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

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**RESEARCH SUMMITED IN PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
INTERNATIONAL PROGRAM, GRADUATE SCHOOL OF BUSINESS,
SIAM UNIVERSITY, BANGKOK, THAILAND**

2018

Title:	The Competitive Strategies of the International Program in Hotel and Tourism Management Department at Siam University Case Study Approach
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Academic Year:	2018

This independent study paper has been approved to be partial fulfillment of the requirement for the Degree of Master of Business Administration in International Business Management

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ABSTRACT

Title: The Competitive Strategies of the International Program in Hotel and Tourism Management Department at Siam University Case Study Approach

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Today, competitive strategy is one of the most important keys in the business world to develop a competitive advantage in order to gain a benefit in sustainable achievement. Finding the way of strategies, such as organizational structure, help to organize activities to make people interested in the program, and a marketing strategy to increase brand awareness and showcase the local environment that helps students to grow. This also helps to develop and to maintain the process of development in the international program in hotel and tourism management department at Siam University. So, the department needs to observe the competitive strategies and to know the weakness of the business before creating the strategies for gaining the benefit of competitive advantage of an achievement for long-term success.

Keywords: competitive strategies, achievement, university

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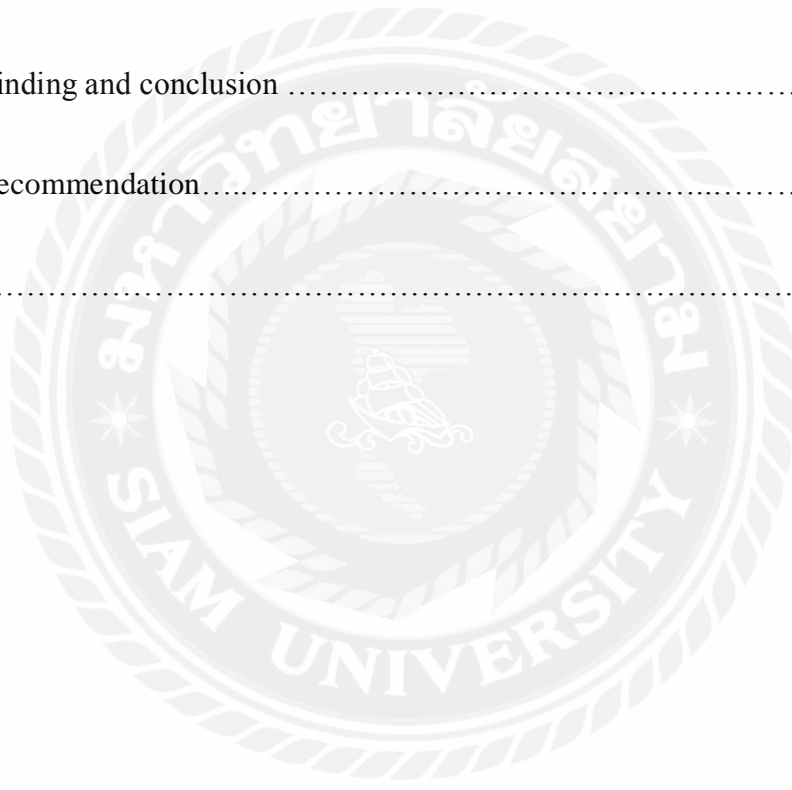
ACKNOWLEDGMENT

TABLE OF CONTENTS

CHAPTER 1

INTRODUCTION

1.1 Research Background

More than a hundred universities in Thailand attempt to be the highest ranking; therefore competition becomes a necessity (Rungfamai, 2011). Competition race becomes one of the most critical points in the business world (Henry, Haiyan & Kevin, 2009). There are many private universities continue to grow (Kamau, 2013) by changing the situation of the competitive strategies and effective implementation of policies (Yasar, 2010) 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 the business game (Johnson, Whittington and Scholes, 2011). It concerns with competitive strategies of performing to attain a sustainable competitive advantage by developing the main points of strategic such as organizational structures and marketing strategies (Lynch, 2006).

The strategy is a game plan which to set the rule of guidance to reach to the competitive advantage by making a decision of which policies 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 management has known the capacity of how to use and control the variety of strategies for reaching the goal (Syafarudin, 2016). To define the scope of the enterprise, procedures are the point of the goals, policies, and targets which can be missions, visions, options and resources of the department. Strategic management keeps and maintains long-term achievement by the

various function for the 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 and to find a way to be the highest company among the competition. Competitive strategy is a process to develop a competitive advantage. The method of being to becoming the best company is to have an excellent competitive plan to gain a competitive advantage (Syafarudin, 2016). Competitive challenge is up to recent times to build the space of the benefit of the business (Bakic and Hrabovski-Tomic, 2008) because it is the main one to measure the success of the market. According to McGee & Sammut-Bonnici (2014), to become a competitive advantage has to be achieved through strategic management to gain the benefit of competing in sustain. That is why most of the business like to find ways of strategies for increasing its competitors in the world of the market.

1.2 Research Problem

Education institutions face a growing number of complex challenges as competition, so an international program in hotel and tourism management department at Siam University become fewer new students in year by year. This program necessitates strategies to come up with competitive strategies by growing in numerous numbers through competition. To increase the competitive advantage required to find ways to be a winner (Nderitu, 2015). These days, there are very vital in the business environment by changing their motivation, structure, and strategies of management to competitiveness for modifying a conditional environment that surround them (Kuria & Waiganjo, 2016). Therefore, this study aims to analyze the effect of competitive strategies to be beneficial of the international program in hotel and tourism management department at Siam University by deciding the competitive

strategy and focusing on the various approaches that are available to gain a competitive advantage (Anyango, 2005).

1.3 The objective of the study

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

1.4 The scope of the study

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

1.5 Research Significance

The significance of this study is expected to be helpful to international program in hotel and tourism management department at Siam University by deciding the competitive strategies and focusing on the strategies that are available to gain a competitive advantage (Anyango, 2005).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the literature related to the topic: the competitive strategies of the international program in hotel and tourism management department University of Siam case study approach. It focused on the various strategies that are available to an institution to gain a competitive edge over its competitors.

2.2 Background of competitive strategy

The competitive strategy was a long term plan of motivation for the increasing achievement of competitive advantage over its competitors after checking the needs of all evaluation as strength, weakness, opportunities, and threats (SWOT) of comparing them to its own (Business Dictionary, 2018). According to McGee & Sammut-Bonnici (2014), it was the process of developing a competitive advantage for achieving through strategic management. The competitive strategy based on the business component to success in organizations achievement by creating the difficulty to imitate for competitors.

The firm operated in an environment that was very turbulent and the changes that take place in a situation by significantly influence the business activities. The strategy helped the firm related to its environment and served as a guide to the organization on what it was the organization which trying to do and achieve. Firms need strategies to enable them to overcome the competitive challenges they experience in an environment where they operated. A competitive, therefore, allows a firm to gain a competitive advantage over its rivals and

sustain its success in the market. A firm that did not have appropriate strategies cannot exploit the opportunities available in the market and would automatically fail. A strategy was, therefore, a critical factor for success in any market and management needs to craft it carefully to ensure proper fit within the environment within which it was operating (Kamau, 2013).

According to Kuria & Waiganjo (2016), there were a large-scale of using matrix tools which to respond competitive challenges of a market such as Ansoff Matrix, Porter matrix, Boston Consulting Group (BCG), Directional Policy Matrix (DPM) and Gap analysis. Understanding the factors of competitive strategy means attaining a sustainable competitive advantage for a long term success (McGee & Sammut-Bonnici, 2014). To develop competitive strategies were meanly developing the formula to complete the goal achievement by growing out of an understanding the rule of competition (Anyango, 2005).

The impact of competitive strategies on firm implementation to inspect in numerous studies (Yasar, 2010). To analyze and to decide that included in strategic management of an organization to create and maintain an advantage of the 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 identifying the mission, vision, and goals of organization to classify the resource implementation plans (Kamau, 2013). Therefore, this study guided strategic theory to determinate of competitive advantage among an international program of hotel and tourism management department at Siam University.

2.2.1 Organizational Structure

Organizational structure determined how the capacity of managed, controlled, assigned and coordinated toward the achievement of organizational to be a 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 growing of the future (Friend, 2018). According to Ingram (2018), is based on the objective and strategy which was the central part of the growth to attain sustainable benefit by ensuring in organizational to manage and control.

The organizational structure allowed for specialization within the functional areas and facilitates coordination among its members. However, in reality, individuals became insulated in their functional groups and failed to see or understand the other functions' jobs. It could lead to coordination problems. Operating efficiencies afforded by grouping specialists together in technical areas with a traditional chain of command becomes a barrier to the cross-function communication and coordination needed effectively to implement multiple market strategies (NG'ENOH, 2013).

The organizational structure was the framework of helping employees to get success in their job. The importance of organizational structure was to maintain the hierarchy in the business environment and to grow a 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 a structure by making more natural change through an 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 operations of the transaction were the critical components of corporate design, culture, arrangement, and activities in the highly

competitive business environment by increase organization that could reply to new activities and more important coordination (Hernaus, Aleksic and Klindzic, 2013).

According to Mathur & Nair (2016), the organizational structure was the process of competitive advantage which responsible for different functions such as the framework of managing, controlling, leading, organizing and working in a group which maintains the process of sustainable competitiveness. To analyze, the organizational structure had to manage and sustain the advantage of the competitive strategy. It was the process of identifying the mission, vision, and goals of organizations to implement the policies and plans for achievement (Kamau, 2013).

The main part of the 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 succeed in competition (Mathur and Nair, 2016). The framework of organizational structure was interconnecting on leading (leadership, motivation, and teamwork), controlling (process), and organizing (culture, activities, arrangement, and organization design) to decide the job and coordination of work (Monavarian, Asgari, & Ashna, 2007). So organizational structure constructed the factors to organize and coordinate the member activation in the workplace (Rezayian, 2005).

2.2.1.1 Leading

Leading assisted themselves and other colleagues to set regulation, to solve the problem and to create something new for the future as to place the priority of the achievement (Eisenhower, 2017). Leadership was a part of the management which process of activities for the goal achievement by influencing the structure of the organization (Investopedia, 2018). Leadership had an ability as a manager to influence the junior or group to work with self-

confident and to realize a goal. They were required to develop future vision and to drive the organization member for successfulness of the company (Juneja P, MSG).

Leadership was a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. A leader could be defined as a person who delegates or influencing others to act so as to carry out specified objectives. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task was a highly structured and the leader has a good relationship with the employees, effectiveness would be high on the part of the employees. The study further revealed that democratic leaders take great care to involve all members of the team in discussion and could work with a small but highly motivated team (Nanjundeswaraswamy and Swamy, 2014).

Barchiesi et al1 (2007) measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviors, attitudes. They found that high leadership indexes were not related to past performance records but associated both to the higher potentiality of enhanced performance and to the higher reputation of organizations, pointing in the direction of a significant influence of behavioral complexity and dynamics on the leadership perceived level. A mechanism of leadership styles affecting team innovation in the private research centers investigated the relationship between different leadership styles and team innovation with the mediating effects of knowledge sharing and team communication.

The power of leading influence in the process of the desired manner to achieve in desired goals. Leadership was an important part of the business because it could change the weak business to become the strong business by developing strategies and leading the process if with a good leadership but the bad leadership could destroy the business from strong to weak even a strong plan (Oracle, 2012).

Leadership played a main part of the business to be a success in any organization by building the intention of achieving in the definite plan. According to Mosadeghrad and Yarmohammadian (2006), successful of organizational was a part of leadership as management that to make the strategy of a business plan and to gain a sustainable competitive advantage.

Leadership was not only to lead the followers, but it was the relationship for a long term goal with the group member and also to be a successful team component of the competition. The skill of leadership was to encourage and support the followers who would like to get achievement in organizational goal (Gordon, 2015). Leadership was the potential influence in various strategies, achievements, maintenances, and organizational developments.

Organization influenced by leadership (Niaz, 2017), so organization required leaders to inspire followers to look ahead problem of outlook and to focus on competition (Nanjundeswaraswamy and Swamy, 2014). The process of leadership development influences on various strategies as to achieve the objectives, to continue the process, and to motivate the cooperation (Syafarudin, 2016). Leadership was an important role which guided to gain benefits in competition (Tiwary, 2012).

2.2.1.2 Controlling

Controlling was an important part of competitive strategies such as guiding, planning, organizing and leading by desire the achievement of organizational goal. It expressed to set the quality, to evaluate actual performance, and to correct action when the process was not being made (Wikipedia, 2018). A part of the controller had to accompany the process of the management to determine the goals, to plan and control the process of the business, and to

take an obligation for the success of the business. Controlling was great among of coworker which had the ability to influence people, to make the decision of the process, and to control the way of confirming that the process of organization was achieving its goals (Divestopedia, 2018).

The management system needed to provide a direction to the overall process of the business and steer the organization towards the realization of such goals that the business had set for itself. The management control system run like a thread through the system and acts as a backbone which supports the organizational system. The needed of the control system was to maintain that desired state of activity in the business. Information about the actual state of the organization was compared with the desired state, and if there was a major deviation, corrective actions are taken (Dutta, 2011).

According to Siddiqui (2015), controlling was a function of planning, organizing, and leading which checks and corrects the mistake as a part of management by providing the basic achievement of the future. It was a great value and importance in the part of the business. The advantage of controlling was to supply correct information for the process of making a decision and maintaining the situation of a business.

Controlling supplied with an influence on employee achievements in an organizational goal (Malmi and Brown, 2008) to have an effect on sustainable competitive advantage from the process (Adler and Chen 2011; Mundy 2010). Controlling was a part of an important job of management which looks over mistake to success in an organization of competition. It was the latest function of management process which presents after planning, organizing, and leading to control the process of on the way to the goals (Yourarticlelibrary, 2017).

As Dutta (2011) said an organization consisted of many functions and the control system must ensure that the multiple formations of the organization run in tandem. The control systems were designed to assist the management to run the business in an orderly way with a realistic description of the goals of the organization.

Controlling in competitive strategy was being challenged in a strategic environment. It could be a positive influence in the organization of competitive strategies (Bin-Nashwan, 2017). It was the competitive strategies that could produce sustainable competitive advantage (Simons, 2000; Widener, 2007) by using managerial decision making, planning, and organizing activities to change the role of competences (Merchant & Otley, 2007) to reach to the goal. Controlling was an important factor of rating (Lovstal and Jontoft, 2017) to maintain the success of the competitive advantage. The target of controlling was to maintain the successful achievement from the present to the future to gain benefit in sustainable competitive advantage (Vuko and Ojvan, 2013).

2.2.1.3 Organizing

Organizing was assisting to train people for creating the social movement that concerned with the relationship between people, work and resources which have the same achievement in a common goal (Akrani, 2011). According to Haimann (2013), organizing was the process of grouping by creates some of the activities that related to the business and to control the correlation between them that work together with the same objective for accomplishing goals. Organizing was a type of grouping people to complete the substitute of responsibility for the purpose of achieving an objective that a person's individuality cannot be done (Mathur and Nair, 2016).

The purpose was to create a framework for the performance of the activities of an organization in a systematic manner. It was important to note that the term organization should not be used in the same sense as organizing. Organizing was a function of management, while organization refers to a group of persons who had come together to achieve some common objectives. The process of organizing refers to identifying and grouping of activities to be performed, defining and delegating authority, casting responsibility and establishing relationships to enable people to work together effectively in accomplishing objectives (Majeed, 2011).

As Farooq (2011) said, the occupation of organizing was to determine the activities, to perform and create the department and to establish the relationship between various parts of the department in an organization. The intention of organizing was to achieve through people-to-people and people-to-work relationships, especially for the enterprises objective as well as the function of organization culture, activities, and organization design. Organizing was also including the function of an individual job as well as the manner in which the duties of decision making and organization design (libraries, 2015).

Organizing became important when two or more people work together to gain the benefit of the achievement. It creates and maintains a rational relationship between a colleague and a different department by conducting for specific activities in an enterprise (Antic and Sekulic, 2005). Organization mentions the method of movement and duty in separately. Organizing had to arrange them as a high-performance working system by opening mind discussion which part of the department they inspire to learn and develop themselves that can lead to obtaining the sustainable competitive advantage of the business (Mathur and Nair, 2016).

Organizing was an exceedingly efficient of competitive strategy in its competitors over a long times period that influencing in sustainable competitive advantage (Jurevicius, 2013). Gaining competitive advantage was evaluated from the organizing because it had to regularly find a new competitive strategy to develop in contemporary competitive advantage. In this section, organizing was one of an important framework for analyzing, identifying and developing a competitive advantage.

2.2.2 Marketing Strategy

The marketing strategy was as a section of a business plan. According to Duermyer (2018), the marketing strategy was a small part of the business plan which deals with the essence of the business to reach the goals. According to Management Study Guide (MSG), the marketing strategy was to understand the plan in detail 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 reaching the goal of the achievement to become a sustainable competitive advantage (Wikipedia, 2018). Marketing helped to improve the required of the market segmentation and helped consumers to know how is different with competitors (Business.gov.au, 2018).

The direct outputs of marketing strategy making processes were marketing strategies. While definitions of marketing strategy vary, the literature seems to hold a strong consensus about the content of the marketing strategy. At its simplest, the marketing strategy was agreed to have two necessary components: a definition of the target 'market' and a statement of the 'value proposition' aimed at that target. This dual-component view of marketing strategy was sufficient to differentiate marketing strategy from strategies relating to other non-marketing functions such as research and development or manufacturing and from other non-strategy aspects of marketing management such as tactical actions. It provided little guidance,

however, as to the quality of a marketing strategy. Even a weak marketing strategy could be stated in terms that contain definitions of market and product. The literature concerning marketing strategy content was noticeably lacking in providing indications of desirable marketing strategy properties (Smith, 2002).

The marketing strategy was looking ahead of the marketing mix, the environment of the business and the other that related to 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 have 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.

The marketing strategy was as a brainstormed to create how to gain an advantage of the competitors in an organization marketing plan. The marketing strategy was a part of a marketing plan in the organizational structure to distribute advertising and marketing tools for developing competitive strategies by implement marketing plan (Bradley, 2018). That was focused on what the establishment wants to achieve for the business and marketing efforts. It was corporate with the 5Ps of marketing such as product, price, place, promotion, and people to grow high achieving marketing objectives (Duermyer, 2017).

Making a decision of strategic marketing from the point of view of the movement of competitors to understand the competitor's marketing plan to influence the competitors in a part of the marketing for the future. The objective of the marketing strategy in organizational development was to indicate (Levie, 2006). There was a plan to attain the goal in marketing

to be specific in segmentation marketing (Walker and Mullins 2008; Kotler, Armstrong, 2009).

2.2.2.1 Planning

Planning was a basic function with a strong result for the business which included decision before the action takes place as how it was being done, what was it done, when was it done and who would make it done (Business Jargons, 2018). It was the process of thinking about the movement for achieving of the business and a first movement of the business for the result of the success which responsibility about creation and maintenance of a plan for the success of the business in the future (Wikipedia, 2018). Planning was the main point and creative component in the process of management by setting the objective and selecting the best way to achieve the goals (Pettersen, 2012).

The process of strategic planning by which leaders of an organization determine what it intends to be in the future and how it will get there. To put it another way, they develop a vision for the organization's future and determine the necessary priorities, procedures, and operations (strategies) to achieve that vision. Included were measurable goals which were realistic and attainable, but also challenging; emphasis was on long-term goals and strategies, rather than short-term (such as annual) objectives. Strategic planning assumed that certain aspects of the future could be created or influenced by the organization. Strategic planning was ongoing; it was the process of self-examination, the confrontation of difficult choices, and the establishment of priorities". Strategic planning involves "charting a course that to

believe was wise, then adjusting that course as to gain more information and experience (Blatstein, 2012).

As Brahanpure (2014) said, planning was the most important for every level of management in the business. It was helped to work more done within a short time. To make a plan was to make some part of the objective ensure that it would be the right path to reach the goals. Activities from all of the business planning of an organization would be useless if there was no planning in the first (Samiksha, 2018).

Planning was important, especially in project planning for the business. If the projects were a strong plan, it would be more successful, if the insufficient plan, it would lead to a failed project (Serrador, 2013). To have a plan for the business was a good way for the future but its plan had to deal with both expected and unexpected condition (Bradley, 2018). The process of the planning was to expose the target of the achievement, to formulate an action plan of the achievement, to generate the requirement, and to guide the entire plans to main target (Business Dictionary.com, 2018). It helped to push the quality of the people to get more done in a short time by improving on the productivity of an organization (Brahanpure, 2014).

Planning was raised organizational effectiveness by showing to the right direction of an organization to achieve the aim (Akrani, 2012). There was the main point of an achievement that needed to focus on the process of the plan and had to follow the best options to get benefit from all planning (Shapiro and Mathur, 2015). It could be reaching the goal before other competitors. Planning was the process to establish the best way of strategic methods that to think in order to achieve for the future sustainable development. Planning was a key of decision making (Slavolijub, Srdjan and Predrag, 2015) to improve efficiency

by ensuring that the plan was on the correct path with the goal to be an achievement (Brahanpure, 2014).

2.2.2.2 Social Media

Social media was a type of online marketing that through from the internet (Rouse, 2011). In this technology generation, social media was an essential type of internet marketing or online marketing where people were easy communicating, discussing, sharing, and bookmarking. It was a special opportunity for marketing business by using social media to promote the name of the business. Social media was an interesting thing for the business because it was fun (Ward, 2018). If the company had great marketing in social media, it could bring the success of the business (Schmid, 2018).

Social Media related to a self-generated, authentic conversation between people about a particular subject of mutual interest, built on the thoughts and experiences of the participants. Therefore, Social Media was definitely all about sharing and aiming at a collective vision, often intending to offer a more-appropriate or informed choice at the end. Furthermore, Social Media changed over time as it allowed people to generate the content in a participative way whenever they wanted to add an additional piece of information. Social Media was also evolving constantly as they were part of internet high technologies, which were modified regularly with additional or replacing features (Arca, 2012).

Social media included producing and distributing within the network by posting, texting, uploading photos, and uploading video as well as in network advertising to be successful in marketing goals of business life (Kim, 2014) by spending 6 hours per week to increase the marketing of the business without cost. It could be gain more benefit with no cost for doing marketing, promoting that concerned with the business. Social media was an

important part of every marketing strategy because it was the main component to be a success in marketing in these technology generations (Blue Fountain Media; Adams, 2017).

Social media was a rapidly changing landscape and new social media sites were popping up all the time. Be on the lookout for new and emerging resources. Depending on the industry which in, certain types of social media might be more relevant than others. For example, those in the travel industry will find a site like Trip Advisor a useful social media tool. In addition, the use of social media might be more prevalent in some industries than others and would work differently for businesses in different fields. It was important to find out if and how customers and prospects were engaging with social media (Ontario, 2013).

Marketing of social media was the best trend and fast-growing method to reach to the target. As Hafele (2011) said, it could stimulate the customer to distribute the text of marketing to personal contact by creating some activities. For the company which left behind the technology would lose a competitive advantage. Instead of spending time in social media, making advantages with media was one of the strategies to gain the competitors while wasting time through the social network that can be beneficial to gain an advantage by a part of the marketing to the competitors for the future achievement.

Nowadays there are many online shopping influences on Facebook, Instagram, Wechat, Line and the other that connect with the internet. According to Hubspot, 2012, the average of spending online activities hours was more than other activities such as shopping, gaming, browsing, multimedia, news, and email so there was an opportunity for business to do marketing in a social network. Social media was the easy and fast growing marketing business through the internet because the world was becoming more socially by using internet which could gain a more beneficial achievement of competitive advantage.

However, the internet had produced for businesses to come to the competition field. It could gain the benefit of the business if the company knows how to take advantage of the new tool as social media. The business which left behind network tool would not have to get the opportunities to gain a competitive advantage of the competitors (Orr, 2012). Social media was a strong tool that had the ability to make good judgments of the business could use to increase the opportunities for success (Hatter, 2018).

2.2.2.3 Advertising

Advertising introduced the company to the market. As Arora (2016) said, advertising was an evaluation purpose which created something exists in the business world by allowing the company to gain the benefit from customers' attention. It helped to inform the customers about the availability of the brand in the marketplace. It could also be defined as a non-personal promotional presentation of products and services through media. In advertising, non-personal mean there was no face-to-face with the customers which could describe by creating awareness to be in the mental potential of the customers. The intention of advertising was to inform or influence people by through via TV, newspapers, radio, internet, sponsorships, posters, magazines, journals, mailers, contests, billboard, clothes and events (Oktbellaa, 2013).

In an advertising situation, the symbols by which the messages were encoded were pictures or written or spoken words and the communication channels were newspapers, magazines, posters, and radio, TV or even the Internet. A mass communication tool, like advertising, was more suitable for geographically dispersed several thousands or millions of audience who were categorized as consumer buyers, based on the type of recipients. Further,

the levels of awareness possessed by the recipients may differ. Therefore, groups of people at different levels of awareness require different approaches to be made to them. These differences could be attributed by reference to three models described which illustrate the progression from an individual's lack of awareness of a product's existence to a firm held the view of that product's attributes (Singh & Sahin, 2015).

Advertising was an essential thing in society today's competition. It helped to inform and to spread the awareness of the company in the marketplace. It could be the highlight of the marketing to build the trust of the customers because it would influence the behavior of customers (Arora, 2016). Most of the business used advertising for completing many kinds of goals in different media for reaching to specific markets. In reality, advertising helped to reach business achievement (Greene, 2018).

Competition in advertising had been wide-ranging in competitive marketing (Corvi and Bonera, 2008). One method to gain a competitive advantage in the business was to set the strategy of the advertising. The company had to offer the first advertising to attract the people aware of the business. Good advertising could make people interesting in the company (Kurtus, 2007).

Advertising was not only for the products and service but also for education and mass selling. There were education advertisements such as to promote the name of the establishment and to promote educational services which have become school and university promotion advertisement. Advertising also a part of the achievement in business by presenting, giving information to targeting audiences through media such as newspapers, magazines, catalogs, booklets, posters, radio, television, calendars, transport, etc. Advertising also gives the various type of information about the place, quality, and the guarantee of the

university. The aim of advertising has increased the large-scale of competition in the business (Kullabs, 2018).

2.3 Past Research

This chapter presents a review of the literature on the topic the competitive strategies of the international program in hotel and tourism management department at Siam University. The study was to observe the way of growing and changing by coming up with several measurements of the program at University. This measurement involved the enhancement continuous such as organizational structure which coordinates of an organization, leading that support the followers to focus on process, controlling, and planning which maintains the process of organizing, marketing, leading, planning, social media, and advertising for the achievement, marketing strategy that helped to improve the market segmentation, planning was the right path with minimum mistake to get benefit achievement and social media which similar with marketing but that through from internet and fast-growing method to reach to the goal.

CHAPTER 3

CONCEPTUAL FRAMEWORK

Figure1. The competitive strategies of the international program in hotel and tourism management department at Siam University

(Bin-Nashwan, 2017; Bradley, 2018; Brahanpure, 2014; Corporation, 2018; Duermyer, 2017; Eddine, 2015; Gordon, 2015; Lovstal and Jontoft, 2017; Mathur and Nair, 2016; McGee & Sammut-Bonnici, 2014; Mundy 2010; Nanjundeswaraswamy and Swamy, 2014; Niaz, 2017; Predrag, 2015; Shapiro and Mathur, 2015; Slavolijub, Srdjan and Kim, 2014; Syafarudin, 2016;)
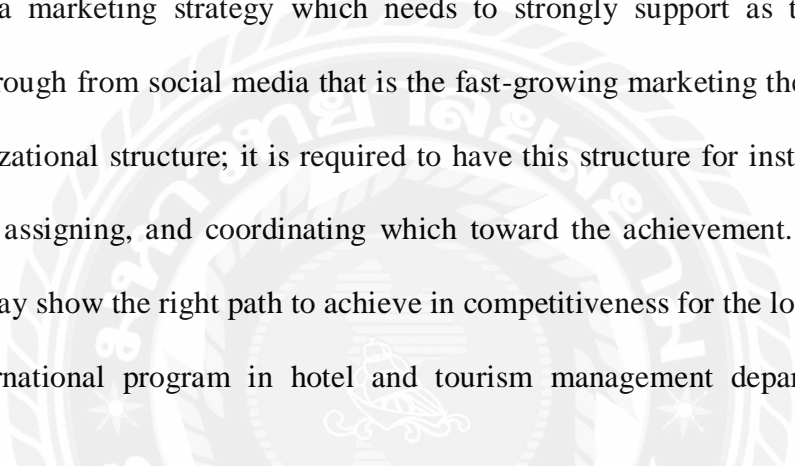
CHAPTER 4

FINDING AND CONCLUSION

From the finding of this study was to gain effective competitive strategies to achieve in a sustainable competitive advantage for an international program in hotel and tourism management department at Siam University. The sought of the 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 the international program in hotel and tourism management department at Siam University have attained effective competitive strategies to continue to exist for competition. To find the right path of competitiveness was for gaining competitive advantage achieved through the best strategies for an international program in hotel and tourism management department at Siam University. There were competitive strategies as the organizational structure of controlling and leading, the 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.

CHAPTER 5

RECOMMENDATION

The study recommends that the benefit of competitive strategies of the 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 the main key of competition to gain the 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 these days. Other is an organizational structure; it is required to have this structure for instance managing, controlling, assigning, and coordinating which toward the achievement. These variable strategies may show the right path to achieve in competitiveness for the long term success of the international program in hotel and tourism management department at Siam University.

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