	7.133**	supported
2	LEADER $\rightarrow$ SCM	1.018	3.941**	supported
3	LEADER $\rightarrow$ ADVAN	0.019	0.068	Not supported
4	INNO $\rightarrow$ ADVAN	-0.069	-0.556	Not supported
5	SCM $\rightarrow$ ADVAN	0.973	3.518**	supported
6	ADVAN $\rightarrow$ SUCCES	0.968	11.439**	supported

The outcome of the hypothesis testing was that it corresponded with the set hypothesis: The leadership had the positive direct effect on the innovation ( $\beta=+0.656$ , t value=7.133) which was consistent to the hypothesis at the statistical significance level of .01 and the leadership had the positive direct effect on the supply chain management ( $\beta=+1.018$ , t value=3.941) which corresponded to the hypothesis at the statistical significance of .01, but the leadership did not have the positive direct effect to the competitive advantages ( $\beta=0.019$ , t value=0.068) which did not correspond research hypothesis: Innovation variables do not had direct positive effect on the competitive advantages ( $\beta=-0.069$ , t value=-0.556) which did not correspond research hypothesis. Supply chain management had the direct positive effect on the competitive advantage ( $\beta=+0.973$ , t value=3.518) which corresponded to the research hypothesis at the significant level of .01, and the competitive advantages had the direct positive effect on business success. ( $\beta=0.968$ , t value=11.439) which corresponded to the research hypothesis at the significant level of .01

#### IV. CONCLUSION

From the quantitative and qualitative analysis which reported the analysis according to the concept framework and research hypothesis using theories and related literature reviews, Useful findings were discovered for the business administration of mobile phone system service in Bangkok and suburban areas.

The researcher divided the research result into three parts:

1. The hypothesis testing result by the concept framework
2. The research regulation value
3. The value on theory and the practical utilization with the following details: leadership of transactional leadership which means the capability to convince others, high self-confidence, prudential, wide vision, leading others to target with problem-solving mind, capability on negotiation which corresponded to the research study of Duangsamorn [2]'s studied. and transformational leadership which means having prestige of intellectual stimulation, individual attention, target- directing determination, standard behavior of ethics of selflessness which can lead to respect [7].

The researcher had a supplement comment for the finding that leadership leading to the organization success had to be the leader who can create confidence in the followers' mind including his sincerity and enthusiasm in problem solving together. This corresponded to the faith of the business leader of the mobile phone system service towards the providers of

the branches [8]. He was the leader who paid good attention to the problem solving in co-operation with the providers by giving good advice.

Therefore before making any decision, the leader should provide the concept framework and systematic plan. He had to find information for the decision- making support. He had to listen carefully to the providers and had an art of listening. He had to admit that listening was the best learning. The researcher had the supplement comment to the research findings that the business organization having non-stop development on the forms and service to respond to the customer's need was very essential; especially, in the business of mobile phone system service which was considered a modern and new 'business of changing technologies.

It was necessary that attempts in resource administration to create new innovation in the forms that affect the long -term success because the business of the mobile phone system service providers is under the condition of effectiveness evaluation which has been considered with the success of the new goods development. About the factor on supply chain management, it affected the competitive advantages with the statistical significance responded to the hypothesis which was set that supply chain management was the administration process of procurement, storage, information technology, distribution of competitive advantages [9].

At present the mobile phone system service business is having higher competition. To be a leader in this business, one has to stress on the cost services and the customer's need meeting which is one of the process of supply chain management. This corresponded to Kwanpapassorn's [10] that marketing targeting is the important factor of supply chain management which is another name for logistic management that is the organizational culture that give importance to the profit making and the better value added to the customers and the stakeholders, so it needs the new technology management aiding the internal management of each organization to reduce time and the work process for the lowest cost to have competitive capability.

The factor on the competitive advantages affects the business success at the level of statistical significance corresponding to the set hypothesis. It was found that the advantages lay on the capability to create more outstanding different value of the goods or services than others or on the capability to promote or present the goods or services with the lower cost. Or either factor can bring the organization to the targeted success.

#### V. RECOMMENDATIONS

Based on the study, recommendations are made and divided into two parts as follows:

##### A. Suggestions to Practice

1. The mobile phone system service business should stress on the leadership, innovations, supply chain management, and the existing human resource management to be considered in the development and improvement to

correspond to the context of the organization to launch the competitive advantages.

2. The mobile phone system service business should stress on the creation of co-operation between both the internal and external organizations to provide the information exchange and modern technology transferring which were beneficial to the organizations.
3. The governmental sectors and other related organizations should promote a fair competition, a control on a low-cost logistic expenditure with the highest efficiency, and the provision of the provider trainings on supply chain management because the mobile phone system service business which is in an industry of the input, middle actions and the output. This industry here has an advantage compared to that of some neighboring countries which still have under developing technology. Therefore, it is essential to provide the chance, readiness, and the encouragement into this business investment for the benefit of the co-operational relationship between the mobile phone system service companies and the providers.

#### *B. Suggestions to Further Study*

In further study, it is suggested that we should make a national study of each region to view the overall picture of the mobile phone system service business in Thailand and also study the important factors of the end users whether and how these factors affect the business success.

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