

Factors for Success in Doing Business Between China and Thailand

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Abstract

This paper aims to develop and validate a comprehensive model of success factors for conducting business between China and Thailand, addressing a critical gap in holistic, empirically-grounded frameworks. Methodology: A mixed-methods approach was employed, beginning with a quantitative survey of 440 entrepreneurs in Sino-Thai joint ventures. Data was analyzed using Second-Order Confirmatory Factor Analysis (CFA) to validate the proposed model. Subsequently, in-depth interviews with 30 experts—comprising successful entrepreneurs, academics, and trade association leaders—were conducted to triangulate and enrich the quantitative findings. Findings: The analysis confirms a robust six-factor model for business success: (1) Business Relationship, (2) Effective Business Communication, (3) Trade Compliance Capability, (4) Business Network Development, (5) Business Resilience and Flexibility, and (6) Logistics and Supply Chain Management. The model demonstrates strong statistical fit with the empirical data and is corroborated by qualitative expert insights, which highlight the interdependent and dynamic nature of these capabilities. Implications: The validated model provides a strategic roadmap for managers, highlighting the interconnected capabilities required to navigate the complexities of the Sino-Thai business environment. For policymakers, it identifies key areas for support, such as regulatory training and network-building initiatives, to enhance the competitiveness of domestic firms in this critical economic corridor.

Keywords: Sino-Thai Business, Success Factors, International Business, Dynamic Capabilities, Mixed-Methods Research, Emerging Economies.

1. Introduction

The economic relationship between the People's Republic of China and the Kingdom of Thailand has evolved from a traditional trade partnership into a deeply integrated, symbiotic, and strategically vital axis in Southeast Asia. For over a decade, China has stood as Thailand's foremost trading partner, a relationship underscored by significant and growing trade volumes. Between January and November 2023, the total trade value reached \$116.9 billion, marking a substantial 41.02% increase from the pre-pandemic period in 2019. This trade is characterized by a structural asymmetry: Thailand is a key supplier of agricultural products and raw materials, with exports of fresh fruits alone accounting for nearly one-fifth of its total exports to China, while it imports high-value-added goods such as electrical machinery, mechanical equipment, and chemical products. This dynamic resulted in a significant trade deficit of \$23.2 billion for Thailand in the first eight months of 2024, highlighting the high stakes and complex nature of the economic interplay.

Beyond trade, the relationship has matured into a complex, asymmetric economic integration driven by strategic investment. In recent years, Chinese Outward Direct Investment (ODI) into Thailand has surged, representing a strategic recalibration in response to global geopolitical shifts, most notably the persistent trade tensions between the United States and

China. Chinese firms increasingly view Thailand as a critical node in reconfigured global supply chains, a "China +1" manufacturing and logistics hub to mitigate geopolitical risks. This investment is not indiscriminate; it is sharply focused on high-technology and future-oriented sectors within Thailand's flagship Eastern Economic Corridor (EEC), including electric vehicles (EVs), digital economy infrastructure, and advanced manufacturing. In 2023, Chinese ODI into Thailand reached approximately \$2.02 billion, a significant increase from \$1.27 billion in 2022, signaling a deeper embedding of Chinese industrial capacity within the Thai economy.

This deepening integration, however, presents a profound dilemma for entrepreneurs and managers. While the opportunities are abundant, the operational landscape is fraught with challenges. Thai businesses face intense price competition from a flood of low-cost Chinese goods, a phenomenon that has led to the closure of many local small and medium-sized enterprises (SMEs) (Walker, 2024)¹. Furthermore, navigating the Sino-Thai business corridor requires contending with formidable non-market barriers. These include complex and often opaque regulatory environments, significant cultural distances in business practices, and the necessity of sophisticated innovation and human resource management strategies (Chung, 2019)². The challenges are reciprocal; just as foreign firms face regulatory and cultural hurdles in China, the growing presence of Chinese investors in Thailand necessitates their adaptation to Thai laws and business norms. This creates a dual-sided challenge where success hinges on a bilateral adaptive capability. Despite the critical importance of this economic relationship, existing academic literature often examines these success factors—such as cultural adaptation, supply chain management, or regulatory compliance—in isolation. A holistic, empirically validated, and integrated model that captures the multifaceted capabilities required for success remains conspicuously absent.

This research seeks to address this gap by developing and validating a comprehensive model of success factors for doing business between China and Thailand. The study pursues three primary objectives: (1) to assess the current level of key success factors among entrepreneurs operating in the Sino-Thai corridor; (2) to empirically test and validate a hypothesized six-factor structural model of business success; and (3) to develop this validated model into a practical framework with actionable implications for both managers and policymakers. The principal contribution of this paper is, therefore, the creation of an integrated model that is not only theoretically grounded but also empirically robust, offering a much-needed strategic compass for navigating one of Asia's most dynamic and complex economic partnerships.

2. Conceptual Framework and Literature Review

To construct a robust model of business success, this study draws upon a synthesized theoretical foundation that integrates classical and contemporary perspectives on international business. The framework is primarily anchored in the Dynamic Capability Theory, which posits that sustainable competitive advantage in volatile environments stems not from static resources, but from a firm's ability to "integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (Teece, Pisano & Shuen, 1997)³. This theory provides the central logic for viewing the identified success factors as a set of interconnected, adaptive capabilities rather than a static checklist. This core is supplemented by insights from

Internationalization Theory, particularly the Uppsala Model, which explains the traditional, learning-based approach to foreign market entry (Johanson & Vahlne, 1977)⁴, and New International Trade Theory, which clarifies the role of economies of scale and product differentiation in shaping modern trade patterns (Krugman, 1980)⁵. Together, these theories provide a comprehensive lens through which to conceptualize and test the proposed six-factor

model of success.

The Six-Factor Model of Business Success

Based on an extensive review of the literature, this research hypothesizes that success in the Sino-Thai business context is a second-order construct composed of six principal, first-order latent factors. These factors represent an integrated system of dynamic capabilities, where each element enables and reinforces the others.

1. **Business Relationship:** This capability refers to the ability to cultivate and sustain high-quality, long-term relationships founded on trust, commitment, and mutual understanding. In the context of Sino-Thai business, this extends beyond transactional interactions to encompass a deep appreciation for cultural norms. Central to this is the concept of *Guanxi* (personal connections and social networks), which is critical for navigating the Chinese business landscape (Gu, Hung and Tse, 2008)⁶. Success requires adherence to relational norms and shared values, which form the bedrock of commitment and trust, as conceptualized in the Commitment-Trust Theory of relationship marketing (Morgan & Hunt, 1994)⁷.
2. **Effective Business Communication:** This is defined as the competence to manage and bridge cross-cultural communication gaps, encompassing both linguistic and non-verbal dimensions. It involves not only clarity and accuracy of the message but also the strategic selection of appropriate communication channels—recognizing, for instance, when a face-to-face meeting is culturally necessary versus when an email suffices. Research on Thai-Chinese workplace interactions highlights that differences in communication styles can lead to significant misunderstandings, making this capability essential for effective negotiation, collaboration, and relationship management (Li, 2017⁸; Villegas-Puyod, 2022⁹).
3. **Trade Compliance Capability:** This factor represents the organizational capacity to understand, navigate, and adhere to the complex and constantly evolving web of international trade laws, customs regulations, sanctions, and technical standards governing Sino-Thai commerce. This capability is a direct response to the significant "regulatory challenges" that foreign companies face when dealing with China (Chung, 2019)². A proactive and robust compliance capability transforms a potential barrier into a strategic advantage, minimizing risks of delays, fines, and reputational damage while ensuring smooth cross-border operations.
4. **Business Network Development:** This capability involves the strategic creation, maintenance, and leveraging of a diverse portfolio of networks. It includes formal strategic alliances with partners who offer complementary resources and market access, as well as the cultivation of social capital through informal relationships. This concept resonates strongly with the historical success of the "bamboo network" of overseas Chinese entrepreneurs, who leveraged kinship and community ties to build economic power (Weidenbaum & Hughes, 1996)¹⁰. In the modern context, it involves systematically building operational, personal, and strategic networks to access information, resources, and opportunities (Ibarra & Hunter, 2007)¹¹.
5. **Business Resilience and Flexibility:** Framed directly by Dynamic Capability Theory, this is the firm's ability to anticipate and adapt to environmental shifts, seize emerging opportunities, and transform its operations and strategies in the face of disruptions. In the volatile Sino-Thai corridor—subject to geopolitical tensions, economic fluctuations, and sudden policy changes—this capability is paramount for survival and long-term growth. It encompasses the ability to absorb shocks, adapt processes, and restore functionality, turning potential crises into learning opportunities (Adobor, 2019)¹².

6. Logistics and Supply Chain Management: This capability relates to the efficient and effective management of physical, informational, and financial flows between China and Thailand. It goes beyond mere transportation to include strategic inventory management, sustainable practices, and the integration of digital technologies for cross-border connectivity. Given Thailand's strategic positioning as a key logistics hub in ASEAN and its role in the "China +1" strategy, the ability to design and manage a responsive, resilient, and cost-effective supply chain is a critical determinant of competitive advantage (DHL, 2023)¹³.

Hypothesized Model

The conceptual framework posits that these six factors are not merely a list of desirable attributes but form a coherent, second-order structural model. The overarching latent construct, "Success Factors in Cross-Border Business," is hypothesized to be composed of these six first-order latent variables: Business Relationship (BR), Effective Business Communication (EBC), Trade Compliance Capability (TCC), Business Network Development (BND), Business Resilience and Flexibility (BRF), and Logistics and Supply Chain Management (LSCM). Each of these first-order factors is, in turn, measured by a set of observable indicator variables derived from the literature. This hypothesized structure is the central focus of the empirical validation in the subsequent sections.

3. Research Design and Methodology

To rigorously test the conceptual framework and achieve the research objectives, this study employed a sequential explanatory mixed-methods design. This approach was chosen for its ability to combine the statistical generalizability of quantitative methods with the contextual depth and explanatory power of qualitative methods (Johnson & Turner, 2003)¹⁴. The initial quantitative phase was designed to deductively test and validate the structure of the proposed six-factor model. The subsequent qualitative phase served an inductive purpose: to triangulate, interpret, and provide rich, practical meaning to the statistical findings.

Phase 1: Quantitative Study

Population and Sampling

The target population for this study was defined as the 10,407 registered Sino-Thai joint venture companies operating in Thailand between 2024 and 2026. A multi-stage sampling procedure was implemented to ensure a representative sample. First, the population was stratified based on the 10 largest business sectors by number of registered companies, as identified by Thailand's Department of Business Development. Following the guideline for Structural Equation Modeling (SEM) that suggests a minimum ratio of 20 respondents per observed variable (Hair, Ringle, and Sarstedt, 2011)¹⁵, a target sample size of 440 was calculated for the 22 indicator variables in the model. Second, a proportional allocation was used to determine the number of firms to be sampled from each stratum. Finally, simple random sampling was used to select the specific companies within each sector. A senior manager or entrepreneur from each of the 440 selected companies served as the respondent. The profile of the resulting sample is detailed in Table 1.

Table 1: Profile of Survey Respondents (N=440)

Business Sector	Population	Proportion (%)	Sample (n)
1. Real Estate	4,569	43.90	193
2. Real Estate Agents and Brokers	924	8.88	39
3. Food and Restaurant Services	912	8.76	39
4. General Building Construction	885	8.50	37
5. Wholesale of Machinery and Equipment	659	6.33	28
6. Tour Agency Business	592	5.69	25
7. Wholesale on a Fee or Contract Basis	477	4.58	20
8. Wholesale of Fruits and Vegetables	468	4.50	20
9. General Wholesale	467	4.49	20
10. Internet Retail Sales	454	4.36	19
Total	10,407	100.00	440

Source: Adapted from Department of Business Development (2025) and Thansettakij (2025)

Instrumentation

The primary data collection instrument was a structured questionnaire developed through an extensive synthesis of the literature reviewed in the preceding section. The questionnaire measured the 22 sub-factors (observed variables) underlying the six main success factors using a 5-point Likert scale. The instrument underwent a rigorous validation process to ensure its quality. Content validity was established through a panel of five experts (three in Sino-Thai business, one in research methodology, and one in measurement and evaluation), using the Item-Objective Congruence (IOC) index. Only items with an IOC score above 0.60 were retained. Subsequently, the questionnaire was pilot-tested with a sample of 30 entrepreneurs with characteristics similar to the target population. The pilot data was used to assess discriminant power (Corrected Item-Total Correlation > 0.20) and internal consistency, with all final scales achieving a Cronbach's Alpha coefficient greater than 0.70, indicating high reliability.

Data Analysis

The quantitative data were analyzed using Second-Order Confirmatory Factor Analysis (CFA) with the LISREL software package. CFA was selected as the appropriate statistical technique to test the hypothesized hierarchical model—specifically, to determine whether the 22 observed variables were valid indicators of their respective first-order factors (e.g., 'Relational Norms & Shared Values' for 'Business Relationship'), and whether these first-order factors were, in turn, valid indicators of the six second-order success factors. The overall goodness-of-fit of the model to the empirical data was evaluated using a set of established indices, including the Chi-Square to degrees of freedom ratio (χ^2/df), Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), and Standardized Root Mean Square Residual (SRMR).

Phase 2: Qualitative Study

Participant Selection

To triangulate and add contextual depth to the quantitative results, a qualitative phase was conducted involving in-depth interviews with 30 key informants. Participants were selected using purposive sampling based on their expertise and direct experience with Sino-Thai business. This approach, known as intensity sampling, targets information-rich cases to gain deep insights into the phenomenon under study. The sample was strategically divided into three groups to ensure a diversity of perspectives:

1. Successful Entrepreneurs (n=10): Individuals recognized within their industries for outstanding performance in Sino-Thai joint ventures.
2. Academics (n=10): Scholars with a significant publication record on topics related to Sino-Thai business and international management.
3. Trade Association Experts (n=10): Senior members of Thai-Chinese trade and cultural associations with extensive practical knowledge of bilateral business dynamics.

Data Collection and Analysis

Data were collected through semi-structured, in-depth interviews. A protocol was developed to guide the interviews, with questions designed to explore the nuances of each of the six success factors and to solicit expert opinions on developing a practical strategic framework based on the model. Each interview lasted approximately 45-60 minutes, was audio-recorded with permission, and transcribed verbatim. The resulting data were analyzed using thematic Content Analysis. This systematic process involved organizing the data, coding it to identify recurring themes and patterns related to the six factors, and synthesizing these themes to build a rich, contextual understanding that could either corroborate or challenge the quantitative findings.

4. Analysis and Key Findings

The analysis of the data proceeded in two stages, corresponding to the mixed-methods design. The first stage involved the statistical validation of the six-factor model through Confirmatory Factor Analysis. The second stage focused on the thematic analysis of the qualitative data from expert interviews to provide context and practical validation for the model's components.

Quantitative Findings: Model Validation

The primary objective of the quantitative analysis was to test the goodness-of-fit of the hypothesized second-order factor model. The results of the CFA indicated an excellent fit between the model and the empirical data collected from the 440 entrepreneurs. The overall model fit indices met or exceeded the stringent criteria established in the methodology. Specifically, the model yielded a Chi-Square to degrees of freedom ratio (χ^2/df) of 1.89 (well below the 2.00 threshold), a Root Mean Square Error of Approximation (RMSEA) of 0.045 (below the 0.05 threshold), a Comparative Fit Index (CFI) of 0.96 (above the 0.90 threshold), and a Standardized Root Mean Square Residual (SRMR) of 0.038 (below the 0.05 threshold). These indices collectively provide strong statistical evidence that the proposed six-factor structure accurately represents the underlying relationships in the data.

Furthermore, the analysis of the parameter estimates confirmed the structural integrity of the model. As shown in Table 2, all standardized factor loadings (λ) for the first-order factors on their respective second-order factors were statistically significant ($p < .01$) and substantial in magnitude, ranging from 0.71 to 0.85. This indicates that all six factors are strong and valid components of the overarching construct of "Success Factors." Similarly, the loadings of the 22 observed variables on their respective first-order factors were all significant and high,

confirming their validity as indicators. The Cronbach's Alpha (α) coefficients for each of the six primary scales were also high, ranging from 0.88 to 0.92, demonstrating excellent internal consistency and reliability.

Table 2: Confirmatory Factor Analysis Results for the Six-Factor Model

Second-Order Factor	First-Order Factor	Standardized Factor Loading (λ)	Cronbach's Alpha (α)
Business Relationship	Relational Norms & Shared Values	0.81	0.91
	Cultural Sensitivity to Chinese Business Context	0.79	
	Building Trust and Commitment	0.85	
	Control and Management of Relationships	0.75	
Effective Business Communication	Appropriateness of Communication Channels	0.77	0.89
	Cross-Cultural Communication Competence	0.83	
	Clarity and Accuracy of Message	0.80	
Trade Compliance Capability	Knowledge of Trade Laws and Regulations	0.82	0.92
	Legal and Strategic Risk Management	0.84	
	Training and Human Capital Development	0.78	
	Compliance Culture	0.81	
Business Network Development	Relationship-Oriented Strategy	0.85	0.90
	Strategic Alliance Strategy	0.82	
	Strategy for Building Social Capital	0.79	
	Institutional and Organizational Network Leverage	0.76	
Business Resilience & Flexibility	Dynamic Capabilities	0.84	0.88
	Organizational Agility	0.79	
	Proactive Strategic Adaptation	0.81	
Logistics & Supply Chain Management	Logistics Operational Efficiency	0.79	0.91
	Supply Chain Management	0.82	

Second-Order Factor	First-Order Factor	Standardized Factor Loading (λ)	Cronbach's Alpha (α)
	Strategies		
	Sustainable and Green Supply Chain Management	0.71	
	Cross-Border Connectivity and Integration	0.78	

Qualitative Findings: Corroboration and Contextualization

The thematic analysis of the 30 expert interviews provided strong corroboration for the six-factor model and offered crucial context regarding their practical application. The experts consistently identified the six dimensions as critical for success, but their insights revealed that these factors operate as an integrated system requiring significant managerial wisdom, rather than as a simple checklist.

On Business Relationship and Communication: An experienced entrepreneur in the food export sector emphasized, "In China, the contract is just the beginning of the negotiation. The real business is done through the relationship. Without trust, which you build through consistent, clear communication and showing you understand their culture, the contract is meaningless." This sentiment was echoed by an academic expert who noted, "Our research shows that Thai firms that fail often see communication as mere translation. Successful firms see it as a tool for building *Guanxi*—they invest in understanding the nuances of respect, face, and indirectness." This highlights the deep interplay between Factor 1 (Relationship) and Factor 2 (Communication).

On Compliance and Networks: A trade association leader explained the connection between Factor 3 (Compliance) and Factor 4 (Networks): "The regulations in China can change overnight. The official announcement is one thing, but understanding how it will be enforced on the ground is another. This is where your network is vital. A trusted partner on the inside can give you the early warning you need to adapt your shipments or documentation, saving you from having your goods stuck at port for weeks." This illustrates that compliance is not just a legal function but a network-enabled intelligence capability.

On Resilience and Logistics: A manager from a high-tech manufacturing firm linked Factor 5 (Resilience) and Factor 6 (Logistics): "During the supply chain crisis, everyone talked about resilience. For us, it wasn't just about having a backup supplier. It was about having the logistical agility to switch production from one province to another in a week. Our flexible organizational structure allowed for quick decisions, and our advanced logistics systems provided the visibility to execute them." This demonstrates that resilience is an abstract concept made concrete through agile structures and efficient supply chain operations.

The qualitative data consistently revealed that the true dynamic capability lies not in possessing strength in each of the six areas, but in the leadership's ability to orchestrate and balance them in real-time. The model identifies *what* is important, but the experiences of these experts explain the *how* and *why* of their application in specific, high-stakes situations.

5. Discussion and Implications

The findings of this study, integrating robust quantitative validation with rich qualitative insights, offer a significant contribution to the understanding of business success in the Sino-Thai economic corridor. The validated six-factor model moves beyond a fragmented view of success drivers to present a holistic and integrated system of dynamic capabilities. The discussion highlights the interdependent nature of these factors: a strong business relationship facilitates more effective communication, which is essential for navigating complex trade

compliance issues. A robust business network provides the early warnings and resources necessary for resilience, which in turn is operationalized through agile logistics and supply chains. This systemic perspective suggests that for firms operating in this turbulent environment, excellence in only one or two areas is insufficient for sustained success. True competitive advantage is derived from the firm's ability to develop and orchestrate these six capabilities in concert.

Theoretical Implications

This research has important implications for several streams of academic theory. First, it extends Dynamic Capability Theory by operationalizing and empirically validating specific capabilities that are critical in a cross-cultural, emerging market context. While the theory provides a high-level framework of sensing, seizing, and transforming, this study identifies the concrete organizational capabilities—such as Trade Compliance and Business Network Development—that constitute these meta-routines in the Sino-Thai environment. It demonstrates how firms build the capacity to adapt and reconfigure themselves across these six specific dimensions.

Second, the findings add nuance to traditional Internationalization Theory. The Uppsala Model's emphasis on a slow, incremental, and learning-based process of internationalization may not fully capture the reality for modern SMEs entering a complex market like China. This study suggests that success is less about a linear progression and more about possessing a pre-existing suite of these six capabilities. Firms that can rapidly deploy their competencies in relationship building, compliance, and logistics are better positioned for effective and accelerated market entry, bypassing some of the slow learning stages envisioned in earlier models.

Managerial and Policy Implications

The validated model also provides a clear and actionable framework for both business leaders and government policymakers.

For Managers: The six-factor model serves as a strategic diagnostic tool and a roadmap for capability development.

- To enhance Business Relationship capability, managers must invest in long-term, trust-building activities and provide their teams with deep cross-cultural training that goes beyond surface-level etiquette to the core values underpinning Chinese business practices.
- For Effective Business Communication, firms should develop protocols for selecting communication channels based on the cultural context and complexity of the message, ensuring that clarity and relationship maintenance are prioritized.
- To build Trade Compliance Capability, organizations must treat compliance not as a bureaucratic cost center but as a strategic advantage. This requires investing in dedicated personnel or expert consultants and integrating compliance checks into the core operational workflow.
- Regarding Business Network Development, leaders should encourage a systematic approach to networking, mapping key stakeholders and strategically cultivating relationships with government bodies, industry peers, and potential partners.
- To foster Business Resilience and Flexibility, firms should design more agile organizational structures that empower local decision-making and invest in scenario planning to prepare for potential disruptions.
- For Logistics and Supply Chain Management, managers should prioritize investments in digital technologies that provide end-to-end visibility and explore diversification strategies, such as the "China +1" model, to build redundancy and reduce dependency on single sourcing channels.

For Policymakers: The findings highlight specific areas where government intervention can effectively support SMEs and enhance national competitiveness.

- Thai government bodies, such as the Ministry of Commerce and the Department of International Trade Promotion, should design and fund targeted training programs focused on Chinese trade regulations, customs procedures, and intellectual property law, directly addressing the Trade Compliance capability gap.
- Policy should actively facilitate the development of business networks by sponsoring and organizing high-quality business matchmaking events, industry-specific trade missions to China, and platforms for knowledge sharing between experienced and novice exporters, thereby supporting Business Network Development.
- Investment promotion agencies like the Board of Investment (BOI) should continue to streamline processes and offer incentives that support the development of advanced Logistics and Supply Chain infrastructure, reinforcing Thailand's position as a regional hub and making it more attractive for strategic foreign investment.

6. Conclusion

This research set out to develop and validate a model of success factors for the increasingly complex and critical business environment between China and Thailand. Through a mixed-methods approach, this study has made a significant contribution by establishing a robust, empirically-grounded, six-factor model. The quantitative analysis confirmed the structural validity of the model, demonstrating that Business Relationship, Effective Business Communication, Trade Compliance Capability, Business Network Development, Business Resilience and Flexibility, and Logistics and Supply Chain Management are the core constituent capabilities for success. The qualitative findings further enriched this model, revealing the dynamic and interdependent nature of these factors and underscoring that their effective orchestration is a hallmark of managerial wisdom in this cross-cultural context.

Limitations and Future Research

Despite the rigor of the research design, this study has several limitations that open avenues for future inquiry. First, the study's cross-sectional design provides a snapshot in time; a longitudinal study would be invaluable for tracking how the relative importance of these six factors evolves as the Sino-Thai economic relationship matures and as firms progress through their internationalization journey. Second, this research was conducted primarily from the perspective of entrepreneurs based in Thailand. A comparative study that incorporates the perspectives of their Chinese partners would provide a more complete, dyadic understanding of the success factors. Finally, while the model was developed for the specific Sino-Thai context, its components are likely relevant to other ASEAN-China business corridors. Future research could test the generalizability of this model in other contexts, such as the Sino-Vietnamese or Sino-Indonesian business environments, to build a more comprehensive theory of cross-cultural business success in Asia.

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