

# The Roles of Proactive Practice Management Effect on Integration Management Strategy, Business Cooperation Efficiency, Innovation Management Capability, and Business Success: The Case Study of Textile Industry

บทบาทของการจัดการการปฏิบัติการเชิงรุกที่มีผลกระทบต่อกลยุทธ์การจัดการบูรณาการ ประสิทธิภาพความร่วมมือทางธุรกิจ ความสามารถในการจัดการนวัตกรรม และความสำเร็จทางธุรกิจ: กรณีศึกษาอุตสาหกรรมสิ่งทอ

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## บทคัดย่อ

การวิจัยเชิงประจักษ์ในครั้งนี้มีวัตถุประสงค์หลักเพื่อทดสอบความสัมพันธ์ระหว่างกลยุทธ์การจัดการบูรณาการ ประสิทธิภาพความร่วมมือทางธุรกิจ ความสามารถในการจัดการนวัตกรรม และความสำเร็จทางธุรกิจ โดยมีการจัดการการปฏิบัติการเชิงรุกเป็นตัวแปรแทรก และเพื่อให้ครอบคลุมเนื้อหาของกรวิจัยจึงได้นำทฤษฎีบูรณาการมาใช้เพื่ออธิบายกรอบแนวคิดนี้ ประชากรและกลุ่มตัวอย่างได้เลือกกลุ่มผู้ประกอบการส่งออกสิ่งทอของประเทศไทย จำนวน 574 บริษัท โดยสถิติที่ใช้ในการทดสอบสมมติฐาน คือ การวิเคราะห์การถดถอยด้วยวิธีกำลังสองน้อยที่สุด (Ordinary Least Squares Regression Analysis) ผลการศึกษาพบว่า กลยุทธ์การจัดการบูรณาการมีผลกระทบเชิงบวกต่อ ประสิทธิภาพความร่วมมือทางธุรกิจและความสามารถในการจัดการนวัตกรรมอย่างมีนัยสำคัญทางสถิติ นอกจากนี้ ประสิทธิภาพความร่วมมือทางธุรกิจและความสามารถในการจัดการนวัตกรรมมีผลกระทบเชิงบวกต่อความสำเร็จทางธุรกิจอย่างมีนัยสำคัญทางสถิติเช่นเดียวกัน ทางด้านบทบาทของตัวแปรแทรกนั้นพบว่า การจัดการการปฏิบัติการเชิงรุกมีอิทธิพลต่อความสัมพันธ์ระหว่างประสิทธิภาพความร่วมมือทางธุรกิจและความสำเร็จทางธุรกิจ ซึ่งการจัดการการปฏิบัติการเชิงรุกนี้ถือเป็นปัจจัยเบื้องต้นที่สามารถกระตุ้นการประสานงานที่ช่วยให้ธุรกิจประสบความสำเร็จได้ ดังนั้น การจัดการการปฏิบัติการเชิงรุกนี้จึงทำหน้าที่ในบทบาทของตัวแปรแทรกได้อย่างสมบูรณ์ ซึ่งการนำผลการวิจัยไปใช้ประโยชน์ทั้งทางด้านทฤษฎีและด้านการบริหารจัดการจะได้นำเสนอต่อไป

**คำสำคัญ:** กลยุทธ์การจัดการบูรณาการ ประสิทธิภาพความร่วมมือทางธุรกิจ ความสามารถในการจัดการนวัตกรรม การจัดการการปฏิบัติการเชิงรุก ความสำเร็จทางธุรกิจ

## Abstract

The purpose of this empirical research is to examine the relationships among integration management strategy, business cooperation efficiency, innovation management capability, and business success via proactive practice management as a moderator. In order to complete the research, the integration theory is adopted to explain this conceptual framework. Furthermore, the populations and samples selected are Thailand's textile exporters from 574 companies. The statistics used to test hypotheses is the OLS regression analysis. The results show that the integration management strategy has a significantly positive impact on business cooperation efficiency and innovation management capability. The business cooperation efficiency and innovation management capability have a significantly positive effect on business success; besides, the moderating role of proactive practice management has a significantly positive influence on the relationships between business cooperation efficiency and business success. Proactive practice management has stimulating coordination as an initial factor which is helpful to business achievement; accordingly, the role of moderating effect is supported fully. Theoretical and managerial contributions are further described.

**Keywords:** Integration Management Strategy, Business Cooperation Efficiency, Innovation Management Capability, Proactive Practice Management, Business Success

## Introduction

The progressive industries and technologies are important to develop firms' functions for enhancing the capabilities among competitions. The great planning is the heart of the strategic management process and assigned global marketing strategy to be suitable for constantly changing environments (Chae and Hill, 2000). Several firms expect to obtain business sustainability and attempt to seek for the techniques and R&D capabilities to generate differences and adaptability rapidly (Chang, 1995). The firm success or failure is dependable on imposing various activities, understanding the nature of market, and network coordination (Zou and Cavusgil, 1996). Furthermore, the human resource management is vital to generate competitive advantages, values, and uniqueness, leading to their innovation practice that is congruent with dynamic market effectively (Harvey, Buckley, and Novicevic, 2015). Especially, the culture diversity is a reflection-

on customers' needs distinctively that make the firms learn the approach to develop new products with creative skills to meet the needs precisely (Douglas and Craig, 2015). Additionally, functional effectiveness must rely on the good relationship to both internal and external firms, reciprocally to build trust and transfer knowledge to be flexible and superior to the rivals (Hitt, Keats, and Yucel, 2015).

Currently, firms have quickly obtained the external pressures such as changing market trends, client expectations, and the competitions, intense fluctuations in terms of supplier materials along with shift technologies. All mentioned can make the firms unpredictable and mistaken in their tasks. The challenge to operating business is to improve operational processes to enhance various capabilities and human resources, innovation, advanced technology, and partnership towards managing integrated strategies effectively (Singh, Oberoi, and Ahuja, 2013). Firms are aware of integrating

practices concurrently and difficulty to concrete implementation (Simon and Douglas, 2013). Indeed, the weakness of the firms is inefficient communication and technological backwardness which do not cause values of coordination (Rouzies et al., 2005). Moreover, firms have applied high technologies and modern operations to be more achievable (Wegberg and Witteloostuijn, 2001). Thus, this research intends to fill the gap of integration management strategy to develop a functional and managerial operation system completely for the firms. The highlights of integration management strategy as variously combined factors are simultaneously appropriate along with creating the competitive advantages as well.

The main purpose of this research is to test the relationships among integration management strategy, business cooperation efficiency, innovation management capability, and business success via proactive practice management (a moderator). In addition, the research questions are as follows: (1) how does integration management strategy have an effect on business cooperation efficiency and innovation management capability?, (2) how do business cooperation efficiency and innovation management capability have an influence on business success?, (3) how does proactive practice management moderate the relationships among business cooperation efficiency, business success, the innovation management capability, and business success? This research is firstly organized through literature reviews, involved in integration management strategy and all constructs in a conceptual model to link the relationships and develop hypotheses. Secondly, description is

done through the empirical investigation of the research methods, the instrument verification, the statistics and equations to test hypotheses. Thirdly, the analysis regarding results and corresponding discussions are presented. Fourthly, the findings of the current study are to offer the summarized ideas of theoretical and managerial contributions along with suggestions for future research.

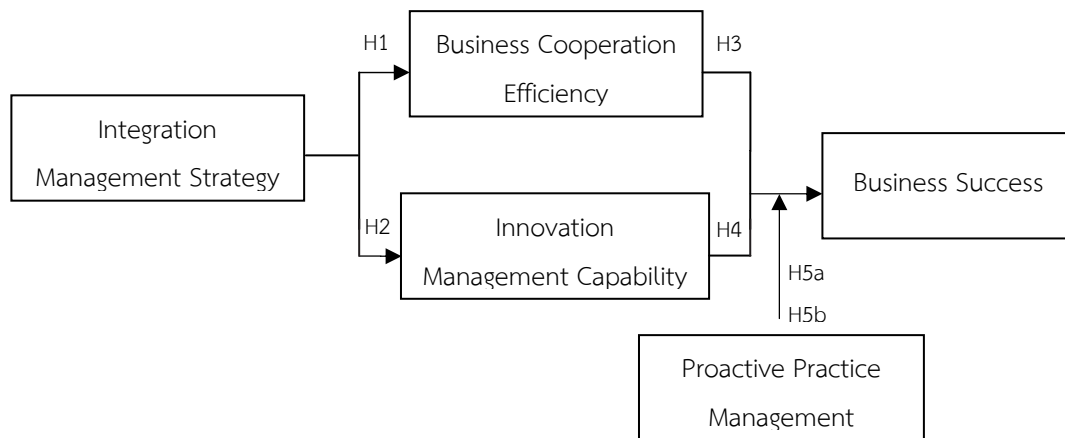
### Relevant Literature Reviews and Hypothesis Development

This research is based on an integration theory to explain the relationships of conceptual framework. The integration theory has focused on participating in various activities across departments to enhance the chance of recognition and the process of performance insight (Webb et al., 2011). An integration concept is a key to success with a collaborative process to exchange knowledge and share resources to gain the goal achievement (Kahn and Mentzer, 1998). Additionally, an integration strategy is to support the ability of the firms to merge specific resources to value added and increase the speed of the integration process that helps save costs and increase more benefits (Homburg and Bucerius, 2005). Likewise, the role of integration is to develop the capability, responsiveness, marketing changes, and customers' demands effectively which cause intelligence and competitive advantages (Lyu, Roger and Simms, 2010). Especially, integration management strategy is able to generate the uniqueness from the quality standards that make operate systematic and inimitable techniques (Simon, Karapetrovic and Casadesus, 2012). The effectiveness of coordination and communication is an important factor of the

integration capability which results in the great cultures, a close relationship, and teamwork (Bruhl, Horch, and Osann, 2010). Therefore, this research has applied the integration theory to describe previous phenomena relevant to

integration management strategy and business success along with developing the linkage of each construct to design the conceptual framework and hypotheses as below:

**Figure 1 Conceptual Model of Integration Management Strategy and Business Success: Evidence from Textile Industry**



Control variables: Firm size, Firm age

### Integration Management Strategy

The integration management is deemed to develop the systematic performance to be advantageous to both internal and external organizations (Kerr, Rouse and Villiers, 2015). Firms have used the integration approach suitable to dynamic environments. Currently, the dominant strategy is a technique of combination between local adaptability and globalization to prescribe a decision concerning infrastructures, HRM practices, and reformation for high efficient outcomes (Boudreau, Ramstad, and Dowling, 2015). Here, integration management strategy is defined as an operation for blending activities, developing specific functions, staffing participation, sharing knowledge, and resolving problems to enhance performances and obtain quality and standard (Simon, Karapetrovic, and Casadesus, 2012). Moreover, the technology integration capability plays a role

of effectiveness in cooperation and communication, bringing about operational processes completely (Bruhl, Horch, and Osann, 2010). In addition, integration management strategy is a new way to promote firms to have potential in greatly systematic management and create business opportunities effectively. Therefore, the hypotheses are proposed as follows:

**Hypothesis 1:** *Integration management strategy will be positively related to business cooperation efficiency.*

**Hypothesis 2:** *Integration management strategy will be positively related to innovation management capability.*

### Business Cooperation Efficiency

Business cooperation efficiency refers to the firms which possess the ability of management to generate commercial networks, causing learning and collaborating systematically

(Erakovich and Anderson, 2013). Firms are attempting to create the great relationship by means of technologies, particularly in transferring information and learning to facilitate coordination (Fan, 2008). From R&D management, leadership is influential to cooperation and able to build commitment and expertise in operations (Sofo, Leong, and Sofo, 2012). The firms will manage various events consistent with inter-departments along with inter-organization growing rapidly (Tang and Shapira, 2012). Besides, business cooperation efficiency has focused on adapting new technologies to develop process operations, bringing about modern businesses and linkage relationship between firms effectively (Barnes, Raynor, and Bacchus, 2012). Therefore, the hypothesis is proposed as follows:

**Hypothesis 3:** *Business cooperation efficiency will be positively related to business success.*

#### **Innovation Management Capability**

Innovation management capability is defined as the firm which has the ability to learn, improve, and apply new techniques to functional effectiveness (Bieraugel, 2015). The innovation has occurred from collaborative arrangement and obtained diverse information to both internal and external firms to support R&D activities and offer new products to markets (Stamm, 2004). Success innovation comprises of renewal products, services, and values to generate uniqueness of the firm and respond to market demand perfectly (Giesen, et al., 2007). Furthermore, innovation capability and competitive advantages are based on intellectual capital that promote skills and workforce along with working conditions

which are sophisticated differently (Lindgren, Saghaug, and Knudsen, 2009). Moreover, marketing trend requires more multiple skills of people to versatile operations and readiness to environmental changes. This innovation capability perspective is appropriate with dynamic competitions of interfirm that makes the firm different and superior concerning performances (Lichtenthaler, 2016). Hence, the hypothesis is proposed as follows:

**Hypothesis 4:** *Innovation management capability will be positively related to business success.*

#### **Business Success**

Business success refers to the operational outcomes of the entity in terms of profits and non-profits (Elbanna and Naguib, 2009). Accordingly, the firms have emphasized on combination to operate exporting markets which are deemed as an important approach of integration management strategy that brings about achievement. The potential of the firms to access new markets depends on firms' understanding regarding cultures and their technological capability (Zhang and Tansuhaj, 2007). Moreover, the strong management of the firms is the combination between technology capabilities and low cost-difference strategy that demonstrate superior performances (Parnell, 2011). Business success will occur because firms have continuously operated improving skills and employees' abilities, combining and practicing learning, and encouraging participation to decrease the barriers of operations and increasing benefits for themselves (Tsai and Yen, 2008).

## Proactive Practice Management

The research defines proactive practice management as firms' capability to develop operations and skills to build advantages and respond to changing environments efficiently (Srinivasan, Rangaswamy, and Lilien, 2005). Management practice continuously intends to improve delivering quality standard performances and decrease costs, leading to outstanding ability for the firms (Kagaari, 2011). The professional of proactive management relies on replication and adaptation to use the technique expertly to respond to various situations precisely (Sieg, et al., 2012). Likewise, firms have realized that advanced technologies help produce new products and services to customers' needs and the most satisfaction (Haro-Dominguez, Ortega-Egea, and Tamayo-Torres, 2010). Furthermore, the capability of proactive is based on personal skills and team building in activities suitable for situations to overcome the rivals and protect the loss of business opportunities (Davis, 2006). Therefore, the hypothesis is proposed as follows:

**Hypothesis 5:** *Proactive practice management will positively moderate the relationship between (a) business cooperation efficiency and business success, and (b) innovation management capability and business success.*

## Research Methods

### Sample Selection and Data Collection

#### Procedure

The researchers were interested in textile - exporting industries in Thailand and selected them as the populations and samples. The tendency of textile exports had increased the

rate of growth, and consumer demands are constant. In addition, the export value of textile sub-sectors increased continuously while the public sectors helped support exports as well. The enterprise information, totally 574 enterprises, was from the list recorded in database of Thailand's exporter directory, Department of Export Promotion, Ministry of Commerce, Thai government (<http://www.depthai.go.th>). Moreover, this study operated and collected data via a set of questionnaires mailed directly to the presidents, the executives, or the managers of the firms who possessed proficiency and business experiences highly. They were key informants appropriately of this research. The unit of analysis was justified by the firms. Besides, the findings of a survey showed that the 151 questionnaires were responded, but 33 questionnaires were undeliverable because there were no recipients and business dissolution. Thus 144 questionnaires were usable. When the survey was completed and evaluated to find the effectiveness of reply, this research had a response rate by 26.62% that reflected creditability and suitability for a further analysis (Aaker, Kumar and Day, 2001; Keegan and Lucas, 2005, p.159).

Furthermore, the procedure to estimate non-response bias was conducted via t-test statistic. Comparing to the demographic information of textile businesses, i.e. business model, type of business, the nature of production, working capital, average income, and market area, it demonstrated that there was no distinction between early and late responses (Armstrong and Overton, 1977). Thus, non-response bias was not concerned with gathered data.

## Variables

The measurement of each construct in the model was estimated with multiple-item scales. All items were measured by five-point Likert-type scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The variable measurement of dependent, independent, moderating, and control variables were described as follows: **Business success (BSU)** was measured by the operational outcomes of the firms and achievable goal effectively in both profits and non-profits (Elbanna and Naguib, 2009). This construct was developed from definition and literature reviews, including five-item scale. **Integration management strategy (IMS)** was estimated by the degree of blending operation, activities, participation, sharing the resources collectively, appropriately, and effectively (Simon, Karapetrovic, and Casadesus, 2012). This construct was developed from definition and literature reviews, including five-item scale. **Business cooperation efficiency (BCE)** was assessed by the level of the organizational ability and functions to create business relationships to collaborative systems (Erakovich and Anderson, 2013). This construct had developed a new scale from definitions and literature reviews, including five-item scale. **Innovation management capability (IMC)** was rated by the ability to arrange and learn new knowledge for developing potential and implementing technological effectiveness (Biraugel, 2015). This construct had developed a new scale from definitions and literatures reviews, including four-item scale. Proactive practice management (PPM) played a role of moderating effect on this conceptual model and was able to be evaluated by the degree of the capability to operating with expertise to generate competitive advantages and respond to environment changes rapidly (Srinivasan,

Rangaswamy, and Lilien, 2005). This construct was developed from definition and literature reviews, including four-item scale. **Firm size (FSI)** was measured by a number of both full-time and temporary employees of the firms and indicated the power of productivity (Nakata, Zhu, and Izberk-Bilgin, 2011). Firm size might affect on the cooperative potential. Here, firm size was assigned as a control variable. **Firm age (FAG)** was assessed by the period and experiences of firms' operations to be existent (Kumar and Yakhlef, 2014). Indeed, the period of operations should be creditably included to business experiences and capability to overcome barriers; therefore, firm age was assigned as a control variable.

## Methods

This study was conducted to check validity and reliability to ensure that they were greatly acceptable instruments when verified (Houston, 2004; Ping, 2004; Pesamaa, Ericksson, and Hair, 2009). Estimating items developed and adapted from previous research through confirmatory factor analysis (CFA) was to ensure precisely measured items. Thus, when the items had been extracted, there should have been only one factor. It was a factor loading, 0.563 - 0.910, which the rule-of thumb mentioned that a factor loading should have been greater than 0.40 as statistical significance (Nunnally and Berstein, 1994). In addition, reliability was assessed, and the consistent level of large variables reflected stability although repeatedly (Ping, 2004). The statistics which showed reliability was Cronbach alpha coefficients as 0.839 - 0.890 and it was higher than the 0.60 cut-off value (Hair et al, 2006). Hence, the scale of measurement was appropriately useful to further analysis and was shown as below.

**Table1 : Results of Measure Validation**

Constructs	Factor Loadings	Cronbach Alpha
Integration Management Strategy (IMS)	0.668-0.860	0.855
Business Cooperation Efficiency (BCE)	0.563-0.901	0.868
Innovation Management Capability (IMC)	0.796-0.904	0.887
Business Success (BSU)	0.742-0.902	0.839
Proactive Practice Management (PPM)	0.831-0.910	0.890

The research selected the Ordinary Least Squares Regression Analysis (OLS), to test all hypotheses of this conceptual framework which focused on proactive practice management playing a role of a moderator. Each procedure clearly presented the influence of variables on

business success both directly and indirectly along with integrating firm size and firm age that were defined as dummy variables for the test in this study. Accordingly, the model of relationships among variables was able to be shown in equation models depicted below.

$$\text{Equation 1: } BCE = \alpha_{01} + \beta_1 IMS + \beta_2 FSI + \beta_3 FAG + \epsilon_1$$

$$\text{Equation 2: } IMC = \alpha_{02} + \beta_4 IMS + \beta_5 FSI + \beta_6 FAG + \epsilon_2$$

$$\text{Equation 3: } BSU = \alpha_{03} + \beta_7 BCE + \beta_8 FSI + \beta_9 FAG + \epsilon_3$$

$$\text{Equation 4: } BSU = \alpha_{04} + \beta_{10} IMC + \beta_{11} FSI + \beta_{12} FAG + \epsilon_4$$

$$\text{Equation 5: } BSU = \alpha_{05} + \beta_{13} BCE + \beta_{14} IMC + \beta_{15} PPM + \beta_{16} (BCE * PPM) + \beta_{17} (IMC * PPM) + \beta_{18} FSI + \beta_{19} FAG + \epsilon_5$$

## Results and Discussion

The result of correlation analysis of all variables is presented in Table 2. The correlation analysis is conducted to verify the relationships between variables in a conceptual model. The relationships among variables should not immoderate the findings which demonstrate correlation coefficient which is not over 0.8 (Hair et al, 2006). Additionally, this research has analyzed a variance inflation

factor (VIF) and finds that the VIF values range from 1.022 to 6.907. As mentioned above, correlation analysis has examined VIF values less than 10, which the rule-of-thumb is able to ensure independent variables in this conceptual model (Neter, William, and Michael, 1985). Accordingly, this research is without any multicollinearity problem, and it is able to conduct and analyze these data in the next procedure.

**Table 2 : Descriptive Statistics and Correlation Matrix**

Variables	Mean	S.D	IMS	BCE	IMC	PPM	BSU	FSI	FAG
IMS	3.85	0.58	1.00						
BCE	3.95	0.62	0.66***	1.00					
IMC	3.91	0.70	0.73***	0.87***	1.00				
PPM	3.95	0.67	0.74***	0.79***	0.84***	1.00			
BSU	3.33	0.63	0.58***	0.44***	0.44***	0.47***	1.00		
FSI	1.76	0.63	0.14	0.27***	0.26***	0.20***	0.33***	1.00	
FAG	2.38	0.75	0.33	0.07	0.14	0.14	0.25***	0.56***	1.00

\*\*\* p<0.01, \*\* p<0.05 (N=144)

Table 3 presents the OLS regression analysis to investigate the influence of integration management strategy on the consequences and the moderating role of proactive practice management. The finding exhibits that integration management strategy has a significant positive effect on business cooperation efficiency ( $b_1 = 0.634, p < 0.01$ ). According to the finding of Wang and Fesenmaier (2007), they explained that to understand the nature of individual was the heart of coordination and collaboration which were able to generate and maintain business networks to develop to sustainable relationships and enhance competitiveness. In addition, the highlight of integration is organizational culture improvement to gain internal benefits, good image improvement, and external benefits (Simon and Douglas, 2013). **Hence, Hypothesis 1 is supported.**

The result demonstrates that integration management strategy has a significantly positive impact on innovation management capability ( $b_4 = 0.708, p < 0.01$ ). Congruence with the result of Fenema, Keers, and Zijm (2014) describes that interfirm is often shared to various services to build values and adapt structures and new ideas across departments through innovative technologies to facilitate more efficiently operations. Likewise, firms own the ability to arrange the communication with diverse channels to inform various information and knowledge to staffs and consumers, bringing about accessibility and recognition rapidly (Tsai, 2005). **Thus, Hypothesis 2 is supported.**

The results provide that both the business cooperation efficiency and the innovation management capability have a significant positive influence on business success ( $b_7 = 0.392, p < 0.01$ ;  $b_{10} = 0.374, p < 0.01$ ),

respectively. Previous research explained that functional integration caused adaptability in turbulent environments which helped understand different demands and decisions accurately (Nakata, Zhu, and Izberk-Bilgin, 2011). In addition, firms have realized flowing information which is a critical activity of the new product development to success that requires cooperation and communication between different operations (Mathew, Joglekar, and Desai, 2010). Indeed, the factors determining innovative performance and firm growth include resource specification, technology acquisition, advanced knowledge, and process innovation to incorporate a coherent system (Gungor and Gozlu, 2012). Therefore, Hypotheses 3 and 4 are supported.

Furthermore, the research has paid attention to moderating effect and stimulated the relationships to meet expectations. And the findings show that the moderating role of proactive practice management of the relationship between business cooperation efficiency and business success is positively significant ( $b_{16} = 0.844, p < 0.01$ ). Congruence with finding of Goedhuys and Veugelers (2011) indicates that combination between products and a new process is able to improve firms' potential and performances. On the contrary, the proactive practice management has a negative significant on innovation management capability and business success ( $b_{17} = -0.873, p < 0.01$ ). Possibly, the practice management stimulates low innovation and is inappropriate for turbulent situations that firms should develop the new ways to perform and adapt better (Besner and Hobbs, 2012). Additionally, the result (Bas, Mothe, and Nguyen-Thi, 2015) shows that a negative influence of this practice management

influences on process innovation because firms lack coordination and connection with partnership without sharing techniques, difficulty and unsuccessfully affecting on improving new products. Besides, the proactive practice

concentrates on competitive advantages and best practice quickly which, in fact, needs time to adaptation. Hence, Hypothesis 5a is supported while hypothesis 5b is not.

**Table 3 : Results of OLS Regression Analysis**

Independent Variables	Dependent Variables				
	BCE	IMC	BSU	BSU	BSU
IMS	0.634*** (0.062)	0.708*** (0.057)			0.765*** (0.099)
BCE			0.392*** (0.076)		-0.037 (0.127)
IMC				0.374*** (0.076)	-0.110 (0.153)
PPM					-0.078 (0.120)
BCE*PPM					0.844*** (0.153)
IMC*PPM					-0.873*** (0.148)
FSI	0.471** (0.156)	0.308* (0.143)	0.326* (0.191)	0.389** (0.189)	0.126 (0.161)
FAG	-0.153 (0.148)	0.068 (0.136)	0.264 (0.177)	0.180 (0.177)	0.459 (0.148)
Adjusted R <sup>2</sup>	0.463	0.549	0.242	0.231	0.516

<sup>a</sup>Beta coefficients with standard errors in parenthesis, \*\*\* p < 0.01, \*\* p < 0.05, \* p < 0.10

## Contributions and Future Directions for Research

### Theoretical Contribution and Future Directions for Research

This research emphasizes on the relationships between integration management strategy and business success via proactive practice management as a moderator and has applied a integration theory to explain phenomena of strategic management to implementing the competitive advantages effectively. Hence, the discoveries of theory are: the research

(1) has attempted to develop integration management strategy, enhances firm achievement, and link each construct which becomes new concepts of empirical research. An integration theory helps verify the association among variables in a conceptual model efficiently, (2) expands the boundary of strategic management literature as underlying integration theory is to create the prominence of collaboration to enhance competitive advantages to the firms and discover new different knowledge in previous research, and (3) expands the boundary of

integration theory and the aspects of integration management strategy to be able to help firm succeed continuously and demonstrate the new perspective of strategic management in Thailand's contexts. Accordingly, this research believes that integration management strategy will increase the potential to competitions for the firms which follow an integrated concept.

### Managerial Contribution

This research is helpful to the managing directors or managers of the firms to be aware of various factors relevant to operate an international business that leads to success. Especially, the directors have an important role to select strategies to fit fluctuating situations in the world markets along with creating strength and uniqueness in firms' products and services to be recognized. The findings will assist to deeply understand management in an export business which is an important factor for integration management to business cooperation efficiency, innovation management capability, and supporting the firms successfully. Besides, proactive practice management will encourage the potential on creating trust and sharing traditional cultures; whereas, reciprocally learning something new and sharing various techniques of work pertaining to participation will bring about enhancing operations. Therefore, the role of moderating effect of proactive practice management has illustrated significance in respect of the great coordinate operations, quality of management, and principle of competition to support directors analyzing and evaluating circumstances for skilled businesses.

### Conclusion

This study examines the relationships among integration management strategy, co-

operation efficiency, innovation management capability, and business success via proactive practice management as a moderator. The paper is survey research that studies the textiles-exporting businesses in Thailand, totally 574 companies. Truly, the instrument for collecting data is a set of questionnaires mailed to the presidents, the executives, or the managers of the firms who are appropriately selected as the key informants. The unit of analysis is justified by the firms. The statistic used to test hypothesis is the OLS regression analysis. The finding presents that the integration management strategy has a significantly positive influence on business cooperation efficiency and innovation management capability. In addition, the business cooperation efficiency and innovation management capability have a significantly positive influence on business success. Likewise, the moderating role of proactive practice management has a significantly positive influence on the relationships between business cooperation efficiency and business success. Accordingly, proactive practice management is able to promote coordination as an initial factor which is helpful to businesses' success seeing that it is the role of moderating effect supported completely. A negative effect finding of a moderator is able to reflect the reality that the executives should be aware of practices continuously and create attitudes to changes. In the future, the research ought to attempt to add more literature reviews to seek for new factors for the development of the new constructs related to integration management strategy which is expected to help discover new knowledge and solve various operational problems of the firms efficiently.

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