

**MARKETING INTEGRATION STRATEGY AND
MARKETING OUTCOMES: EVIDENCE FROM
SOFTWARE BUSINESSES IN THAILAND**

CHEEWAN THONGSODSANG

**A dissertation submitted in partial fulfillment of the requirements for
the Doctor of Philosophy degree in Management
at Maharakham University**

October 2012

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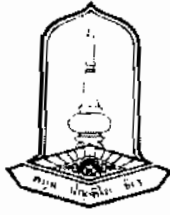
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ABSTRACT

Currently, various firms have been the effect to operate business caused condition of economics, environment change, and progress on technological and expanding of several industries that, firm must improve competency to enhance potential to competition and survival of the firm. The marketing strategy relies mainly on participation in activities and marketing collaboration to increase competitive advantage to the firm. Hence, the marketing integration strategy is the key to successfully improve marketing capability and flexibility performance in conjunction with other units in the firm to respond to various circumstances that lead to profitability.

The purpose of this research is to investigation the relationships among each dimensions of marketing integration strategy comprise of marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication and marketing outcomes through dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage as the mediators of these relationships. Moreover, the associations among the antecedent variables consist of corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity along with the moderating effects compose of organizational marketing culture, marketing adaptation competency, and marketing environmental munificence of this framework. This research attempts to link the relationship of each variable together and proposes positive effects of all hypotheses. Interestingly, the integration theory and the dynamic capability perspective were

combined together to explain this phenomena from the perspective of interaction, coordination, and cooperation of the firm along with the continual development of capability to respond to rapid environmental changes efficiently. The population and sample size chosen is MNCs on software businesses in Thailand, which were taken from the database of the Board of Investment of Thailand (BOI) totaling 561 firms. The data was collected by a questionnaire survey and sent directly to the marketing directors or marketing managers of each firm is the key informants of this research. For this research, the Ordinary Least Squares (OLS) regression analysis was used as the method for testing the effect between the antecedents and consequences of marketing integration strategy that provides 29 hypotheses for testing.

The findings indicate that only four dimensions of marketing integration strategy namely, marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication have a significant positive influence on dynamic marketing competitiveness, modern marketing practice, and marketing excellence which leads to a marketing advantage and marketing outcomes. Likewise, marketing resource readiness, marketing knowledge richness, and marketing technology capability as the antecedents positively influence marketing integration strategy, meaning that, these factors are able to support an occurring marketing integration strategy easily and effectively. In addition, the moderator role of this research, organizational marketing culture, has a less moderate influence on the relationships among the antecedent variables – marketing integration strategy. Marketing adaptation competency has little moderating impact on the relationship between marketing integration strategy and its consequences; thus, these moderating effects are partially supported. Besides, marketing environmental munificence does not have a moderating effect on this research. In sum, marketing integration strategy would incur to flexibility in operation and enhance the potential in competition, especially, cooperation will create good relations of interpersonal that causing a willingness to share knowledge, exchange information, and coordinate reciprocal as well. Moreover, firm should be seek the marketing knowledge continues to develop marketing integration strategy is better effective. Hence, future research should consider researching other industries to compare the results, which may reveal new perspectives of marketing integration strategy. Also, this could expand the theoretical boundaries.

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CHAPTER I

INTRODUCTION

Overview

Currently, various firms have been the effect to operate business caused condition of economics and environment change along with progress on technological and expanding of several industries that, firm must improve competency to enhance potential to competition and survival of the firm. In addition, tendency of globalization is drive to the firm will pay attention to business partnerships which engage in a creative business manner for decreasing restriction of commercial and increasing competitive advantage (Koka and Prescott, 2008). Firms attempt to determine marketing strategy based on information technology and considering to customer perception about products and services of the firm, then the firm should adapt marketing strategy to be consistent with the context in marketplace (Leonidou and Theodosiou, 2004). Likewise, the marketing strategy relies mainly on participation in activities and marketing collaboration in response to the environment uncertainty (Meunier-FitzHugh and Piercy, 2009). Indeed, Lyus, Rogers, and Simms (2011) are indicate that the cooperation between businesses that gives success by each business has rich resources used to build the advantages in competition which, can be integrated between resources and expertise in marketing together to enhance performing of sales and marketing functions are effective leading to marketing intelligence. Moreover, Griffin and Hauser (1996) describe that the firm is able to do research and development with marketing integration to understand what is relevant to coordination in order to decrease barriers of different attitudes, cultural thought worlds, languages, and firm responsibility, and in turn, increase utilization across functions. Hence, the marketing integration strategy is the key to successfully improve marketing capability and flexibility performance in conjunction with other units in the firm to respond to various circumstances that lead to profitability (Kahn and Mentzer, 1998).

In addition, marketing integrative strategy reinforces the new product strategy of the firm, namely, seeking new products, identifying marketing needs, and questing

new ideas (Rosenberg, 1988). The previous research suggests that the effectiveness of marketing integration is an ability of cross-function dependent on effective communication and the sharing of information between divisions (Song, Neeley, and Zhao, 1996). Accordingly, an organization has needs for more collaboration and integration leading to higher business performance (Paiva, 2010). Indeed, the firm has integration between marketing and research and development (R&D) that reflects improvement in new product performance, facilitation in job rotation, and the use of information and communication (Leenders and Wierenga, 2002). However, marketing integration strategy is applied in financial research and presented with an aspect on financial marketing integration relevant to economics, institutions, and political reforms (Aroui and Foulquier, 2012) leading to an organization open opportunity for foreign investors to invest more. Likewise, the business of third parties deemed as marketing integration includes: partners, suppliers, and customers that play a successful role in the intermediated facilitation in marketing and supply chain (Ivens, Pardo, and Tunisini, 2009). Therefore, an integration strategy is necessary to be applied to a multidisciplinary strategic management, financial and international business, and especially in marketing. At present, marketing integration strategy is widely accepted as the key to success for the firm.

In terms of a marketing concept, this involves marketing integration in aspect to the blending of various ideas, technology, and customer needs of new product development (Nystrom, 1985). Besides, integration strategy refers to the degree to which there is communication, collaboration, cross-functional teams, and a coordinated relationship between marketing and another division (Leenders and Wierenga, 2002). Also, integration has distinguish from collaboration, in aspect of the nature of collaboration is how other departments work together with mutual understanding and share resources to achieve a common goal (Kahn and Mentzer, 1998). While, the characteristic of integration as the symbiotic interaction of two or more entities that consistent with each others, resulting in the production of advantages superior to the sum of the advantages of each separately (Lapierre and Henault, 1996) which incurred to the norm of collaborative behavior of the firm. Hence, marketing integration strategy is the firm bring combining various marketing instrument to simultaneously along with the strategic resources both internal and external of the firm to be occur congruent with

time and situation. Furthermore, marketing integration is often used in reengineering of marketing, operations, and purchasing processes which a firm is able to accomplish the potentially dramatic benefits (Bregman, 1995).

For the challenge, the marketing literature describes that the firm has to attend to customer decision-making and understand actual consumer demands leading to the development of sustainable competitive positions in the marketplace (Day, 1983). In order for the firm to achieve an increase in marketing outcomes, the firm should desire collaboration and coordination between cross function and superior competitive advantage. Thus, the organization is required to comprehend of the marketing integration strategy that can be used efficiently and effectively. Moreover, this research is intended to provide a clear understanding of the expanding boundary literature of marketing integration strategy and the overall relationships of the constructs, namely, the integration theory and the dynamic capability perspective. Likewise, the integration theory is applied in marketing strategy to competition and business return. Here, this research adopted to support the relationships among the dimensions of marketing integration strategy, modern marketing practice, marketing outcomes, two antecedents (such as marketing resource readiness and marketing knowledge richness), and linkage to organizational marketing culture as moderator. The integration theory is presented in aspect to coordination and cooperation that flexible across function for creates equilibrium in the organization (Becker and Lillemark, 2006). Besides, the dynamic capability perspective describes the other constructs remaining in this research that are associated with improving competency and building an advantage in order to adapt quickly in response to the changes (Teece, Pisano, and Shuen 1997).

Currently, the economic conditions have high variability and political instability along with the impact of natural disasters. Various firms seek an approach in overcoming competitors for business survival which involves learned leadership skills in complex situations (Siewiorek and others, 2012). Several authors suggest that industries which study marketing integration strategy should have high technology and continuous product innovation launched to the market (Garrett, Buisson, and Yap, 2006). For instance, the telecommunication industry, the electronic industry, and the software industry are required to highly apply integrated marketing. Hence, this research focuses on the software industry in Thailand, because the software industry has

a tendency of steady growth and desired marketing knowledge a lot of develop product and service for compatible of market demand. Especially, multinational corporations (MNCs) have continuously put more investment in Thailand. From the report of the Board of Investment of Thailand (<http://www.boi.go.th>) presented that Thailand has readiness in information technology communication and infrastructure to support resources essential to develop software. Indeed, the effectiveness of information transfer and marketing dissemination depends on network and marketing integration (Lapierre and Henault, 1996). Also, firms are able to manage product development by integrating marketing and technology leading to success in the long-run (Nystrom, 1985), because the firm can link the market and technology change to fit environmental change. Accordingly, the software industry in Thailand is also interesting for foreign investors in which it should be utilized for marketing integration strategy in firm performance. Likewise, the ability of marketing integration is derived from various marketing factors such as the different attitude of customers, market demands, culture, trends, competitors, political governance and the relationship with supplier, and marketing knowledge are adjusting as the new marketing approach (Griffin and Hauser, 1996). These factors are challenges to the success of the firm for marketing integration strategy as it is difficult to combine different functions because integration is complicated (Leenders and Wierenga, 2002). For this reason, it is important to investigate how firms use marketing integration strategy as effectively. Hence, the software industry is appropriate to examine due to the fact that it has the potential competitive advantage and increases marketing outcomes for the firm.

This research attempts to provide a deeper understanding of marketing integration strategy that is developed as a new component with six dimensions: marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication. The primary goal is to develop the potential for competition with the marketing integration strategy of the firm, while, the secondary goal is to help resolve conflict within organization by apply marketing integration joined with other units to increase firm performance. The both goals will create capabilities strong within firm through effective teamwork and potential respond to environmental change rapidly.

In additionally, the research creates five contributions to the literature on marketing integration strategy. Firstly, this research applies two theories, namely the integration theory and the dynamic capability perspective which describes the phenomena and supports the relationships of the overall constructs in this model. Secondly, the theoretical contributions expand the boundaries of the findings in prior research and literature of marketing integration strategy which found that the key success depend on create good relations both internal and external firm will be marketing integration strategy is effectiveness. Thirdly, the development of new dimensions of marketing integration strategy is created differently from those in the past. Fourthly, the antecedents and consequences of marketing integration strategy are the new concepts in empirical research. Finally, the outcomes of this research would benefits to marketing directors of software businesses or businesses of a similar nature. Also, marketing integration strategy is a proactive operation to increase the competitive advantage.

In addition, this research attempts to identify a gap that is derived from the literature reviews. The previous research involved factors that affect marketing integration strategy and how to use them effectively in the organization as well as the finding of marketing integration strategy is not clear. Thus, this research creates a new dimension of marketing integration strategy and the antecedent factors to enhance marketing outcomes in order to fill a gap in marketing integration. Moreover, this research intends to expand empirical studies to discover factor of marketing integration strategy to increase the competitive advantage in Thailand context. In this case, the research methods are detailed as follows: this research uses a questionnaire sent by mail which is designed based on the definition of each construct and the literature reviews. The population and sample chosen is the software businesses in Thailand totaling 561 firms. These firms has credible which, received right in supportive on investment from Thail government. The population was obtained from a list on the database of the Board of Investment of Thailand (BOI). The key participants were marketing directors or marketing managers. In addition, a pre-test method is appropriate to estimate validity and reliability of the questionnaire throughout the test of non-response bias to ensure good data before analysis and testing of all hypotheses. Aforementioned to above, the

relationships among the constructs of this conceptual model are able to assign a purpose of this research, and the research questions are as follows:

Purposes of the Research

The main purpose of this research is to investigate the relationships between the dimensions of marketing integration strategy (marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication) and marketing outcomes. Hence, the specific research purposes are as follows:

1. To examine the relationships among each dimension of marketing integration strategy (marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication) on dynamic marketing competitiveness, modern marketing practice, and marketing excellence,
2. To test the relationships among dynamic marketing competitiveness, modern marketing practice, and marketing excellence,
3. To examine the relationships among dynamic marketing competitiveness, modern marketing practice, marketing excellence, marketing advantage, and marketing outcomes,
4. To investigate the relationship between marketing advantage increase marketing outcomes,
5. To determine the relationships among corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, business environment complexity, and each dimensions of marketing integration strategy,
6. To test the moderating effect of organizational marketing culture that has influences on the relationships among corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, business environment complexity, and each dimension of marketing integration strategy,

7. To examine the moderating effect of marketing adaptation competency that has influences on the relationships among each dimensions of marketing integration strategy, dynamic marketing competitiveness, modern marketing practice, and marketing excellence, and

8. To test the moderating effect of marketing environmental munificence that influences on the relationships among dynamic marketing competitiveness, modern marketing practice, marketing excellence, marketing advantage, and marketing outcomes.

Research Questions

The key research question of this research is how marketing integration strategy (marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication) has an influence on marketing outcomes. Thus, the specific research questions are presented as follows:

1. How does each dimension of marketing integration strategy affect dynamic marketing competitiveness, modern marketing practice, and marketing excellence?,
2. How do dynamic marketing competitiveness and modern marketing practice have an influence on marketing excellence?,
3. How do dynamic marketing competitiveness, modern marketing practice, and marketing excellence have an influence on marketing advantage and marketing outcomes?,
4. How does marketing advantage have an influence on marketing outcomes?,
5. How do corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity have an influence on the dimensions of marketing integration strategy?,
6. How does organizational marketing culture moderate the relationships among corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity, and each dimensions of marketing integration strategy?,

7. How does marketing adaptation competency moderate the relationships among each dimensions of marketing integration strategy, dynamic marketing competitiveness, modern marketing practice, and marketing excellence?, and

8. How does marketing environmental munificence moderate the relationships among dynamic marketing competitiveness, modern marketing practice, and marketing excellence, marketing advantage, and marketing outcomes?.

Scope of the Research

This research concentrates with marketing integration strategy on marketing outcomes in the aspect of create potential to competition. The researcher focusing on software industry is interesting to investigate because the characteristic of the industry is developed from a knowledge base and an integrated multidisciplinary together. Especially, software products are innovation products in demand that increase potential skills, technical specialists, and the quality of software businesses to offer goods to the marketplace continuously.

There are two theories applied to explain the phenomena in the research, namely, the integration theory and the dynamic capability perspective. Both theories illustrate on the relationships between the dimensions of marketing integration strategy on its antecedents, the consequence constructs, and marketing outcomes along with link to moderating effects. The integration theory mentioned is the firm's attempt to combine knowledge and marketing tools together. The integration between marketing and other departments brings business success (Rosenberg, 1988). Especially, the integration of marketing-research and development (R&D) helps enhance new product development (Griffin and Hauser, 1996). Thus, the integration theory is applied in marketing as the aspects of coordination and collaboration for business accomplishment. Besides, the dynamic capability perspective is the ability to respond to the environment effectively (Teece, 2007). This research utilizes dynamic capability to create the competitive advantage and enhance potential in marketing. Hence, the scope of the research is detailed below.

This research purposes to examine the effect of marketing integration strategy on marketing outcomes. A key success of the firm depends on the integrated marketing

capability of enhancing the competitive advantage. Additionally, this research is defined marketing integration strategy as the ability of the firm to blend various marketing tools together to enhance potential of cross-functional which depends on both internal and external factors (i.e. skills and capability of personnel, technology, communication, and manage resources) to create coordination, collaboration, and interaction reciprocal lead to determine marketing approach uses in competition effectively (Song, Neeley, and Zhao, 1996).

In addition, marketing integration strategy consists of six dimensions, namely, marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication. Firstly, marketing flexibility focus is defined as capability of firm to concentrate on improvement, adaptation, and changes of the marketing structure and processes to be more efficient which increases participation, interaction, and build opportunity to exchange marketing information with consumers continuous (Gurau, 2009). Secondly, customer responsiveness awareness refers to an ability of the firm to identify different customer demands and emphasizes on constantly seeking customer needs and wants to responding to the expectations of customers effectively and efficiently (Kotler and Keller, 2007; Jadesadalug and Ussahawanitchakit, 2009). Thirdly, product innovation development refers to ability of the firm to improve a new product to be launched into the marketplace ahead of its competitors based on learning about marketing continuously along with the allocation of resources in conjunction with technology promote creative to incur products is effectively (Yang and Liu, 2006; Tsai, 2009). Fourthly, marketing learning orientation is viewed as the firm's focus on learning and understanding market demand to develop skills, ability of personnel, and enhance capability in accumulating marketing knowledge to determine an effective marketing approach (Paiva, 2010). Fifthly, marketing collaboration creation is defined as the firm's ability to assign a marketing approach with participation in activities and cooperation in the operation along with promoting the relationships for sharing knowledge and experience leading to enhanced marketing function (Mitchell and Singh, 1996). Lastly, proactive marketing communication is defined as the firm's dissemination and exposure of marketing information of customers and competitors used to develop effective marketing

communication tools to access the target customer thoroughly to stimulate demands leading to the continuous acceptance of products and services of the customer (Phelps, Harris, and Johnson, 1996).

Interestingly, this research concentrates on the achievement of the firm with marketing integration strategy. Firms have an ability to be superior to their competitors when a firm operates marketing integration strategy in congruence with organizational strategy. Furthermore, it is a key implementation in assisting firms to increase a competitive advantage and for survival in a rapidly changing environment including: dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage. Firstly, the definition of dynamic marketing competitiveness refers to the potential to adapt to marketing functions for the creation of products and services, and enhance flexibility to respond to changes effectively, quickly and continuously (Cepeda and Vera, 2007). Moreover, a firm emphasizes on dynamic marketing with integrated knowledge between marketing and technological capability for analyzing market demands precisely. Secondly, modern marketing practice is defined as an ability of the firm to develop a marketing approach consistent with the current situation, and to assign new marketing operations that effectively respond to lifestyles and the consumption of customers (Dekel, Prince, and Beaver, 2007). Thirdly, marketing excellence is defined as the potential of products and services with differentiation, diversification, and high quality to respond to customer needs superior competitors bringing customer acceptance continuously (Adenfelt and Lagerstrom, 2006). When the firm has the potential to respond to market demands causing capability, that brings benefits and an advantage in competition. Finally, marketing advantage refers to ability of the firm to benefit from marketing operations that are superior to their competitors; these operations have of products and services that are unique, high quality, accessible, and reasonably priced than its competitors leading to recognition by consumers (Syers and Ussahawanitchakit, 2011). This research proposed that dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage have a positive influence on marketing outcomes.

The consequence of marketing integration strategy demonstrates the potential of marketing functions that enable to identify marketing outcomes as the dependent variable of this research. Thus, the definition of marketing outcomes is defined as the

consequence of marketing operations that the firm gains from profitability and non-profitability which is on target (Huang and Sarigollu, 2012). And the marketing outcomes can be measured from sales, market shares, customers' recognition of the brand, and better satisfaction compared to a year ago.

Accordingly, this research purposes to determine the antecedents of marketing integration strategy; several antecedent factors have influences on marketing integration strategy that comprise corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity. Indeed, corporate vision for marketing survival refers to the firm's emphasis on the analysis of marketing and evaluation of competitors to assign as strategy marketing and planning to uses in competition leads to existence of firm since the present into the future continuously (Bloomfield and O'Hara, 2000). Subsequently, marketing resource readiness is defined as a firm's ability to allocate marketing resources existence to maximize benefits and create distinguished in the competition (Tzokas, Saren, and Brownlie, 1997). Marketing knowledge richness is viewed as the firm focusing on the accumulation of knowledge and marketing experience bringing the expertise of marketing and the potential to continuously seek new knowledge in marketing (Huang, Wang, and Seidmann, 2007). Besides, marketing technology capability refers to the ability to rapidly develop and learn advanced technology to use in support of various marketing functions including customer relationship management, sales activity, customer support, marketing research and systematic and effective planning (Trainor and others, 2010). Business environment complexity refers to the level of variation in market conditions that have ambiguity and instability or heterogeneity of external events involve the firm by the potential to perceived dynamic to explain things rapid changes and adaptation to cope with change effectively (Nicolau, 2005). This research assumes that the five antecedent factors of marketing integration strategy have positive influences on each dimension of marketing integration strategy.

Moreover, this research has three moderating effects, both internal and external factors, namely, organizational marketing culture, marketing adaptation competency, and marketing environmental munificence. Here, organizational marketing culture is defined as the operational approach of the firm as focusing on learning market demand

which realize to customer needs is mainly and to use in marketing plan to enhance potential in competition and achieve its goals (Yilmaz and Ergun, 2008). Indeed, the firm believes that marketing culture helps various departments understand the needs of more customers leading toward firm success. Marketing adaptation competency is defined as the potential of the firm to adjust on marketing approach appropriate with changing of market for enhance flexibility to competitive that response to customer needs rapidly and continuously (Ozer, 2005). In addition, marketing environmental munificence refers to the external conditions that have a variety of resources that assist and encourage effective marketing implementation from fully exploiting those resources and to enhance competitiveness bringing continual growth to the firms (Park and Mezas, 2005).

Organization of the Dissertation

This research is organized in five chapters: Chapter one provides an overview of the research, the purposes of the research, the research questions, scope of the research, and the organization of the research. Chapter two reviews the relevant literature on marketing integration strategy, explains the theoretical framework to describe the conceptual model and links the associations of all constructs, and develops the related hypotheses for testing. Chapter three presents the research methods, namely, population selection and data collection procedure, the variable measurements of each construct, the instrument verification, the statistics and equations to test the hypotheses, and the table of the summary of the definitions and operational variables of the constructs is also included. Chapter four exhibits the empirical results and discussion. Finally, Chapter five purposes the conclusion, theoretical and practical contributions, limitations, and suggestions for future research directions.

CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The prior chapter described an overview of marketing integration strategy which contains information about the purpose of the research, the research questions, and scope of the research. Accordingly, this chapter provides insights in marketing integration strategy that consist of the theoretical foundation, the literature review, the conceptual framework, and the hypotheses development. Furthermore, the hypotheses to be proposed are expected to answer the purposes of research and the research questions.

The main construct of conceptual model in this research is the marketing integration strategy phenomena. This research attempts to inspect empirical evidence involving factors causing integration of marketing and how to integrate marketing tools for more effectiveness. Therefore, the conceptual framework is applying the integration theory and dynamic capability perspective to support how marketing integration strategy affects marketing outcomes including the supporting role of the antecedents and consequence constructs in the overall framework. Hence, the prior literature review is reinforced to deeply understanding this occurring phenomenon which helps to link the relationships among constructs.

This chapter is outlined into three major sections. Firstly, it details the introduction to theories applied to backup the conceptual framework. Secondly, it presents the comprehensive literature review that involves the definitions of all constructs and previous research relevant to marketing integration strategy in the various contexts. Lastly, it demonstrates the relationships to the overall constructs in this conceptual model and develops the hypotheses for testing.

Theoretical Foundation

The literature on marketing integration strategy has developed rapidly and has been applied to several fields, including strategic management, economics, financial, and others. Currently, it is popular with international business on research of financial

marketing (Kearney and Lucey, 2004). Marketing integration strategy focuses on a combination of structure, process, and marketing functions of the firm to increase competency of competitiveness. Therefore, this research adopts two theories to explain the association of the conceptual framework. The integration theory explains the holistic view and concentrates on inter-functional of the firm, that are unique by making an effort to aggregate to the knowledge that brings a new marketing concept which intends to effectively coordinate inside the firm and to efficiently create collaboration outside the firm. Besides, the dynamic capability perspective presents the ability of the firm emphasizing and enhancing competency in competitive and flexible operations along with cross-functional processes that are idiosyncratic to it, and hard for others to imitate through improving capability and to adapt in response to business environmental changes leading to creating opportunity and a sustainable competitive advantage.

Integration Theory

The marketing literature demonstrates marketing integration as management with a holistic consumer experience (Tsai, 2005). The integrative perspective focuses on an overview of separate divisions in which integration refers to the level to which there is communicative, collaborative, and coordinated relationships in each division of marketing (Leenders and Wierenga, 2002). It is defined as “a multidimensional process where interaction and collaboration have unique, significant contribution” (Kahn and Mentzer, 1998, p.56). Indeed, integration refers to the degree to which they work together as a team and share resources to make strategic decisions, improve implementation plans, and evaluate performance of these strategies and plans (Rouzies and others, 2005). Integration is a sophisticated network of knowledge and business environment that have a variety of levels within that the modern firm performs (Garrett, Buisson, and Yap, 2006). Moreover, the integration approach is viewed as the boundary of the activities carried out by the two functions encouraging each other (Guenzi and Troilo, 2006). Firm operations require blending two functions that are different and which provide a linkage between abilities and resources toward achieving a mutual goal. Likewise, integration reflects the symbol of interaction of two or more entities that give outcomes in the better production of profits to those entities that exceed expectations (Moenaert and Souder, 1990). The nature of integration comprises

flexibility and coordination among units of the firm that underlie an inter-functional climate including level of interest, trust, and awareness to enhance great teamwork (Moenaert and others, 1994).

Several researchers attempt to find answers in appropriate points of cooperation and interaction at any level. Accordingly, integration theory of Kahn and Mintzer (1996) as firm endeavor to bring knowledge, concept, or approach to combine together through it has two key successes are (1) interaction is inter-relation to create participation and (2) collaboration is firm focused on employees all divisions work as a team under structure operational is the same scheme which, firm has the aim to personnel and firm successful mutual effectively. Especially, Griffin and Hauser (1996) have identified barriers to communication and cooperation that comprise personality, culture, thought worlds, language, organizational responsibility, and physical barriers. These factors are what intercept to develop processes of new products. Also, Bache (2005) explained that this integration theory used all kinds of manifestations of human cognition and culture such as language, mathematics, music and visual arts, and others to understand the effective blend between fragmentation, and technical differentiation that is precise and adequate. In the marketing literature presented, the viewpoint of integration is relevant to the outside as the relationship to exchange collaboration with partners, suppliers, and customers, as well as to the inside to develop the functions of competitive congruence with external conditions (Ivens, Pardo, and Tunisini, 2009). Thus, the integration theory applied in marketing strategy on the cumulative capabilities approach explains that there is an increasing ability to customer responsiveness and competitive criteria, namely, quality, cost, development, and delivery of managerial differences between functions (Paiva, 2010).

Interestingly, firm is conduct to marketing planning by utilizes marketing integration and strategic management for understanding customer needs, change of market, and improving internal operations of the firm which achieve goal with sustainable competitive advantage (Ali and others, 2010). The previous research combines marketing integration with other fields that gave various usages as follows: international business mentions financial marketing integration as the ability of foreign investors to seek an opportunity to access legal domestic investments as result of economic, institutional and political reforms (Arouri and Foulquier, 2012) that the firm

intends to receive more earnings. The technological makes progress the firm integrate the Internet system into a marketing function that is important for transferring customer relations management, dissemination, marketing decision support information, collaboration, and participation activities (Prasad, Ramamurthy, and Naidu, 2001) and enhances responsiveness of marketing strategy (Grein, Craig, and Takada, 2001). Marketing integration helps the firm speed up on mergers and acquisitions that are effective throughout cost saving and market-related success (Homburg and Bucerius, 2005). The research and development manager will collect marketing information (e.g., the rivals, suppliers, and clients) that influences marketing integration to set a best strategy as an alliance between competing and exchanging knowledge for improving the marketing mix to deliver customer satisfaction (Lichtenthal and Eliaz, 2003; Maltz, Souder, and Kumar, 2001). Furthermore, marketing integration is supportive of cross-functional coordination and cooperation of staff to mutually create ideas to develop a product and design campaign to stimulate market demand over the competitors (Song, Neeley, and Zhao, 1996). Prior research indicates three main components of marketing integration leading to accomplish a combination among marketing processes, outcomes, and performance (Homburg and Bucerius, 2005) that bring benefits of marketing activities along with the creation of a valued market segment (Bregman, 1995). Moreover, the best performance of marketing integration strategy depends on the timing and level of integration which helps facilitate cross-functional work (Becker and Lillemark, 2006) reinforcing innovation that can cope with a high level of environmental uncertainty from the competitors (Rosenberg, 1988). The marketing integration strategy generates opportunities for achievement in enterprises with effective communication and information exchange (Song, Neeley, Zhao, 1996), quality networks (Lapierre and Henault, 1996) so as to reduce costs and optimize investments (Grein, Craig, and Takada, 2001), while increasing productivity (Prasad, Ramamurthy, and Naidu, 2001), best practices (Garrett, Buisson, and Yap, 2006), new product ideas (Mathew, Joglekar, and Desai, 2010) between departments to which various divisions require marketing information dissemination (Naver and Slater, 1990). Especially, marketing integration strategies enhance the flexible ability to respond swiftly and take chances adroitly (Nakata, Zhu, and Izberk-Bilgin, 2011). Certainly, it is a strategy that utilizes the competitive advantage of business which integrates the implementation of

multi-party cooperation along with desired appropriateness, congruence, and balance in the organization to bring success.

In this research, the integration theory is applied to explain the relationships among two antecedent variables (e.g. marketing resource readiness and marketing knowledge richness) and each dimension of marketing integration strategy, modern marketing practice, and linkage to organizational marketing culture as moderator are influence on marketing outcomes. Furthermore, the integration theory is comprehensively utilized to support new dimensions of marketing integration strategy comprising marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication. The researcher emphasizes marketing integration process for developing competency on assigned marketing approaches causing involvement, coordination, and good relations to bring creative new products to the market (Tsai, 2005). Moreover, to ensure that marketing integration strategies brings the advantages and ability to customer responsiveness along with appropriate to be uses in management high technology is implemented to various industries as well (Lysus, Rogers, and Simms, 2011). For instance, in China high technology firms have higher degrees of success (Perks, Kahn, and Zgang, 2010). Also, Stevenson and Barnes (2002) mention that marketing integration strategy is the approach to develop the know-how of the business entering the industry competition level by updating and integrating marketing so that the firm is guaranteed to receive ISO 9000 certification which reflects firm potential.

The relevant literature review of marketing integration strategy based on the integration theory makes better understanding of the importance of sharing, involvement, collaboration of each division in which a lack of coordination makes marketing integration strategy difficult to succeed. This research emphasize on marketing integration strategy to combining knowledge and skills in marketing, strategic resources, marketing techniques, operational approaches to unique of the firm which lead to develop ability and potential on competitive advantage to achieve a common goal. As mentioned above, this is the reason for this research which is to examine marketing integration strategy that has an influence on marketing outcomes in Thailand context.

Dynamic Capability Perspective

Dynamic capability is defined as an ability of the firm to integrate, build, and reconfigure internal and external competences to address rapid environmental changes (Teece, Pisano, and Shuen, 1997). It refers to an ability of firm management to adapt processes, resources, and relationships to the changing environment (Koolen, Taminiau, and Faber, 2005). For an organization to survive, it is necessary to adapt itself regularly. Also, dynamic capability is defined as the firm's ability to respond to external market changes effectively and promptly (Fang and Zou, 2009). Hence dynamic capabilities is viewed as the firm's emphasis on stable pursuit of renewal, reconfiguration and integration of resources, continuous capabilities and competencies (Prieto, Revilla, and Rodriguez-Prado, 2009) throughout knowledge transfer that the firm deems as specific resources to utilize in competition. Dynamic capability is the most important factor in developing the ability for competition in a high velocity market (Eisenhardt and Martin, 2000) along with the firm precisely identifying market demands over rivals incurring a competitive advantage in environmental volatility (Wu, 2009). Thus, the firms focus on learning and the knowledge management process that are derived from work routines and experience (Cepeda and Vera, 2007) which cause heterogeneity of human capital (Doving and Gooderham, 2008). Moreover, Luo (2000) suggested that dynamic capable has three components, namely capability possession as a different resource, capable deployment to manage different resources, and capable upgrading leading to creative new ideas. Indeed, the core of dynamic capability is an ability to acquire, integrate, and adapt resources (Blyler and Coff, 2003). Besides, it includes an ability to respond successively, and to adapt in a time of environmental uncertainty and complexity (Combe and Greenley, 2004). Especially, dynamic capability demonstrates on outstanding and differentiating ability in which firms have superior performance by functional idiosyncrasy and managed resources as well as leading to a market leadership position (Berney, 1991).

In addition, dynamic capability encourages new ideas, and creativity to deploy and protect intangible assets (Teece, 2007). This capability helps firms to analyze markets along with adapting quickly to market changes. Prior research mentions dynamic capability playing a key role in strategic management appropriately adapt and improve corporate skills, resources, and functional competencies towards a change in

the firm's focus on allocated resources for continuous innovation rather than fixed assets (Cetindamar, Phaal, and Probert, 2009). Moreover, dynamic capability of the firms has become a part of creating advantages and enhancing specific capabilities. Sometimes the firm must exchange resources with partners to develop marketing and sales to increase channels to customers generating change in the market (Wilson and Daniel, 2007) and responding to customer needs immediately. Besides, empirical research found that knowledge management of marketing competence and dynamic capability have a positive influence on firm performance (Hou and Chien, 2010). The advantage of the firms to improve capability should be based on innovation technology in which firms believe that technology stimulates the capability to overcome competitors efficiently (Nystrom, 1985). Previous research described the longitudinal study of the high tech industries where firms essentially have to improve dynamic capabilities with continuous adaptations, which are critical for the creation of new products and are much stronger about information technology resources (Chen and others, 2008). In addition, the executive has an important role in encouraging the spread of knowledge leading to development of routines and incur cognition in tasks at all levels in the firm (Narayanan, Colwell, and Douglas, 2009). Accordingly, firms should be applying dynamic capability to environmental management by improving the speed of adopting new practices and modern processes along the path of dependent learning in order to create opportunities in the new market (Russo, 2009). In particular, international businesses are required to share and exchange knowledge for enhancing market co-creation which is likely to be the norm in the global market (Pitelis and Teece, 2010).

Marketing integration strategy requires to interaction is effective, flexibly, and understanding of the pattern of collaboration via relies on dynamic capability to increase skills of personnel to occur adapts ability as effectively (Ali and others, 2010). Likewise, firm emphasize on develop capability and create new knowledge to enhance potential to responding environment change continuous (Eisenhard and Martin, 2000). In this research is deployed dynamic capability perspective to fill conceptual framework for more complete. Therefore, the dynamic capability perspective is demonstrated in the relationships among three antecedent variables (i.e., corporate vision for marketing survival, marketing technology capability, and business environment complexity),

dynamic marketing competitiveness, marketing excellence, marketing advantage, along with linkage to marketing adaptation competency and marketing environmental munificence are as moderator. Accordingly, dynamic capability supports the development of routines in each department to create a coherent system rapidly and effectively (Morgan, Slotegraaf, and Vorhies, 2009). Marketing integration strategy is concerned with the interdepartmental blends of interaction and collaboration (Akdeniz, Gonzalez-Padron, and Calantone, 2010) in which interaction focuses on communication flow, while collaboration emphasizes a willingness to work together (Guenzi and Troilo, 2006).

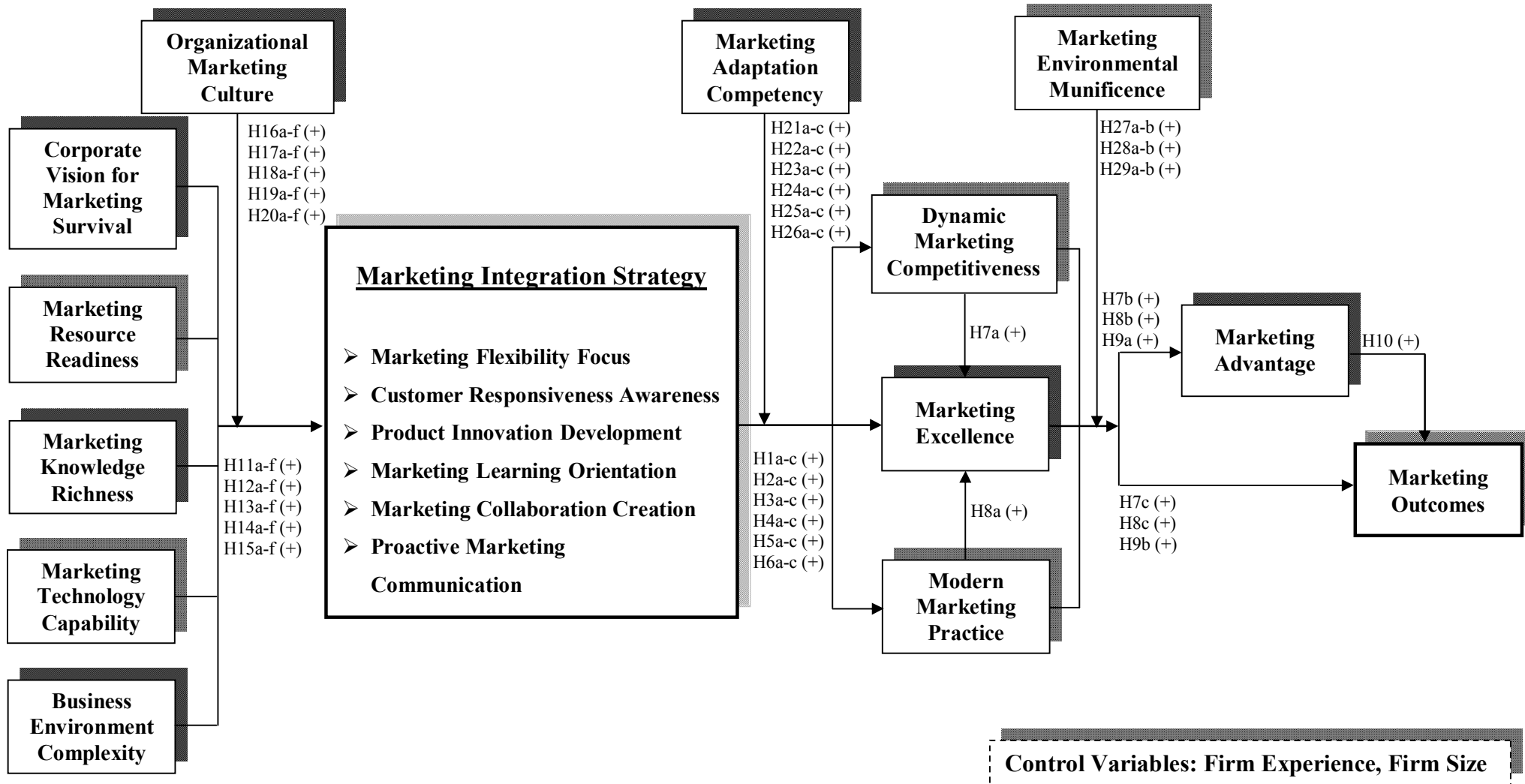
Thus, this research is underlying dynamic capability in the role of managing human capital, social capital, and cognition in conjunction with combining marketing knowledge and marketing resources appropriate for creating market and technology change (Bruni and Verona, 2009). During the marketing integration process should entering a dynamic to increase potential competition (Lee and others, 2010). When the firm has great operational organization, then the firm should continuously learn and develop causing marketing capability, expertise, and respond to changes promptly bringing a sustained competitive advantage for the firm (Koch, 2010; Wilson and Daniel, 2007).

Relevant Literature Reviews and Research Hypotheses

This research makes an effort to link the relationships between the antecedents and the consequences of marketing integration strategy on the aspects to create a strategic competitive advantage throughout the conceptual framework underlying the integration theory and the dynamic capability perspective. Hence, to facilitate understanding, this research is divided into three sections. The first section is the creation of each dimension of marketing integration strategy that consists of marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication; when they are aggregated all dimensions it is called marketing integration strategy of the firm. And, the relationship among each dimension of marketing integration strategy and marketing outcomes via four mediator variables,

namely, dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage is shown. The second section is relevant to the antecedent variables of marketing integration strategy comprising corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity. The last describes how the moderating effects of organizational marketing culture, marketing adaptation competency, and marketing environmental munificence have an influence on the relationship between the antecedent factors, marketing integration strategy, the consequences, and marketing outcomes. This research supposes that three moderator variables reinforce and stimulate the overall relationships of this conceptual model for firm success superior to its competitors. Accordingly, this research assumes that the associations among the antecedents, its consequence and marketing integration strategy are positively related to marketing outcomes and will gain a stronger relationship when encouraged with the moderating effect. Then, a conceptual model of this research is presented in Figure 1 below.

Figure 1: Conceptual Model of Marketing Integration Strategy and Marketing Outcomes:
Evidence from Software Businesses in Thailand



Marketing Integration Strategy

Nowadays, the globalized era helps various businesses to be more liberal and to build opportunities for themselves. Adaptation to changing economics and progress in the technological industry is the pressure from the business environment that causes organizations to modify their operations. Holistic management is the way to strengthen businesses which increases their potential through combining various functions of the firm together. Also, the firm has the capability to respond to environmental changes effectively (Grein, Craig, and Tahada, 2001). One of the factors underlying firm success is the marketing integration strategy and modern communication (Beard, 1996).

Marketing integration can help firms survive in environments with intense competition and that are constantly changing, although the product development cycle and service will be shortened (Garrett, Buisson, and Yap, 2006). In terms of marketing integration strategy, it is an interesting current research issue which helps the organization to enhance market the advantage by improving the capability to blend aspects of collaboration, coordination and link all parties harmoniously. This research emphasizes useful marketing strategy of an interdepartmental linkage that improves productivity (Paiva, 2010), research and development (Becker and Lillemark, 2006), operations, customer relations, financial, and other divisions to facilitate marketing planning (Bregman, 1995).

The marketing integration strategy is defined as ability of the firm to blend various marketing tools together which require effective cross-functional units that depend on both internal and external factors in coordination, collaboration, and interaction leading to determine a marketing approach used in competition (Song, Neeley, and Zhao, 1996). This considers the readiness of the marketing instrument to be congruent with the time and situation for optimal efficiency. This research has performed a literature review of the integration and found that various researches provide different definitions as follows: marketing integration refers to the firm's combination of communication, coordination and collaboration between marketing in conjunction with research and development (R&D) to create new products (Mathew, Joglekar, and Desai, 2010). In addition, marketing integration is defined as the interaction across functions, communication to exchange information, and collaboration for sharing resources between marketing and other departments leading to efficient

teamwork (Kahn and Mentzer, 1998). Furthermore, marketing integration is viewed as the strategic linkage between specific groups for shared values on the marketing operation (Lapierre and Henault, 1996). Likewise, marketing integration refers to the ability of the firm to appropriately blend marketing communications, cooperation, and concerted relationships among marketing and other units in the level (Leenders and Wierenga, 2002). Hence, marketing integration is a necessary approach for the holistic development of the firm based on a mutual goal for creating a good corporate image. Furthermore, the characteristics of marketing integration strategy as to establish the same goal, analyze the needs of mutual customers, and share information of customers and competitors (Perks, Kahn, and Zhang, 2010). Especially, marketing integration has the desire to share marketing knowledge and different resources to other departments to operate in identical directions (Nakata, Zhu, and Izberk-Bilin, 2011). Moreover, marketing knowledge is an essential factor in learning and developing skills, experience, and the ability to effectively run operations in marketing integration (Mulazzani, Camanzi, and Malorgio, 2012). The marketing integration process is the blending of market functions, market activities, and the structures and procedures of marketing (Homburg and Bucerius, 2005) that incur balance in the operations.

The main research of marketing integration strategy that has been studied is the aspect of combining two departments together. For instance, the firm is integrated between marketing and research and development to reduce barriers of new product development (Griffin and Hauser, 1996), joint marketing with information technology to increase market shares (Song and Song, 2010), combining marketing and purchasing processes to create value of the marketing segment (Bregmen, 1995), blending marketing and manufacturing to enhance business performance (Paiva, 2010), and integrating marketing and sales as part of market-driven organizations to create marketing activity and improve potential costs and drawbacks in the operations (Rouzies and others, 2005). Moreover, the firm can apply marketing integration strategy to encourage tasks and creative activities between the two functions of great teamwork and effectiveness (Lys, Rogers, and Simms, 2011). Also, the firm believes that marketing integration is a key to the success of the business and is the essential driven factor, especially in situations of uncertainty along with a business environment of high variability.

This research emphasizes the ability of the firm to use marketing integration strategy to enhance the competitive advantage leading to increased marketing outcomes. Marketing integration strategy has the prominent feature of the collaboration and coordination of marketing tools to combine completely together (Song, Neeley, and Zhao, 1996). Accordingly, the effectiveness of marketing integration focuses on interaction among customers, competitors, and organizations for sharing mutual information. Meanwhile, the achievement of entrepreneurship depends upon the ability to appreciate and exploit opportunities to create better products more efficiently (Webb and others, 2011). The instability of the operational business of the firm can be adapted to the situation appropriately through continuous research and development, in which the firm has great marketing integration for offering new product ideas and innovation superior to its competitors (Perks, Kahn, and Zhang, 2010). Likewise, marketing integration is based on high technology to support marketing activities that serve information promptly along with communication (Prasad, Ramamurthy, and Naidu, 2001), and makes it easier to coordinate. Furthermore, marketing integration enables the firm to obtain information from a variety of resources in which the firm has the capability to analyze marketing demands along with creating product innovation (Rosenberg, 1998) as well as using this information to determine a marketing approach in combination with marketing, operations, purchasing, and other divisions to increase value for the firm (Bregman, 1995). However, the main factor involving marketing integration strategy is that the firm should not ignore the level of integration, the extent of company size, and the business experience (Weir and others, 1999). Also, these factors may be barriers to the efficiency of marketing integration in the firm. Next, this research aggregates the important content of marketing integration strategy and presents it in Table 1 below.

A summary of the key literature reviews on marketing integration strategy is presented in Table 1: A summary of the key conceptual papers on marketing integration strategy, and in Table 2: A summary of the key empirical studies on marketing integration strategy.

Table 1: A Summary of the Key Conceptual Papers on Marketing Integration Strategy

Authors	Key Content
Rosenberg, (1988)	Firm awareness of critical lack of information to new industrial product innovation, commercialization, and ultimate adoption and diffusion thus, to create an integration framework aspect to fill a gap with integrating new product innovation development with the strategic decision-making for specifically by management
Kearney and Lucey, (2004)	This paper provides a new perspective on the degree of integration and identify the important to substantial integration between develop and emerging markets is the need for international investor. Thus, international equity marketing integration seeks the best risk-return profile and potential benefit of international diversification.
Rouzies and others, (2005)	The conceptual paper describes sale and marketing integration as a dynamic process which different two functions for builds more value to firm performance by focus on working together more than working separation and are supportive of each other.
Becker and Lillemark, (2006)	The marketing integration and R&D input are one process which contribution in managing new product innovation emphasize on upgrading of innovation process improvement. Indeed, this concept is challenge of integrative consist of time, type and impact of marketing involved in causing balance.
Ivens, Pardo, and Tunisini, (2009)	The special issue on organizing and integrating marketing and purchasing assumed that firm will achieve via mediators in facilitating the third party of integration. And provide gap is pursued collaboration strategy of growth

Table 1: A Summary of the Key Conceptual Papers on Marketing Integration Strategy
(Continued)

Authors	Key Content
Webb and others, (2011)	Firm proposes that the create opportunity of recognition to successful brings integration of marketing activities and entrepreneurship process that firm has key factor is innovation, opportunity exploitation includes coordination resource and market deployment in order to customer satisfaction. Especially, within the context of institutional influence reinforcing of integration effectiveness.

Table 2: A Summary of the Key Empirical Studies on Marketing Integration Strategy

Authors	Independent Variables	Dependent Variables	Findings
Bregman, (1995)	Integration of the marketing, operations, and purchasing process	Create values of market segment	The result shows that firms need to the effective of integration between marketing, operations, and purchasing areas help firm better performance than would otherwise be possible if these areas continued to operate separately. Thus, an integrated decision can potentially create value for the firm.
Griffin and Hauser, (1996)	R&D and marketing integration	New product development	This paper describes a review literature of R&D and marketing integration found that help to understand and identified barrier to communication and cooperation is influence on integration. In addition, by development knowledge and practice between areas are able to make R&D and marketing integration more effective. And suggestion of methods to overcome these barrier and success function integration.

Table 2: A Summary of the Key Empirical Studies on Marketing Integration Strategy (Continued)

Authors	Independent Variables	Dependent Variables	Findings
Song, Neeley, and Zhao, (1996)	R&D-Marketing integration consists of six factors: <ul style="list-style-type: none"> - Centralization of decision-making power, - Quality of cross-functional relationship, - Risk-taking behavior, - Formalization, - Credibility, and - Rewards. 	Planning phase and product development	This research suggests that the firm should be modify structure brings to R&D and marketing integration efficient such as create trust, enhance the communication quality, physical proximity, information exchange, and interaction between units. Hence, coordination and collaboration among R&D and marketing integration have significant to new product development process.
Lapierre and Henault, (1996)	Network and marketing integration (Areas of integration)	Network and marketing managers (level of integration)	The result concerned different areas among network and marketing managers in telecommunication firm in Canada found that both managers focus on information transfer that requirement the network and marketing integration on highest level lead to product development.

Table 2: A Summary of the Key Empirical Studies on Marketing Integration Strategy (Continued)

Authors	Independent Variables	Dependent Variables	Findings
Kahn and Mentzer, (1998)	Marketing integration divide as interaction and collaboration	Performance outcome	Two significant finds were regarding the interaction of R&D-marketing integration of the firm. Interestingly, the negative relationship both R&D and marketing in meeting and formal structure which are reflect to prefer interaction informally between department via collaboration.
Weir and others, (1999)	Strategic integration	Strategic performance	The result showed weakness to link among manufacturing and marketing. Thus, the paper describes the organization should be improving infrastructure, cross-functional teams, communication, and common goal which these are key elements of integration.
Prasad, Ramamurthy, and Naidu, (2001)	Market orientation and marketing competencies	Export performance	This study explained integration of internet and marketing as the role of moderator that has affected the relationships between market orientation, marketing competencies and export performance.

Table 2: A Summary of the Key Empirical Studies on Marketing Integration Strategy (Continued)

Authors	Independent Variables	Dependent Variables	Findings
Grein, Craig, and Takada, (2001)	Need for responsiveness and need for integration	Market share	Japanese vs. European automobile manufacturing found that in the aspect of Japanese adapt to standardization strategy rather than fully integration while, European is successful when used integration strategy and helps to reduce costs and responsiveness in global.
Leenders and Wierenga, (2002)	Integration mechanism	New product performance	Integration of marketing and R&D concerned with new product performance and result shown is strong positive effect on integration relevant to formal integrative management process, physical distance, incentive and reward, organization structure and ICT to achieve higher levels of integration between marketing and R&D.
Homburg and Bucorius, (2005)	Marketing integration process	Performance outcome	The strong evidence of studying (M&A) causes marketing integration process is extent of integration beneficial in terms of cost saving and highly relevant in driving ultimate M&A performance.

Table 2: A Summary of the Key Empirical Studies on Marketing Integration Strategy (Continued)

Authors	Independent Variables	Dependent Variables	Findings
Garrett, Buisson, and Yap, (2006)	Integration of R&D and marketing	New product development	The five dimensions of Hofstede (1980) were regarded relate to integration of R&D and marketing activities within the new product development which clearly that the national culture does need to be taken into account in the use of mechanism for integration.
Gluschenko, (2009)	Marketing integration	Local price on local demand	The level of integration fluctuates around some stable levels due to random shocks and sometimes seasonal phenomena
Perks, Kahn, and Zang, (2009)	R&D-Marketing integration	New product development performance	The results provide new knowledge of guanxi positively influences on R&D-marketing integration to successful new product development performance and identified various activities of Chinese different with the West.
Song and Song, (2010)	Physical separation, goal incongruity, cultural difference, communication IT and decision-aiding IT	New product performance, return on investment, and market share	This study demonstrates that IT systems can be reduce negative impact of physical separation, goal in congruity, and culture difference on integration of R&D and marketing bring to successful new product.

Table 2: A Summary of the Key Empirical Studies on Marketing Integration Strategy (Continued)

Authors	Independent Variables	Dependent Variables	Findings
Perks, Kahn, and Zang, (2010)	R&D-Marketing integration	New product program performance	This study explains that Chinese agree with integration between R&D-marketing on four activities include new product development planning, set goal and priorities, regulatory and legal restriction on product design, and commercial application of ideas and technology.
Mathew, Joglekar, and Desai, (2010)	Marketing/Sale integration	New product development activity and marketing activity	The result provides integration of marketing and new product development personnel can be success which, everyone has a different perceived and strongly in their own departments. Thus, firm must design practices and information flow.
Paiva, (2010)	Activity-orientation integration between manufacturing and marketing	Business performance	Performance is positively related to manufacturing and marketing integration and managerial orientation. Hence, firm seeking to success high performance in cost, quality, deliver, and flexible by integration capability.

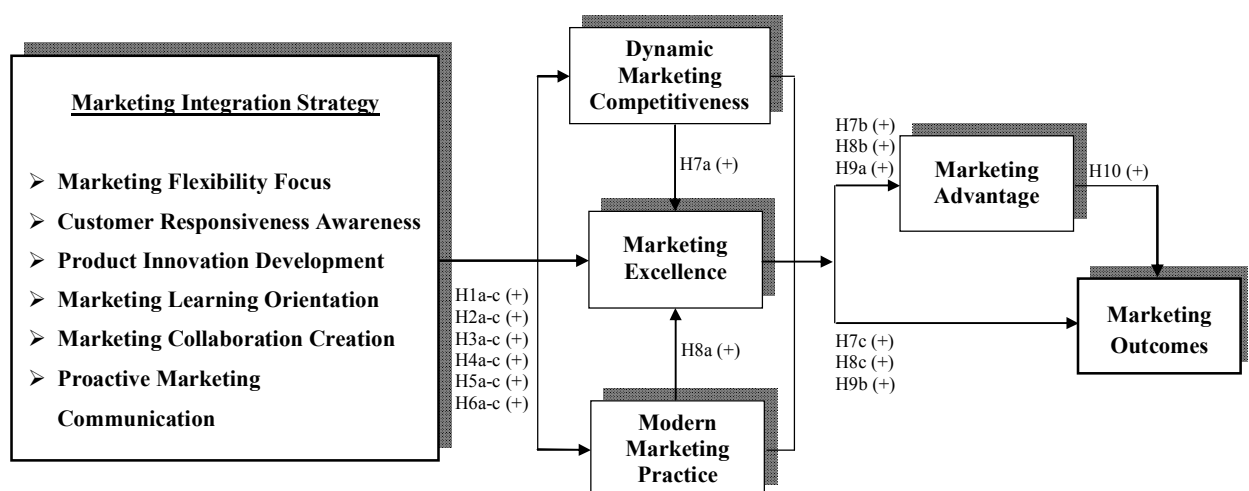
Table 2: A Summary of the Key Empirical Studies on Marketing Integration Strategy (Continued)

Authors	Independent Variables	Dependent Variables	Findings
Lyus, Rogers, and Simms, (2011)	Sales and marketing integration and marketing intelligence	Business performance	Finding has been positively supported relationships between sale-marketing integration and business performance. The communication is a part of interaction and marketing intelligence enhance integration of sales and marketing to improvement business performance.
Nakata, Zhu, and Izberk-Bilgin, (2011)	IS-Marketing functional integration	Innovativeness and strategic responsiveness	An integration between marketing and IS enhances managerial efforts, and the relationship is profoundly beneficial to business. Indeed, the integration is fosters capabilities of developing and introducing innovation along with have the flexibility to respond when the opportunity came up to expertly.

Therefore, the literature reviews on marketing integration strategy describe marketing integration in various aspects that bring in-depth understanding and can identify gaps in the research as follows: the first is in the main research on integration to apply integration to marketing and other aspects together from which only a few studies pay attention to marketing integration strategy. The second is concerned with the methods and designs of the measurements which are not clear. The third is there are relatively few research studies on marketing integration strategy that show the effects on marketing outcomes as strategies creating a competitive advantage. Furthermore, this research intends to fill a gap as well as to provide six dimensions of marketing integration strategy as detailed below.

The Effects of each Dimension of Marketing Integration Strategy on Its Consequence and Marketing Outcomes

Figure 2: The Effects of each Dimension of Marketing Integration Strategy on Its Consequence and Marketing Outcomes



Marketing Flexibility Focus

The firm is capable of marketing flexibility in which the firm emphasizes the improvement of products and services for customer satisfaction. Marketing flexibility focuses important with marketing integration strategy on adjusting practices and activities of marketing rapid and efficient.

Marketing flexibility focus is defined as capability of firm to concentrate on improvement, adaptation, and changes of the marketing structure and processes to be more efficient which increases participation, interaction, and build opportunity to exchange marketing information with consumers continuous (Gurau, 2009). The firm can allocate resource flexibility by sharing different resources and to using these resources mutually along with coordination flexibility which is the strategic flexibility of the business (Sanchez, 1997). Moreover, marketing flexibility focus involves cooperation for the firm's capability to integrate operations effectively and efficiently and to deploy internal and external resources by searching for ways to create value, and to rapidly obtain extraordinary benefits and a competitive advantage in an unstable environment (Li, Su, and Liu, 2010). Indeed, a firm is committed to marketing flexibility; the firm has the ability to operate in less time with low cost along with managing the production of many kinds of new products which reflect potential to modify marketing functions more effectively (Yi, Yuan, and Zelong, 2009). Also, flexibility helps organizational learning and has the ability to respond well to market demands and changes in environmental conditions (Santos-Vijande, Lopez-Sanchez, and Trespalacios, 2012). One side of marketing flexibility relevant to customer knowledge is that firms respond timely; customers are enabled to use information widely, and firms must have knowledge of what the customer wants (Claycomb, Droge, and Germain, 2005). Furthermore, customers decide to purchase based on preferences and details of the products. Firms should utilize marketing flexibility to determine marketing activities and dissemination of marketing knowledge to access customers for alternatives in purchasing decisions (Combe and Greenley, 2004). It is a distinctive advantage because the firm has the capability to adapt to the marketing situation rapidly, developing and retaining the advantage continuously (Zhang, 2005).

Additionally, marketing flexibility focus is applied to the operations both for the internal and external organization. This aspect of the internal organization is related to managing the infrastructure and marketing processes effectively. The empirical studies argue that employees prefer the informal interactions in the operations between departments (Kahn and Mentzer, 1998). Meanwhile, the aspect of the external organization concerns customer needs, create relationships to suppliers, marketing activities, and market demands. The flexibility of the marketing systems has

significantly increased the value of the co-creation process by participation, interaction, and implementations (Gurau, 2009). Flexibility is the most important instrument for reacting in ambiguous conditions in order for the business to survive.

Hence, marketing flexibility focus is part of the marketing integration strategy in creating a competitive advantage for the business. The firm's flexibility can cause balance and an ability to cope during times of uncertainty (Dreyer and Gronhaug, 2004). The authors suggest that flexibility and adaptation differ in a matter of time (Ivens, 2005), that is, flexibility is for a short term while adaptation is for a long term. The important factor is that the firm has the intent to enhance marketing flexibility to compete in a constantly changing environment (Fredericks, 2005). A firm increases their abilities in order to adapt quickly to an uncertain environment which should also be viewed as a component of coordination flexibility in addition to being able to redeploy available resources (Teece, Pisano, and Shuen, 1997).

The underlying integration theory is described as marketing flexibility focus relying on the exchange of communication in cross-functional coordination and collaboration between marketing and other departments (Song, Neeley, and Zhao, 1996) and responding swiftly to unexpected environmental changes (Hitt, Keats, and DeMarie, 1998). Therefore, marketing flexibility focus brings marketing outcomes as well.

Based on the literature reviewed above, marketing flexibility focus is the potential capability to enhance dynamic marketing competitiveness, modern marketing practice, and marketing excellence. Hence, the hypotheses are proposed as follows:

Hypothesis 1a: The higher the marketing flexibility focus is, the more likely that firms will gain greater dynamic marketing competitiveness.

Hypothesis 1b: The higher the marketing flexibility focus is, the more likely that firms will gain greater modern marketing practice.

Hypothesis 1c: The higher the marketing flexibility focus is, the more likely that firms will gain greater marketing excellence.

Customer Responsiveness Awareness

The firm intends to have a continuous learning tendency on customer needs and market demands for using customer information to improve capability in competition and increase the potential of marketing integration strategy. Thus, the firm concentrates on meeting the expectations of customers derived from the regular research and development of marketing that firms can create superior value to customers effectively (Guenzi and Troilo, 2006).

The firm can meet the highest demands of customers and build satisfaction in the products and services effectively which denotes the firm's success in marketing. Thus, responsive capability is the factor to achieve understanding which develops and shapes marketing strategy along with the firm's aims at improving these abilities that are outstanding to their rivals (Neill, McKee, and Rose, 2007). In addition, customer responsiveness is defined as capability of the firm to respond quickly and to be helpful in providing services to clients (Jantarajaturapath and Ussahawanitchakit, 2009). Besides, prior studies mention that customer awareness is the organization that can serve the needs for better customers, especially by providing superior products and services into the market (Chailom and Ussahawanitchakit, 2009). Accordingly, this research is defined customer responsiveness awareness as an ability of the firm to identify different customer demands and emphasizes on constantly seeking customer needs and wants to responding to the expectations of customers effectively and efficiently (Kotler and Keller, 2007; Jadesadalug and Ussahawanitchakit, 2009). Moreover, customer responsiveness is how well customers are provided the value delivered immediately in what they want. The researcher explained that responsiveness is an employee's willingness to provide prompt service and to understand the consumer always comes first (Agarwal, Malhotra, and Bolton, 2010). As previously identified, customer awareness creates customer relations and enhances the value of a customer's new approach to succeed and maintain a competitive advantage (Woodruff, 1997).

In addition to an ability to respond, the firm should realize the relationships with customers which are the roles of marketing. The firm understands that marketing will have the ability to translate customer needs to solve the appropriate needs which are critical for outside customers as their needs for other department operation (Engelen and Brettel, 2011). Moreover, customer responsiveness of the firm encourages

customers to accept in the products (Tsai, 2005). Therefore, the firm has capability of customer response immediately that demonstrates the firm has expertise marketing leading to excellent ability and effective marketing (Charpavang and Ussahawanitcahkit, 2010).

Based on the literature reviewed above, customer responsiveness awareness is the potential capability to enhance dynamic marketing competitiveness, modern marketing practice, and marketing excellence. Hence, the hypotheses are proposed as follows:

Hypothesis 2a: The higher the customer responsiveness awareness is, the more likely that firms will gain greater dynamic marketing competitiveness.

Hypothesis 2b: The higher the customer responsiveness awareness is, the more likely that firms will gain greater modern marketing practice.

Hypothesis 2c: The higher the customer responsiveness awareness is, the more likely that firms will gain greater marketing excellence.

Product Innovation Development

Currently, the environment is changing rapidly, and many new competitors are brought into the market. Therefore, the firm cannot standstill and must continue learning to accumulate various types of marketing knowledge to develop new products. Thus, marketing integration strategy is based on applying marketing and strategic management that can help firms to exploit knowledge from a variety of resources such as customers, suppliers, partnerships, or even competitors who bring a sustainable competitive advantage (Ali and others, 2010).

The firm creates product innovation to differentiate the competition on which innovation should be used in the development of a new design concept. Innovation refers to the implementation of viable business ideas built as a result of the organization's creativity to reinforce culture and structure (Goel and Singh, 1998). Product innovation is a continuous and cross-functional process concerned with integrating growing numbers of different capabilities inside and outside firm

boundaries, which create opportunities for tangible products and services (Cormican and O'Sullivan, 2004). Therefore, product innovation development refers to ability of the firm to improve a new product to be launched into the marketplace ahead of its competitors based on learning about marketing continuously along with the allocation of resources in conjunction with technology promote creative to incur products is effectively (Yang and Liu, 2006; Tsai, 2009). Likewise, the product life cycle is shortened, especially in rapidly shifting environments. Thus, the firms must seek valuable opportunities for product innovation development which adopt different techniques developing the products of the firm (Toni, Nassimbeni, and Tonchia, 1999). The concept of continuous product innovation is the improvements in manufacturing, customization in sales and installation as well as enhancements and upgrading while products used up to product launched (Chapman and Hyland, 2004). Moreover, previous research mentioned that product innovation is a continuous and cross-functional process involving and integrating the inside and outside depending on the growth rate of different competencies (Cormican and O'Sullivan, 2004). Product innovation is a key process of the firm (Kok and Biemans, 2009) as the firm provides an advanced technology system to support the development of quality products along with systematic operational efficiency (Xin, Yeung, and Cheng, 2010). Also, product innovation is the great indicator of financial performance and an important driving factor for firm growth to enhance modern production with better value creation of the products (Goedhuys and Veugelers, 2011).

Accordingly, product innovation development involves marketing integration strategy in the aspect of creating a new market by a different identity and accumulating of marketing knowledge for expertise (Takayama and Watanabe, 2002). Firms can link knowledge creation and transfer the concepts which influence new product ideas, because opportunities for learning, acquiring, and sharing facilitate and incur innovation (Yang and Liu, 2006). At the same time, the firm's knowledge of integration capability brings product development and has a positive relationship with firm performance (Zott, 2003). Moreover, the results of empirical research concerned with firms with a high level of product development denote that increment innovation and improvement is necessary for a new product to succeed (Bagchi-Sen, 2001). Thus, product innovation effectiveness occurs from the ability to seek distinctive resources, manage distinctive

resources, and create new capabilities (Luo, 2000) and specific capabilities (Eisenhardt and Martin, 2000) that lead to potential product innovation development. Especially, these are the developments that must be continuous in order to increase a competitive advantage.

Based on the literature reviewed above, product innovation development has the potential capability to enhance dynamic marketing competitiveness, modern marketing practice, and marketing excellence. Hence, the hypotheses are proposed as follows:

Hypothesis 3a: The higher the product innovation development is, the more likely that firms will gain greater dynamic marketing competitiveness.

Hypothesis 3b: The higher the product innovation development is, the more likely that firms will gain greater modern marketing practice.

Hypothesis 3c: The higher the product innovation development is, the more likely that firms will gain greater marketing excellence.

Marketing Learning Orientation

Marketing integration strategy emphasizes the continuous development of marketing knowledge and learning to market changes. This research desires to understand customer needs, sources of innovation, translating consumer needs into workable products, testing product concepts and prototypes, and forecasting (Becker and Lillemark, 2006); thus, marketing integration will update the knowledge regularly to perform efficiently.

Market orientation is defined as three behaviors including customer orientation, competitor orientation, and inter-functional coordination (Narver and Slater, 1990). Also, learning orientation refers to “organization-wide activity of creating and using knowledge to enhance competitive advantage” (Calantone, Cavusgil, and Zhao, 2002, p.516) which involves shared information of customer needs, market conditions, rival actions, and development of technology. Accordingly, marketing learning orientation is viewed as the firm’s focus on learning and understanding market demand to develop skills, ability of personnel, and enhance capability in accumulating marketing

knowledge to determine an effective marketing approach (Paiva, 2010). The firm provides creative marketing activities to incur the exchange of knowledge between customers and the firm towards new product development, creating a brand image, sense-making customers' and current and potential needs (Menon and others, 1999). Furthermore, the firm should improve market orientation and learn orientation simultaneously to help the personnel gain insight to the tasks and operations in the same direction (Slater and Narver, 1995). Marketing learning orientation creates values in the organization, namely, commitment to learning, open-mindedness, and shared vision (Celuch, Kasouf, and Pervemba, 2002). Potential marketing learning should manage training continuously that the firm reinforces skills to actions and experiences (Baird and Griffin, 2006). The firm is capable of absorbing knowledge obtained from a variety of resources which market information into actionable knowledge that are applied to various operations (Knight and Liesch, 2002). Moreover, the firm has marketing knowledge from learning about marketing condition change coupled with the acquirement and dissemination of technological and non-technological information created within the firm to understand customer needs and modify the marketing practice more effectively (Weerawardena and others, 2007).

Based on the literature reviewed above, marketing learning orientation has the potential capability to enhance dynamic marketing competitiveness, modern marketing practice, and marketing excellence. Hence, the hypotheses are proposed as follows:

Hypothesis 4a: The higher the marketing learning orientation is, the more likely that firms will gain greater dynamic marketing competitiveness.

Hypothesis 4b: The higher the marketing learning orientation is, the more likely that firms will gain greater modern marketing practice.

Hypothesis 4c: The higher the marketing learning orientation is, the more likely that firms will gain greater marketing excellence.

Marketing Collaboration Creation

Marketing collaboration creation is important for marketing integration strategy in aspect on the firm has promoted to interoperability both internal and external firm (Tsai, 2009). Hence, marketing collaboration creation is a factor that encourages personnel has participants in operation and joint to solve more effectively to launch products innovative potential of technology into the market (Sharma, 2005).

Marketing collaboration refers to the firm's integration between marketing and operations that comprise a common goal, mutual understanding, shared resources, and informal activities to benefit the promotion and production of planning (Meunier-FitzHugh and Piercy, 2009; Tang, 2010). Generally, collaboration can be defined as a process of shared decision-making between partners on solution and operational businesses (Gray, 1985) in which both sides partake in the assigned business practices. Likewise, creativity refers to all activities relevant to the generation of new ideas and their usefulness (Goel and Singh, 1998). Accordingly, this research is defined marketing collaboration creation as the firm's ability to assign a marketing approach with participation in activities and cooperation in the operation along with promoting the relationships for sharing knowledge and experience leading to enhanced marketing function (Mitchell and Singh, 1996). The firm can determine marketing collaboration creation ability via unique goals, mutual understanding, participate activities, reciprocal shared resource, shared vision and esprit de corps as they are more effective in adjusting internal interfaces than the general interaction or integration of activities (Meunier-FitzHugh, Massey, and Piercy, 2011). Moreover, marketing collaboration is the integration of creative, new ideas, and innovation that leads to stimulating on increase purchases of customers (Bregman, 1995). For instance, the firm has to apply different abilities between sales and marketing to coordinate the work so as to incur creative marketing activities and appropriate functions in the firm effectively (Meunier-FitzHugh and Piercy, 2009). Currently, the factors influencing marketing collaboration include: visionary leadership, existing networks to introduce members to partners, crises, and economic and technology changes (Wang and Fesenmaier, 2007). Also, marketing collaboration creation is challenging for competition in the firm, while the teamwork by employees seeks opportunities to engage with marketing professionals in a highly creative enterprise (Kraviz and others, 2011). Hence, the strategies create a

competitive advantage as the differentiated by value creation to enhance demand as well as customer's willingness to pay as a result of marketing and operational interfacing to firm success (Tang, 2010). Also, marketing creativity emphasizes offering distinct products through integrating various knowledge on innovative products by responding to marketing demands (Neill, McKee, and Rose, 2007). Marketing collaboration creation helps enhance the relationships in marketing with other departments, facilitates to work, and understand the functions under a shared vision (Jamal and Getz, 1995). Furthermore, the perceptions of consumers are the challenges of the firm to identify the needs correctly. Thus, the role of competency in value-creation is necessary for interfacing between customers and suppliers which collaborate on value-activities for new future value production (Golfetto and Gibbert, 2006).

Based on the literature reviewed above, marketing collaboration creation is the potential capability to enhance dynamic marketing competitiveness, modern marketing practice, and marketing excellence. Hence, the hypotheses are proposed as follows:

Hypothesis 5a: The higher the marketing collaboration creation is, the more likely that firms will gain greater dynamic marketing competitiveness.

Hypothesis 5b: The higher the marketing collaboration creation is, the more likely that firms will gain greater modern marketing practice.

Hypothesis 5c: The higher the marketing collaboration creation is, the more likely that firms will gain greater marketing excellence.

Proactive Marketing Communication

Marketing communication is the distribution of marketing information relevant to the characteristics of products and services to the marketplace. The firm can invent the approach to communicate effectively from blend marketing communication instruments to stimulating consumer demands.

The competition in a high-velocity market has to prepare an aggressive marketing approach to respond to the competitors, and the one necessary factor is communication competence (Eisenhardt and Martin, 2000). Marketing communication

is part of the process in marketing interaction in which a supplier and a customer need to communicate what is offered and what is in demand (Ritter, 2006) and which is available to the actual operation of the firm. Proactiveness as the concept intends to introduce new products or services in expectation of future demands and building the market behavior and market infrastructure that influences trends and creates demand for becoming a first mover in the competitive market (Lumpkin and Dess, 2001).

Marketing communication is defined as the formal and informal messages used to exchange and share of meaningful and timely information between buyers and sellers (Akdeniz, Gonzalez-Padron, and Calantone, 2010). Moreover, market communication refers to ability of the firm to introduce new products and services to stimulate the purchasing demands of customers (Griffith, 2002). Accordingly, proactive marketing communication is defined as the firm's dissemination and exposure of marketing information of customers and competitors used to develop effective marketing communication tools to access the target customer thoroughly to stimulate demands leading to the continuous acceptance of products and services of the customer (Phelps, Harris, and Johnson, 1996). The firm emphasizes stimulating the market with improving multimedia and expanding communication channels to motivate customers to be interested in the products superior to its competitors (Srinivasan, Rangaswamy, and Lilien, 2005). In addition, proactive marketing communication involves consumer attitudes that attempt to present the uniqueness and usefulness of the products to persuade consumers leading recognition in the products (Chen, Shen, Chiu, 2007). The firm should consider marketing change, innovation, product attribute discovery, activities of competitors, and risk-taking in which firms must survey the market continuously to adjust strategies accordingly (Tsai, Chou, and Kuo, 2008). Also, culture differences are a part of the planning and designing of marketing communication campaigns (Raaij, 1997). Especially, the firm is able to develop communication on the inside for understanding the holistic firm and to enhance communication on the outside on reaction to the competition with various forms of marketing communication (Day, 1994). Likewise, communication is marketing activity participation. Firms should be continuously performing marketing communication via different channels to produce one result comprising the integration of different entities into working together to obtain a goal by delivering a message to consumers effectively. Moreover, Gurau (2009)

argues that marketing creativity is what the customers prefer because communication and information technology have empowered to experience and the benefit to purchase decision.

Based on the literature reviewed above, proactive marketing communication is the potential capability to enhance dynamic marketing competitiveness, modern marketing practice, and marketing excellence. Hence, the hypotheses are proposed as follows:

Hypothesis 6a: The higher the proactive marketing communication is, the more likely that firms will gain greater dynamic marketing competitiveness.

Hypothesis 6b: The higher the proactive marketing communication is, the more likely that firms will gain greater modern marketing practice.

Hypothesis 6c: The higher the proactive marketing communication is, the more likely that firms will gain greater marketing excellence.

Dynamic Marketing Competitiveness

The marketplace is changing fast so it is necessary for the firm to develop ability in a timely manner. The firm focuses on continuously learning marketing and technology to adapt to operations quickly and to develop product innovation into the market (Wu, 2012). Indeed, the firm has the capability to adapt which helps to increase an effective marketing integration strategy that has a competitive advantage by blending information technology and marketing capabilities to growing outcomes as well (Trainor and others, 2011).

Dynamic marketing competitiveness is the intangible capability in terms of know-how and skills that are essential factors for adaptability to the changing context (Doving and Gooderham, 2008). In addition, dynamic marketing is viewed as the ability of firm to perceive the changing environment and is not an obvious forecast on product preferences, customer demands, technologies and customer behaviors (Tangpinyoputtikhun and Ussahawanitchakit, 2009). To increase the ability to compete, firms must enhance their ability to adapt faster and to adjust the operations for greater

flexibility and assist in good process decision-making (Ludwig and Pemberton, 2011). Thus, dynamic marketing competitiveness refers to the potential to adapt to marketing functions for the creation of products and services, and enhance flexibility to respond to changes effectively, quickly and continuously (Cepeda and Vera, 2007). Moreover, the firm emphasizes dynamic marketing in respect to integrated knowledge between marketing and technological capability in order to analyze market demands precisely (Teece, Pisano, and Shuen, 1997). Indeed, dynamic marketing is the ability occurring from the organizational routine continuous and learning (Eisenhardt and Martin, 2000). The combined knowledge will create benefits in product market analysis and seek new strategies which generate new knowledge applied to marketing operations that are appropriate with market conditions (Arthurs and Busenitz, 2006). Moreover, the firm is available to adopt a variety of techniques in marketing that are adaptable and flexible along with monitoring the system effectively so as to respond immediately to the problem (Schreyogg and Kliesch-Eberl, 2007). Dynamic marketing competitiveness relies on advanced technology to help firms manage operational systems well leading sustained success (Luo, 2000). Likewise, the firm should realize that to create customer relationships that gain customer acceptance and memorize the dynamics, the firm must focus on marketing activity regularly and continuously (Maklan and Knox, 2009). Especially, it is the competitiveness of the business that has achievement in the long term.

In this research, dynamic marketing competitiveness involves stimulating continuous knowledge creation, sharing, and coordinating interactions between individuals (Prieto, Revilla, and Rodriguez-Prado, 2009). In addition, firms focus on developing dynamic capabilities to bring the creation of ideas and the renewal of core competences along with a competitive advantage (Ali and others, 2010). The empirical research found that dynamic marketing competitiveness is based on information technology that will make the firm increase market shares and new product development continuously (Song and Song, 2010).

Based on the literature reviewed above, dynamic marketing competitiveness is the potential capability to enhance marketing excellence, marketing advantage, and marketing outcomes. Hence, the hypotheses are proposed as follows:

Hypothesis 7a: The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing excellence.

Hypothesis 7b: The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing advantage.

Hypothesis 7c: The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing outcomes.

Modern Marketing Practice

The firm has awareness of integrated operational marketing in the past and the present for improving the best marketing approach which operate in contemporary marketing consistent with market trends. Hence, the firm can seek a new marketing approach by exposures to both internal and external information based on advanced technology for improving products and services appropriate with the lifestyle of the customers.

This research defines modern marketing practice as an ability of the firm to develop a marketing approach consistent with the current situation, and to assign new marketing operations that effectively respond to lifestyles and the consumption of customers (Dekel, Prince, and Beaver, 2007). The author describes that marketing practice consists of four dimensions, namely, transfer, management database, interaction, and network marketing (Coviello, Brodie, and Munro, 2000). In the design, modern marketing practice involves the activities covering all aspects of marketing which create the best pattern (Hagberg and Kjelberg, 2010). When the firm has an improved internal operating system then, the firm should not ignore the external marketing competition regardless of skills and the professional response (Czinkota and Samli, 2010). The marketing relationship is one factor of marketing practice to encourage firms to maintain customers for a long time. Hence, modern marketing in respect to great communication involves building strong brands and consumer loyalty (Keller, 2009). Indeed, the potential of the marketing process relies on coordination and collaboration in relationships with customers, suppliers, and those involved to participate in market activities of the firm (Naidu and others, 1999). The new way of

marketing practice consists of progressive technology, cultural exchange, customer demands, and high speed networks bringing economic growth (Lee, LaPlaca, and Rassekh, 2008). Thus, the consumers have the role of participating more to determine modern marketing practices of the firm, because the development of operations follows consumer trends that rely on interaction, social commitment, and created trust in the products and services (Purvis and Long, 2011).

Modern marketing is the key force driving the firm to develop technology and innovation leading to progress in marketing (Smith, Chouinard, and Wandschneider, 2011). Empirical research found that firms use modern marketing to benefit planning practices and coordination so as to improve operations between departments (Griffin, 2001). However, the customer needs has the power to create new products or services to launch to the market and enhance the capability responding to customer expectations superior to the rivals (Gurau, 2009). Currently, the purchasing decisions of customers are that they often tend to buy out of habit, from friend opinions and by word of mouth (Newman, 2001). Thus, the effectiveness of modern marketing practice depends on constantly offering new ideas of product innovation for customer satisfaction which are sensitive to the pricing and advertising practices used to sell these products (Klenosky, Benet, and Chadraba, 1996). Moreover, Ruiz (2007) suggests that modern marketing practice should learn to be the embedded in the culture, which has an influence on marketing functions.

Based on the literature reviewed above, modern marketing practice is the potential capability to enhance marketing excellence, marketing advantage, and marketing outcomes. Hence, the hypotheses are proposed as follows:

Hypothesis 8a: The higher the modern marketing practice is, the more likely that firms will gain greater marketing excellence.

Hypothesis 8b: The higher the modern marketing practice is, the more likely that firms will gain greater marketing advantage.

Hypothesis 8c: The higher the modern marketing practice is, the more likely that firms will gain greater marketing outcomes.

Marketing Excellence

Firms can develop potential marketing that is superior in competition in the matter of products and services that can achieve marketing success along with firms being able to access the resources apart from the competition deemed excellent in marketing.

This research is defined marketing excellence as the potential of products and services with differentiation, diversification, and high quality to respond to customer needs superior competitors bringing customer acceptance continuously (Adenfelt and Lagerstrom, 2006). Some authors describe that marketing excellence refers to the firm's ability to have insight into marketing that is relevant to the close interaction between the customer and supplier to know what they want and especially, what the firm can do in delivering value over customer wants (Smith, 2007). Moreover, marketing excellence is defined as a firm's capability to comprehensiveness the superior in understanding marketing, a marketing strategy choice, delivering value and pursued value more than the competition (Phoka and Ussahawanitchakit, 2011). The firm strives for excellence and professional operations in marketing through understanding culture, society, and economic factors to develop the capability differently in competition (Kent and Taylor, 2007). In addition, the firm attempts to access the specific resources to use with developing production by offering new products into the market ahead of the rivals, which resonates excellence, leadership, and skills of firm success (Urciuoli, 2003). These new products have unique attributes and great efficiency rather than customer expectation able to satisfaction in the products and brand complete as well (Martinez-Lopez and Casillas, 2009). Besides, marketing competition is the excellence in what is difficult to establish. Hence, service quality is one component of strategic marketing which will generate excellence for the firm in the long term (Caruana, Pitt, and Berthon, 1999). Firms prepare a marketing strategy to support competitiveness in many situations. The researcher emphasizes that firms should create and seek a balanced performance in congruence with time, marketing conditions, and the main goals on excellence (Doyle, 1992). Moreover, the firm accepts customers on delivering value products that involve how the marketing mix creates value for clients rather than only selling the product, which reflects the marketing excellence of the firm (Pieter, 2006). In addition, Stuart-Kregor (2006) describes that marketing excellence demonstrates the

most successful aspects of marketing that are positively related to firm performance. Furthermore, the firm is able to maintain marketing excellence with the continuous integration between marketing and innovativeness to enhance responsiveness effectively (Nakata, Zhu, and Izberk-Bilgin, 2011). Also, the executive needs to think like a marketer creating tasks and activities underlying a mutual value for the firms and their employees (Schweitzer and Lyons, 2008).

Based on the literature reviewed above, marketing excellence has the potential capability to enhance marketing advantage and marketing outcomes. Hence, the hypotheses are proposed as follows:

Hypothesis 9a: The higher the marketing excellence is, the more likely that firms will gain greater marketing advantage.

Hypothesis 9b: The higher the marketing excellence is, the more likely that firms will gain greater marketing outcomes.

Marketing Advantage

Marketing has intense competition in which the rivals often modify their product offerings, pricing, distribution strategies, and, promotional campaigns that affect the firm's changing strategies regularly (Weber, 1997). The firm emphasizes three main components that are the extent and attribution of product quality, corporate image, and the ability to cooperate in marketing activities all of which reflect the superior skills and resources of the marketing advantage (Lukas, Whitwell, and Hill, 2007). The competitive marketing advantage may be the outcomes from the firm which has a better marketing mix than its competitors which obtained the advantage by choosing one or more elements of the marketing mix including product, price, place, and promotion that causes a differentiation in the target market greater than its competitors (Wei and Wang, 2011).

Thus, marketing advantage refers to ability of the firm to benefit from marketing operations that are superior to their competitors; these operations have of products and services that are unique, high quality, accessible, and reasonably priced than its competitors leading to recognition by consumers (Syers and Ussahawanitchakit, 2011). Also, the marketing advantage refers to the firm's perceptions of its ability to

offer outstanding products that are distinguished from the rivals in the marketplace and to create customer satisfaction, as well (Yeniyurt, Cavusgil, and Hult, 2005). It refers to the firm capability to improve new products with attractive and high efficiency over the rivals (Thipsri and Ussahawanitchakit, 2009). Moreover, the firm requires market entry for the launch of new products and services that are various, outstanding, difficult to imitate, and are offered to the market at reasonable prices more than other firms in the same industry (Russo, 2009). Hence, the firm has introduced product innovation to deliver the best usefulness and acceptance of clients that help the firm increase the competitive advantage (Swink and Song, 2007). The viewpoint of marketing advantage is that strong customer satisfaction shows a high level of loyalty and higher market shares and profitability (Agarwal and Goodstadt, 1997). Several firms attempt to seek marketing success with an enhanced competitive advantage in which each firm has different goals which include: superior market position, the best positional advantages, high market shares, acquiring new customers, increasing sales to existing and new customers, retain customer satisfaction, and provide customer value (Day, 1994; Vorhies and Morgan, 2003; Hughes and Morgan, 2007). In general the firm can successfully assess by market shares and profitability which demonstrate the potential for a superior sustainable market (Bharadwaj, Varadarajan, and Fahy, 1993). Additionally, firms that have high transferability and high inimitable resources are key advantages for marketing (Fahy, 2002). However, if firms have managing expert systems, knowledge development, and utilization, then, firms can enhance the marketing advantage (Lado and Zhang, 1998) and market-focused learning capability which will lead to higher levels of innovation that enables a sustained competitive advantage (Weerawaradena and O’Cass, 2004).

Based on the literature reviewed above, marketing advantage is the potential capability to enhance marketing outcomes. Hence, the hypotheses are proposed as follows:

Hypothesis 10: The higher the marketing advantage is, the more likely that firms will gain greater marketing outcomes.

Marketing Outcomes

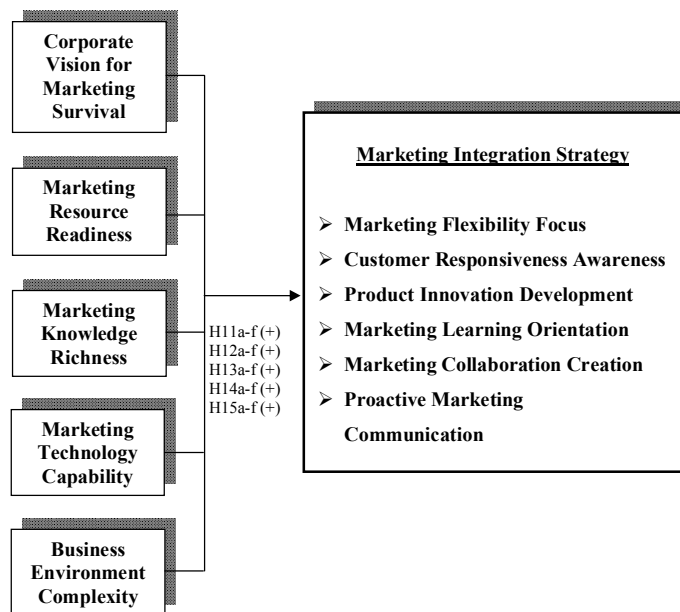
In general, marketing outcomes are the result of market strategy to the customers, the marketplace, and the financial benefits for the firm (Seakoo and Ussahawanitchakit, 2009). Hence, this research is defined marketing outcomes as is defined as the consequence of marketing operations that the firm gains from profitability and non-profitability which is on target (Huang and Sarigollu, 2012). And the marketing outcomes can be measured from sales, market shares, customers' recognition of the brand, and better satisfaction compared to a year ago. Likewise, firms can estimate marketing outcomes by measuring the profits better when compared with operating in the past (Nystrom, 1985). Relationship marketing outcomes are concentrated on customer loyalty in respect to repeat purchases and positive word-of-mouth relevant information and communication among customers and others after using the products and services (Henning-Thurau, Gwinner, and Gremler, 2002). Besides, the results of marketing strategy focuses on customer outcomes concerned with customer loyalty, willingness to purchase, and levels of satisfaction (Walsh and others, 2010) which help to create a great image for the firm (Bansal, Mendelson, and Sharma, 2001). In addition, the firm allocates the cost to promote products and marketing activities at various locations to make better earnings (Tang, 2010). The empirical evidence suggests that marketing integration strategy enhances more advantages between departments; thus, it has a positive influence on performance (Kahn and Mentzer, 1998). Moreover, the marketing outcomes prevent the firm from the integration of marketing.

The consequences of marketing integration comprise the following: new product development (Lapierre and Henault, 1996; Song, Neeley, and Zhao, 1996), benefit performance (Bregman, 1995), new product performance (Leenders and Wierenga, 2002), and market-related performance (Homburg and Bucerius, 2005). Previous research mentions that the outcomes of marketing integration are considered subjectively by customer satisfaction, repeat purchase of customers, and objectively by profit and growth market (Webb and others, 2011). Accordingly, Griffin and Huaser (1996) summarized marketing outcomes in various aspects such as customer outcomes measured by market share or customer satisfaction, financial outcomes estimated at profit goals or margins, and process outcomes ratings of techniques and timely.

Hence, this research proposes that firms can be successful when applying the operations of marketing integration strategy and when investigating the software businesses in the Thailand context.

Effects of Antecedent Variables on each Dimension of Marketing Integration Strategy

Figure 3: Effects of Antecedent Variables on each Dimension of Marketing Integration Strategy



This research proposes that the marketing integration strategy is gained from the influences of endogenous organizational determinants. It includes five antecedents of marketing integration strategy as follows: (1) corporate vision for marketing survival, (2) marketing resource readiness, (3) marketing knowledge richness, (4) marketing technology capability, and (5) business environment complexity. These are the determinant causes of the marketing integration strategy of the firm. Additionally, this research requires to test what and how of the antecedent variables of the conceptual model and whether it has a significant effect to the marketing integration strategy.

Corporate Vision for Marketing Survival

Firm has major practical on adopting brainstorming technique to great organizes team which new concept in production and learn innovation engender introducing a new product or a qualitative change in an existing product for utilize marketing integration strategy (Klippel, Petter, and Antunes Jr., 2008). The survival of the business as consequence of financial development is that the firm will benefit from budget allocations as well as market development with greater profits than last year (Tsoukas, 2011).

Accordingly, corporate vision for marketing survival refers to the firm's emphasis on the analysis of marketing and evaluation of competitors to assign as strategy marketing and planning to uses in competition leads to existence of firm since the present into the future continuously (Bloomfield and O'Hara, 2000). Also, the firm attempts to adjust the marketing strategy consistent with environmental uncertainty through the integration of marketing and innovation for better operational efficiency (Ushijima, 2005). The aim of the executive is to seek continuous knowledge to develop marketing with superior performance and choose the appropriate marketplace to diversify the products (Srinivasan, Lillien, and Rangaswamy, 2008) incurring an advantage in competition along with sustained renewal in the long term (Naidoo, 2010). Vision is derived from two types of a person's activities that comprise perception as an impression of the present situation and prediction as the future event or foresight (Avison, Eardley, and Powel, 1998) relevant to market needs, and then the information is used to guide marketing. Prior research claimed that the condition of firm size and firm age has an influence on business success, whereas innovation encouraged the firm to be sustainable over time (Cefis and Marsili, 2006). Currently, an executive applying the marketing approach is the main factor for better performance when developing technology and marketing simultaneously (Song and Song, 2010). The firm is able to organize marketing activities with using technology to help manage the operating system and activities along with stimulating customer interests in the products (Agarwal, 1996). Hence, the firm will analyze the market to know the customers' perceptions that may influence purchases involving nationality, education, income, experience, and familiarity (Gokovali, Bahar, and Kozak, 2007). Moreover, the firm understands the customer is insufficient, so the firm must learn the price mechanism to

generate equilibrium for survival in the marketplace (Blume and Easley, 2009). These components are information used in the marketing strategy planning of the firm. Furthermore, the firm should be aware to create and treat the relationships of partners with trust and economic potential which influence progressive businesses together (Payan and others, 2010).

Thus, corporate vision for marketing survival is likely to promote firms to achieve their marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation and proactive marketing communication. Therefore, the hypotheses are proposed as follows:

Hypothesis 11a: The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing flexibility focus.

Hypothesis 11b: The higher the corporate vision for marketing survival is, the more likely that firms will gain greater customer responsiveness awareness.

Hypothesis 11c: The higher the corporate vision for marketing survival is, the more likely that firms will gain greater product innovation development.

Hypothesis 11d: The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing learning orientation.

Hypothesis 11e: The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing collaboration creation.

Hypothesis 11f: The higher the corporate vision for marketing survival is, the more likely that firms will gain greater proactive marketing communication.

Marketing Resource Readiness

This resource is a necessary factor for marketing competitiveness such as information of customers, competitors and suppliers, market demands, ability to access

resources, raw materials, marketing knowledge, and machinery. In this case, marketing resource is relevant to a customer orientation philosophy and a structure that supports cooperation between departments that identifies customer needs and integrates marketing activities into the target audience (Spillan and Parnell, 2006). Here, readiness is relevant to what regularly changes depending on a perceived ability and previous experience became to fullness will be performs (Pongpearchan and Ussahawanitchakit, 2011). Marketing resource refers to the strategic resource of an organization that is fruitful for both tangible and intangible resources (Barney, 1991). Accordingly, marketing resource readiness refers to a firm's ability to allocate marketing resources existence to maximize benefits and create distinguished in the competition (Tzokas, Saren, and Brownlie, 1997). The firm provides marketing resources by its different materials from competitors in the same industry, developing innovation, and learned marketing for better planning (Day, 1994). Also, marketing resource has a specific influence on improving unique products to deliver for customer preference (Hooley and others, 2005). The firm is able to transfer marketing resources to other departments in which these marketing resources can be used immediately to increase potential operations effectively (Bharadwaj, Varadarajan, and Fahy, 1993). Marketing resource readiness uses a response to the competition which enables integration of personnel skills, relationships, marketing techniques, and the budget to cooperate in creative products meeting the demands of better marketing over the competitors (Srivastava, Shervani, and Fahey, 1998). The executive emphasizes participation that operates with take marketing culture as the approach performs together via sharing of resources and knowledge as well as relationships within the firm (Garrett, Buisson, and Yap, 2006). Furthermore, the different resources are able to link capability development with an alliance to achieving goals together (Hsu, Chen, and Jen, 2008).

To understand the concept of marketing resource readiness, firms should know the appropriate time in the integration of marketing resources which is when firms have abundant and sufficient resources to combine with assets and capabilities of resource strategies (Srivastava, Fahey, and Chritensen, 2001). Resource readiness is an ability of the firm to support a marketing function that requires information marketing decision-makers to be knowledgeable about the type and availability of firm resources which reflect competitiveness (Snyder-Halpern, 2001).

Thus, marketing resource readiness is likely to promote firms to achieve marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation and proactive marketing communication. Therefore, the hypotheses are proposed as follows:

Hypothesis 12a: The higher the marketing resource readiness is, the more likely that firms will gain greater marketing flexibility focus.

Hypothesis 12b: The higher the marketing resource readiness is, the more likely that firms will gain greater customer responsiveness awareness.

Hypothesis 12c: The higher the marketing resource readiness is, the more likely that firms will gain greater product innovation development.

Hypothesis 21d: The higher the marketing resource readiness is, the more likely that firms will gain greater marketing learning orientation.

Hypothesis 12e: The higher the marketing resource readiness is, the more likely that firms will gain greater marketing collaboration creation.

Hypothesis 12f: The higher the marketing resource readiness is, the more likely that firms will gain greater proactive marketing communication.

Marketing Knowledge Richness

Marketing knowledge richness is viewed as the firm focusing on the accumulated of knowledge and marketing experience bringing the expertise of marketing and the potential to continuously seek new knowledge in marketing (Huang, Wang, and Seidmann, 2007). In addition, marketing knowledge is the relevant information to the market environment along with various details of customers and competitors (Day, 1994). Hence, the firm has an operational storage of information for customers, suppliers, and competitors to be utilized in the analysis of the markets and precisely identifying market demands (Luca and Atuahene-Gima, 2007). Firms with

knowledge and a variety of marketing information have a deep understanding of customer needs and can predict trends in the market accurately (Hau and Evangelista, 2007). Marketing knowledge trains and develops employees' skills to motivate creativity and to design products and services consistent with reform marketing in the present (Ellis, 2010). Moreover, the firm has a policy to reinforce opportunity to seek marketing knowledge of the personnel from several sources for combining strategy of the competition to the firm (Liao and others, 2009). Especially, technology can help the firm to facilitate in the search and dissemination of marketing knowledge which applies new techniques in the operation (Yavuz and others, 2005). Consequently, firms focus on knowledge management of technology and the continuous innovation found that encourages firms to succeed in the long-term (Massa and Testa, 2009). The firm has marketing knowledge richness that is deemed as an ability that is difficult to imitate and distinguish leading to the competitive advantage (Day, 1994) and defending the market positions of the firm (Phoka and Ussahawanitchakit, 2011). Indeed, the firm has vast knowledge that can be used effectively depending on firm-specific capability, on unique know-how, and on routines and procedures (Holm and Sharma, 2006). The firm manages various marketing knowledge that incurs usefulness with integration among marketing knowledge and other technical knowledge to enhance coordination and proficiency in the operation along with managing decision styles (e.g., acquired, stored, disseminated) effectively (Ghingold and Johnson, 1997).

Richness involves an abundance of knowledge and fruitfulness in marketing knowledge. It is a source of integration. The firms will develop marketing knowledge via the knowledge integration process. Especially, a knowledge integration mechanism refers to the pattern of formal and structured processes that ensure the capture, analysis, interpretation, and integration of marketing and other types of knowledge between different functional units within the firm (Luca and Atuahene-Gima, 2007). However, the firms require collaboration experiences that will help find the best practices between firm interactions (Vaccaro, Parenta, and Veloso, 2010). It represents a superior way to develop a complex integration strategy.

Thus, marketing knowledge richness is likely to promote firms to achieve their marketing flexibility focus, customer responsiveness awareness, product innovation

developments, marketing learning orientation, marketing collaboration creation and proactive marketing communication. Therefore, the hypotheses are proposed as follows:

Hypothesis 13a: The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing flexibility focus.

Hypothesis 13b: The higher the marketing knowledge richness is, the more likely that firms will gain greater customer responsiveness awareness.

Hypothesis 13c: The higher the marketing knowledge richness is, the more likely that firms will gain greater product innovation development.

Hypothesis 13d: The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing learning orientation.

Hypothesis 13e: The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing collaboration creation.

Hypothesis 13f: The higher the marketing knowledge richness is, the more likely that firms will gain greater proactive marketing communication.

Marketing Technology Capability

This research concentrates on marketing technology capability from the combination between marketing and technology to generate new techniques of marketing on performance (Ozer, 2005). Marketing capability is defined as the integrative processes designed to apply the collective knowledge, skills, and resources of the firm to the market-related needs of the business, enabling the business to add value to its goods and services and meet competitive demands (Day, 1994). Hence, marketing technology capability is defined as the ability to rapidly develop and learn advanced technology to use in support of various marketing functions including customer relationship management, sales activity, customer support, marketing research and systematic and effective planning (Trainor and others, 2010). Also, the firm to

improving alignment skills to applies technology beginning from motivation to personnel interested on benefits of technology and simulating cross-functional which more concrete (Greenley and Oktemgil, 1997). Besides, the firm has adapts to the trends of technology which will gain continuous success in a competitive advantage for the firm (Zhang, 2006). Furthermore, technology capability is the driving force of firm innovation comprising technology knowledge, trade secrets, know-how, and technology-specific intellectual property or protected by patent law (Hsieh and Tsai, 2007). In addition, technology transfer must be consistent with three components of technology capability, namely investment capabilities, operational capabilities, and learning capabilities along with depending on the receiver's learning culture (Putranto, Stewart, Moore, 2003). Firms will enhance the marketing technology capability to expand marketing and high value-added activities to customers who have access to products and services thoroughly and timely (Tidd and Brocklehurst, 1999). Likewise, technologically improved product via the procedure to integrate existing products has been upgraded leading to more attractive new products (Tsai, 2009). Currently, technology changes rapidly causing diversified the needs in the market in which the firm can integrate technology in conjunction with the research and development of marketing able bringing a high degree of growth and successful innovation (Perks, Kahn, and Zhang, 2010). Previous research suggests that firms have integrating information technology and marketing that have a positive relationship between top management advocacy towards new technology and technological opportunism (Trainor and others, 2011). Also, Lin (2007) presented the findings that help substantiate the view that the firm has information technology capability crucial for the competitive advantage and is positively related to firm performance. In the same way, the empirical evidence of Tsai (2004) showed that technology capability will help the firm to enhance the competitive advantage and then, it has a significant effect on productivity growth.

Thus, marketing technology capability is likely to promote firms to achieve their marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation and proactive marketing communication. Therefore, the hypotheses are proposed as follows:

Hypothesis 14a: The higher the marketing technology capability is, the more likely that firms will gain greater marketing flexibility focus.

Hypothesis 14b: The higher the marketing technology capability is, the more likely that firms will gain greater customer responsiveness awareness.

Hypothesis 14c: The higher the marketing technology capability is, the more likely that firms will gain greater product innovation development.

Hypothesis 14d: The higher the marketing technology capability is, the more likely that firms will gain greater marketing learning orientation.

Hypothesis 14e: The higher the marketing technology capability is, the more likely that firms will gain greater marketing collaboration creation.

Hypothesis 14f: The higher the marketing technology capability is, the more likely that firms will gain greater proactive marketing communication.

Business Environment Complexity

Environment complexity is defined as the diversity and the extent to which determinants of the environment have affected strategic decision-making (Wiresma and Bantel, 1993). Business environment complexity refers to the level of variation in market conditions that have ambiguity and instability or heterogeneity of external events involve the firm by the potential to perceived dynamic to explain things rapid changes and adaptation to cope with change effectively (Nicolau, 2005). Currently, the firm confronts intense competition and several factors that hinder the development of the firm (Wood, 1986). For instance, the rate of change in the attitude of the customers and their preferences are difficult to identify (Jaworski and Kohli, 1993). Business environment complexity covers the turbulence and changing of technology, economic and governmental regulations (Thaweechan and Ussahawanitchakit, 2009). In an uncertain situation the firm has a high risk in business and the accuracy of the market forecast is low; thus, the firm will invent a new managerial concept focusing on

flexibility (Claycomb, Droge, and Germain, 2005) and interactivity as a learning environmental tool which enables the firm to respond to a changing environment rapidly and efficiently (Lainema and Nurmi, 2006). Accordingly, environmental variability is the most important factor to business adaptation in respect to the appropriate marketing approach (Duncan, 1972). The business environment relevant to customers, suppliers, forwarders, and firms are linked trade together and the firm intends to retain these relations in the long-term (O'Brien and Head, 1995). Likewise, the complexity of human decision-making challenges the sustainability of business operations which promotes interaction with participation in marketing activities (Parker, Hessel, and Davis, 2008). Furthermore, the firm will choose investment in countries with good financial and legal institutions because these business environments help to encourage higher firm growth (Demirguc-Kunt, Love, and Maksimovic, 2006). However, the firm emphasizes marketing integration and coordination of all marketing functions to blend well with all other corporate functions, although the market is complex (Tse and others, 2003). Therefore, the successful collective marketing outcomes are essential for the firms to develop a marketing integration strategy that bridges between functional departments.

In addition, as discussed above, the complexity reflects the level of uncertain in the business environment that desires information exchanges format many individuals with various knowledge, shared skills, experiences and values to understand their environment (Neill, McKee, and Rose, 2007). The firm should be prepared to cope with business environment complexity at three different levels, namely, internal, transactional environment, and contextual environment (Vasconcelos and Ramirez, 2011). Furthermore, the complex environment gives rise in aspects of physical, social, and operational integration barriers hindering the effectiveness of new product development activities (Griffin & Hauser, 1996).

Thus, business environment complexity is likely to promote firms to achieve their marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation and proactive marketing communication. Therefore, the hypotheses are proposed as follows:

Hypothesis 15a: The higher the business environment complexity is, the more likely that firms will gain greater marketing flexibility focus.

Hypothesis 15b: The higher the business environment complexity is, the more likely that firms will gain greater customer responsiveness awareness.

Hypothesis 15c: The higher the business environment complexity is, the more likely that firms will gain greater product innovation development.

Hypothesis 15d: The higher the business environment complexity is, the more likely that firms will gain greater marketing learning orientation.

Hypothesis 15e: The higher the business environment complexity is, the more likely that firms will gain greater marketing collaboration creation.

Hypothesis 15f: The higher the business environment complexity is, the more likely that firms will gain greater proactive marketing communication.

The Role of Moderating Effects on Antecedent Variables, Marketing Integration Strategy, Its Consequence, and Marketing Outcomes

This research proposes that the marketing integration strategy is gained encourage from the influence of endogenous organizational determinants. It includes three moderating effects are as following: (1) organizational marketing culture has the role of moderating affect to the relationship between antecedent variables and each dimension of marketing integration strategy, (2) marketing adaptation competency as the moderating affect to the relationship among each dimension of marketing integration strategy and its consequence, and (3) marketing environmental munificence as the moderating affect to the relationship between its consequence, marketing advantage, and marketing outcomes. Additionally, organizational marketing culture, marketing adaptation competency, and marketing environmental munificence are

stimulate and determinant of firm. This research tests what and how moderating effects of conceptual model have a significant effect on marketing integration strategy.

Organizational Marketing Culture

The firm's capability of building mutual beliefs and values from what really takes place in a market context incurs the norms of marketing practical cooperation bringing success to the firm. The organizational culture refers to "the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with the norms for behavior" (Deshpande and Webster, 1989, p. 4). Likewise, organizational culture creates close interpersonal relations in which cultural marketing emphasizes a competitive advantage and market superiority (Deshpande and Farley, 2004). Hence, organizational marketing culture is defined as the operational approach of the firm as focusing on learning market demand which realize to customer needs is mainly and to use in marketing plan to enhance potential in competition and achieve its goals (Yilmaz and Ergun, 2008).

Indeed, the firm believes that marketing culture helps various departments understand the needs of more customers toward retail and service development that influence brand attitude and loyalty of the consumer (Merrilees, McKenzie, and Miller, 2007). Denison (1990) describes that organizational culture is to shares rules that became accepted in the role, values, and good behavior of all employees throughout solutions to common problems and situations encountered by members of the firms. In the marketing concept, organizational marketing culture is relevant to perceived success of the buyer-seller relationship (Sin and others, 2005). The firm emphasizes exploring the needs of customers continuously in order to be beneficial for the relationship with management along with responding to the expectations of customers that are superior to its competitors (Beugelsdijk, Koen, Noorderhaven, 2009). Likewise, the firm has applied marketing integration in conjunction with research and development for improving the new products which the firm realizes as national culture because it is related to customer preference (Garrett, Buisson, and Yap, 2006). The role of marketing culture has influenced the changing attitudes of customers about the processes of purchasing decision and the emerging consumer culture following the trends in the marketplace (Laroche and Park, 2012). Furthermore, the firm should pay attention to

languages, politics, law, educational, and the environment which impacts marketing culture to make different market demands (Engelen and Brettel, 2011). Besides, organizational marketing culture is important for linking the relationship between developing new products and services together along with organizational culture causing cooperation in work through team development, training, and the support reward leading to product innovation (Lau and Ngo, 2004). Thus, the firm has assigned marketing culture as the main operation relying on marketing integration to understand the culture of consumer behavior, consumer attitudes and promotions to achieve goals, as well (Engelen and Brettel, 2011). The organization has marketing culture intended to enhance competitive advantage that is superior to its competitors.

Accordingly, organizational marketing culture is likely to promote firms to achieve their marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation and proactive marketing communication. Therefore, the hypotheses are proposed as follows:

Hypothesis 16: The relationships between corporate vision for marketing survival and (a) marketing flexibility focus, (b) customer responsiveness awareness, (c) product innovation development, (d) marketing learning orientation, (e) marketing collaboration creation, and (f) proactive marketing communication will be positively moderated by organizational marketing culture.

Hypothesis 17: The relationships between marketing resource readiness and (a) marketing flexibility focus, (b) customer responsiveness awareness, (c) product innovation development, (d) marketing learning orientation, (e) marketing collaboration creation, and (f) proactive marketing communication will be positively moderated by organizational marketing culture.

Hypothesis 18: The relationships between marketing knowledge richness and (a) marketing flexibility focus, (b) customer responsiveness awareness, (c) product innovation development, (d) marketing learning orientation, (e) marketing collaboration creation, and (f) proactive marketing communication will be positively moderated by organizational marketing culture.

Hypothesis 19: The relationships between marketing technology capability and (a) marketing flexibility focus, (b) customer responsiveness awareness, (c) product innovation development, (d) marketing learning orientation, (e) marketing collaboration creation, and (f) proactive marketing communication will be positively moderated by organizational marketing culture.

Hypothesis 20: The relationships between business environment complexity and (a) marketing flexibility focus, (b) customer responsiveness awareness, (c) product innovation development, (d) marketing learning orientation, (e) marketing collaboration creation, and (f) proactive marketing communication will be positively moderated by organizational marketing culture.

Marketing Adaptation Competency

The competency refers to an expertise resulting from work routine and accumulating experience into the operational effectiveness of the firm (Winter, 2000). And, market competence is defined as the firm developing skills, knowledge, and ability in work that relates to an insight of the attributions of the firm's products and services in their own business environment, as well (Ritter, 2006). Delivering value to clients depends on market competence in the aspects of value transfer and customer relations. Thus, marketing adaptation competency is defined as the potential of the firm to adjust on marketing approach appropriate with changing of market for enhance flexibility to competitive that response to customer needs rapidly and continuously (Ozer, 2005). The adaptation of marketing tactics demonstrates the change in any attribute product, price, distribution or channel, and promotional campaigns to fit the preferred customers of each market (Navarro and others, 2010). Besides, Doving and Gooderham (2008) describe that an effective response of the firm should be to improve competencies, both

internal and external which, will increase the competitive advantage. Internal competency of the firm requires reinforcement, additional knowledge and skill while external competency desires to develop and exploit inimitable collaboration partner businesses along with the access to resources to build differentiation. Furthermore, the firm able to integrate a variety of marketing knowledge and existing resources causing new marketing techniques that respond to changing market demands and overcome competitors effectively (Griffith, Yalcinkaya, and Calantone, 2010). As changes happen, the firms need continuity to learn new knowledge for potential skill and for the ability to help firms develop along with adaptability (Baird and Griffin, 2006). However, Woodside, Sullivan, and Trappey (1999) argue that firm has selection to use marketing strategy have been strong support distinctive marketing competency and organizational performance that firm' ability adapting to appropriated to situations.

Hence, marketing adaptation competency is likely to promote firms to achieve dynamic marketing competitiveness, modern marketing practice, and marketing excellence. Therefore, the hypotheses are proposed as follows:

Hypothesis 21: The relationships between marketing flexibility focus and (a) dynamic marketing competitiveness, (b) modern marketing practice and (c) marketing excellence will be positively moderated by marketing adaptation competency.

Hypothesis 22: The relationships between customer responsiveness awareness and (a) dynamic marketing competitiveness, (b) modern marketing practice and (c) marketing excellence will be positively moderated by marketing adaptation competency.

Hypothesis 23: The relationships between product innovation development and (a) dynamic marketing competitiveness, (b) modern marketing practice and (c) marketing excellence will be positively moderated by marketing adaptation competency.

Hypothesis 24: The relationships between marketing learning orientation and (a) dynamic marketing competitiveness, (b) modern marketing practice and (c) marketing excellence will be positively moderated by marketing adaptation competency.

Hypothesis 25: The relationships between marketing collaboration creation and (a) dynamic marketing competitiveness, (b) modern marketing practice and (c) marketing excellence will be positively moderated by marketing adaptation competency.

Hypothesis 26: The relationships between proactive marketing communication and (a) dynamic marketing competitiveness, (b) modern marketing practice and (c) marketing excellence will be positively moderated by marketing adaptation competency.

Marketing Environmental Munificence

Environmental munificence is a good condition of marketing competition which various factors in the market that encourage business operational growth. An executive vision has the role in monitoring the business environment to contribute a great deal for strategic information collection (Xu, Kaye, and Duan, 2003).

The munificence is an environment that has an abundance of sufficient resources for the business operations along with enough resources for competition (Dess and Beard, 1984). Besides, environmental munificence refers to an environment's ability or characteristic of market conditions to support the sustainable growth of the firm (Goll and Rasheed, 2004). The past research defines environmental munificence as the abundance and availability of essential resources that influence firm survival and growth (Specht, 1993) and, thus, firms can use the benefits to enhance effective marketing outcomes. Accordingly, marketing environmental munificence refers to the external conditions that have a variety of resources that assist and encourage effective marketing implementation from fully exploiting those resources and to enhance competitiveness bringing continual growth to the firms (Park and Mezias, 2005). Moreover, market munificence has various factors that drive the firm to adjust the

marketing strategy regularly and to respond to the competition for a sustainable competitive advantage (McArthur and Nystrom, 1991). Currently, the munificence environment is more appropriate for the technology industry with high growth rates than insufficient environmental munificence (Rajagopalan, Rasheed and Datta, 1993).

In practice, marketing environmental munificence is stimulated to cause marketing integration strategy of the firm. Past research found that environmental munificence encourages firm performance in a dynamic context (Goll and Rasheed, 2004). Indeed, the munificence is measured in terms of demands and general resources usable to the specific participants (Tushman and Anderson, 1968). However, marketing integration strategies have processes and marketing activities within the institutional contexts that influence and enhance opportunities for exploitation (Webb and others, 2011).

Thus, market environmental munificence is likely to promote firms to achieve their marketing advantage and marketing outcomes. Therefore, the hypotheses are proposed as follows:

Hypothesis 27: The relationships between dynamic marketing competitiveness and (a) marketing advantage and (b) marketing outcomes will be positively moderated by marketing environmental munificence.

Hypothesis 28: The relationships between modern marketing practice and (a) marketing advantage and (b) marketing outcomes will be positively moderated by marketing environmental munificence.

Hypothesis 29: The relationships between marketing excellence and (a) marketing advantage and (b) marketing outcomes will be positively moderated by marketing environmental munificence.

Summary

As mentioned above, this chapter is relevant in detailing the conceptual framework of marketing integration strategy and marketing outcomes. This chapter has

the contents of the literature review including: two theoretical foundations (integration theory and dynamic capability perspective) which are utilized to support all constructs of the conceptual framework. Furthermore, this chapter presents the hypotheses development as a propose set of 29 testable hypotheses along with the summary of all hypotheses presented in Table 3 below. In addition, marketing integration strategy is the main concept of this research that is expected to have a relationship with the antecedents and consequences, as well as the role of the moderator constructs that were assumed to reinforce firm achievement. Hence, the next chapter describes the sample selection and data collection procedure, the measurements, the methods, and the statistical analyses as shown in the following.

Table 3: Summary of Hypothesized Relationships

Hypotheses	Description of Hypothesized Relationships
H1a	The higher the marketing flexibility focus is, the more likely that firms will gain greater dynamic marketing competitiveness
H1b	The higher the marketing flexibility focus is, the more likely that firms will gain greater modern marketing practice
H1c	The higher the marketing flexibility focus is, the more likely that firms will gain greater marketing excellence
H2a	The higher the customer responsiveness awareness is, the more likely that firms will gain greater dynamic marketing competitiveness
H2b	The higher the customer responsiveness awareness is, the more likely that firms will gain greater modern marketing practice
H2c	The higher the customer responsiveness awareness is, the more likely that firms will gain greater marketing excellence
H3a	The higher the product innovation development is, the more likely that firms will gain greater dynamic marketing competitiveness
H3b	The higher the product innovation development is, the more likely that firms will gain greater modern marketing practice
H3c	The higher the product innovation development is, the more likely that firms will gain greater marketing excellence
H4a	The higher the marketing learning orientation is, the more likely that firms will gain greater dynamic marketing competitiveness
H4b	The higher the marketing learning orientation is, the more likely that firms will gain greater modern marketing practice
H4c	The higher the marketing learning orientation is, the more likely that firms will gain greater marketing excellence
H5a	The higher the marketing collaboration creation is, the more likely that firms will gain greater dynamic marketing competitiveness.
H5b	The higher the marketing collaboration creation is, the more likely that firms will gain greater modern marketing practice

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H5c	The higher the marketing collaboration creation is, the more likely that firms will gain greater marketing excellence
H6a	The higher the proactive marketing communication is, the more likely that firms will gain greater dynamic marketing competitiveness
H6b	The higher the proactive marketing communication is, the more likely that firms will gain greater modern marketing practice
H6c	The higher the proactive marketing communication is, the more likely that firms will gain greater marketing excellence
H7a	The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing excellence
H7b	The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing advantage
H7c	The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing outcomes
H8a	The higher the modern marketing practice is, the more likely that firms will gain greater marketing excellence
H8b	The higher the modern marketing practice is, the more likely that firms will gain greater marketing advantage
H8c	The higher the modern marketing practice is, the more likely that firms will gain greater marketing outcomes
H9a	The higher the marketing excellence is, the more likely that firms will gain greater marketing advantage
H9b	The higher the marketing excellence is, the more likely that firms will gain greater marketing outcomes
H10	The higher the marketing advantage is, the more likely that firms will gain greater marketing outcomes
H11a	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing flexibility focus

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H11b	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater customer responsiveness awareness
H11c	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater product innovation development
H11d	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing learning orientation
H11e	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing collaboration creation
H11f	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater proactive marketing communication
H12a	The higher the marketing resource readiness is, the more likely that firms will gain greater marketing flexibility focus
H12b	The higher the marketing resource readiness is, the more likely that firms will gain greater customer responsiveness awareness
H12c	The higher the marketing resource readiness is, the more likely that firms will gain greater product innovation development
H12d	The higher the marketing resource readiness is, the more likely that firms will gain greater marketing learning orientation
H12e	The higher the marketing resource readiness is, the more likely that firms will gain greater marketing collaboration creation
H12f	The higher the marketing resource readiness is, the more likely that firms will gain greater proactive marketing communication
H13a	The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing flexibility focus
H13b	The higher the marketing knowledge richness is, the more likely that firms will gain greater customer responsiveness awareness
H13c	The higher the marketing knowledge richness is, the more likely that firms will gain greater product innovation development

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H13d	The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing learning orientation
H13e	The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing collaboration creation
H13f	The higher the marketing knowledge richness is, the more likely that firms will gain greater proactive marketing communication
H14a	The higher the marketing technology capability is, the more likely that firms will gain greater marketing flexibility focus
H14b	The higher the marketing technology capability is, the more likely that firms will gain greater customer responsiveness awareness
H14c	The higher the marketing technology capability is, the more likely that firms will gain greater product innovation development
H14d	The higher the marketing technology capability is, the more likely that firms will gain greater marketing learning orientation
H14e	The higher the marketing technology capability is, the more likely that firms will gain greater marketing collaboration creation
H14f	The higher the marketing technology capability is, the more likely that firms will gain greater proactive marketing communication
H15a	The higher the business environment complexity is, the more likely that firms will gain greater marketing flexibility focus
H15b	The higher the business environment complexity is, the more likely that firms will gain greater customer responsiveness awareness
H15c	The higher the business environment complexity is, the more likely that firms will gain greater product innovation development
H15d	The higher the business environment complexity is, the more likely that firms will gain greater marketing learning orientation
H15e	The higher the business environment complexity is, the more likely that firms will gain greater marketing collaboration creation

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H15f	The higher the business environment complexity is, the more likely that firms will gain greater proactive marketing communication
H16a	The relationships between corporate vision for marketing survival and marketing flexibility focus will be positively moderated by organizational marketing culture
H16b	The relationships between corporate vision for marketing survival and customer responsiveness awareness will be positively moderated by organizational marketing culture
H16c	The relationships between corporate vision for marketing survival and product innovation development will be positively moderated by organizational marketing culture
H16d	The relationships between corporate vision for marketing survival and marketing learning orientation will be positively moderated by organizational marketing culture
H16e	The relationships between corporate vision for marketing survival and marketing collaboration creation will be positively moderated by organizational marketing culture
H16f	The relationships between corporate vision for marketing survival and proactive marketing communication will be positively moderated by organizational marketing culture
H17a	The relationships between marketing resource readiness and marketing flexibility focus will be positively moderated by organizational marketing culture
H17b	The relationships between marketing resource readiness and customer responsiveness awareness will be positively moderated by organizational marketing culture
H17c	The relationships between marketing resource readiness and product innovation development will be positively moderated by organizational marketing culture

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H17d	The relationships between marketing resource readiness and marketing learning orientation will be positively moderated by organizational marketing culture
H17e	The relationships between marketing resource readiness and marketing collaboration creation will be positively moderated by organizational marketing culture
H17f	The relationships between marketing resource readiness and proactive marketing communication will be positively moderated by organizational marketing culture
H18a	The relationships between marketing knowledge richness and marketing flexibility focus will be positively moderated by organizational marketing culture
H18b	The relationships between marketing knowledge richness and customer responsiveness awareness will be positively moderated by organizational marketing culture
H18c	The relationships between marketing knowledge richness and product innovation development will be positively moderated by organizational marketing culture
H18d	The relationships between marketing knowledge richness and marketing learning orientation will be positively moderated by organizational marketing culture
H18e	The relationships between marketing knowledge richness and marketing collaboration creation will be positively moderated by organizational marketing culture
H18f	The relationships between marketing knowledge richness and proactive marketing communication will be positively moderated by organizational marketing culture

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H19a	The relationships between marketing technology capability and marketing flexibility focus will be positively moderated by organizational marketing culture
H19b	The relationships between marketing technology capability and customer responsiveness awareness will be positively moderated by organizational marketing culture
H19c	The relationships between marketing technology capability and product innovation development will be positively moderated by organizational marketing culture
H19d	The relationships between marketing technology capability and marketing learning orientation will be positively moderated by organizational marketing culture
H19e	The relationships between marketing technology capability and marketing collaboration creation will be positively moderated by organizational marketing culture
H19f	The relationships between marketing technology capability and proactive marketing communication will be positively moderated by organizational marketing culture
H20a	The relationships between business environment complexity and marketing flexibility focus will be positively moderated by organizational marketing culture
H20b	The relationships between business environment complexity and customer responsiveness awareness will be positively moderated by organizational marketing culture
H20c	The relationships between business environment complexity and product innovation development will be positively moderated by organizational marketing culture

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H20d	The relationships between business environment complexity and marketing learning orientation will be positively moderated by organizational marketing culture
H20e	The relationships between business environment complexity and marketing collaboration creation will be positively moderated by organizational marketing culture
H20f	The relationships between business environment complexity and proactive marketing communication will be positively moderated by organizational marketing culture
H21a	The relationships between marketing flexibility focus and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency
H21b	The relationships between marketing flexibility focus and modern marketing practice will be positively moderated by marketing adaptation competency
H21c	The relationships between marketing flexibility focus and marketing excellence will be positively moderated by marketing adaptation competency
H22a	The relationships between customer responsiveness awareness and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency
H22b	The relationships between customer responsiveness awareness and modern marketing practice will be positively moderated by marketing adaptation competency
H22c	The relationships between customer responsiveness awareness and marketing excellence will be positively moderated by marketing adaptation competency

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H23a	The relationships between product innovation development and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency
H23b	The relationships between product innovation development and modern marketing practice will be positively moderated by marketing adaptation competency
H23c	The relationships between product innovation development and marketing excellence will be positively moderated by marketing adaptation competency
H24a	The relationships between marketing learning orientation and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency
H24b	The relationships between marketing learning orientation and modern marketing practice will be positively moderated by marketing adaptation competency
H24c	The relationships between marketing learning orientation and marketing excellence will be positively moderated by marketing adaptation competency
H25a	The relationships between marketing collaboration creation and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency
H25b	The relationships between marketing collaboration creation and modern marketing practice will be positively moderated by marketing adaptation competency
H25c	The relationships between marketing collaboration creation and marketing excellence will be positively moderated by marketing adaptation competency

Table 3: Summary of Hypothesized Relationships (Continued)

Hypotheses	Description of Hypothesized Relationships
H26a	The relationships between proactive marketing communication and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency
H26b	The relationships between proactive marketing communication and modern marketing practice will be positively moderated by marketing adaptation competency
H26c	The relationships between proactive marketing communication and marketing excellence will be positively moderated by marketing adaptation competency
H27a	The relationships between dynamic marketing competitiveness and marketing advantage will be positively moderated by marketing environmental munificence
H27b	The relationships between dynamic marketing competitiveness and marketing outcomes will be positively moderated by marketing environmental munificence
H28a	The relationships between modern marketing practice and marketing advantage will be positively moderated by marketing environmental munificence
H28b	The relationships between modern marketing practice and marketing outcomes will be positively moderated by marketing environmental munificence
H29a	The relationships between marketing excellence and marketing advantage will be positively moderated by marketing environmental munificence
H29b	The relationships between marketing excellence and marketing outcomes will be positively moderated by marketing environmental munificence

CHAPTER III

RESEARCH METHODS

The previous chapter demonstrates the definition of each construct covering the relationships among marketing integration strategy and the overall conceptual framework along with comprehension about the theoretical foundations that involve literature reviews, the conceptual framework, and the hypotheses development. In addition, this chapter details the research methodology to find the answers to the research objectives, the research questions, and the hypotheses testing as specified. The research methods comprise four parts: for the first, the sample selection and data collection procedure are in detailed the population and sample, data collection, and the test of non-response bias. The second introduces the variable measurements that were developed. The third demonstrates the instrumental verifications involving the test of validity, reliability, and statistical analysis. The last part presents the table of the summary of definitions and the operations of all variables.

Sample Selection and Data Collection Procedure

Population and Sample

This research selects multinational corporations (MNCs) from software businesses in Thailand as the population and sample. The population was obtained from the list on the database of the Board of Investment of Thailand (BOI) drawn in March, 2012 (www.boi.go.th) totaling of 561 firms. These firms are given investment promotion from the Thai government. The government policy encouraged investments of foreign investors in the aspects of the conditions relevant to tax incentives and availability of the infrastructure to businesses along with resource efficiency. In addition, software businesses are selected to be investigated for various reasons; first, the characteristics of software businesses are appropriate with marketing integration strategy that influences marketing outcomes in which foreign investors have been operating businesses abroad that require integration strategy for understanding various contexts. Second, the software businesses need information and marketing knowledge

and collaboration for developing products (Nystrom, 1985; Perks, Kahn, and Zhang, 2009; Song and Song, 2010; Ali and others, 2010). Third, this business tends to grow continuously. The report of the Software Industry Promote Agency mentions that the Thailand software market value is continuously expanding at 5.5% and has grown up to 35% since 2006. In 2010, the enterprise software in Thailand as totaled 86% and the rest are other type software (www.boi.go.th). Therefore, the software businesses are suitable because these firms need to integrate market learning for survival in the Thai context. Furthermore, previous research has a few empirical studies of marketing integration strategy on marketing outcomes in Thailand. In this research, the sample size of the software businesses is examined in this research including all firms as the population.

With regard to the questionnaire mailing, 57 surveys were undeliverable because some firms were no longer in business or had moved to unknown locations. Deducting the undeliverable from the original 561 mailed, the valid mailing was 504 surveys, from which 112 responses were received. Of the surveys competed and returned, only 108 were usable. The effective response rate was approximately 21.43 %. According to Aaker, Kumar and Day (2001), the response rate for a mail survey if more than 20% is regarded acceptable. The details of the questionnaire mailing are shown in Table 4.

Table 4: Details of Questionnaire Mailing

Details	Numbers
Number of questionnaire mailing	561
Number of undelivered questionnaires	57
Number of successful questionnaire mailing	504
Received questionnaire	112
Unusable questionnaires	4
Usable questionnaires	108
Response rate $(108/504) \times 100$	21.43%

Data Collection

The data was collected from 561 software businesses in Thailand. In the preliminary stage, this research designed a questionnaire as the instrument, based on the definition of the constructs and adapted from previous researches. Next, the technique used in data was collected by the questionnaire mail survey with a five-point Likert scale items. Indeed, an itemized rating scale is the most widely used and facilitates used scales in marketing research (Lam, Kraus, and Ahearne, 2010). The unit of analysis in this research is software businesses in Thailand. At the same time, the mailed questionnaire is an appropriate survey because the method has been widely used and facilitates the collection of data and covers larger areas in Thailand. Moreover, the questionnaire survey helps the researcher save time and at a relatively low cost and which can also be performed by a single researcher. Besides, the questionnaire survey can access respondents directly. The respondents are given a set of questionnaires including the cover letter, questionnaire, and a return envelope in which such information is confidential for the comfort and candor of the respondents. Furthermore, marketing directors or marketing managers as the key participants are appropriate to give the best information because they have expertise of marketing and insights on business. Besides, follow-up will performed on the third weeks by send a postcard reminder the respondents on firm has not been answer returned which, the researcher able to check from code were assign in questionnaires. Accordingly, the survey is completed returned to the researcher within four weeks.

In addition, the questionnaire of this research comprises seven sections. Firstly, it asks for personal information, namely gender, age, marital status, level of education, revenue, work experience, and current revenue average per month, and current position. Secondly, it asks for business information including business forms, business types, nature of production, working capitals, operating periods, value of asset used in business, number of employees, and firm has been awarded of management marketing or other awards. Thirdly, the information is relevant to estimate of marketing integration strategy which measuring items anchored by five-point Likert scale ranging from 1= strongly disagree to 5 = strongly agree. Fourthly, the details submitted that concerned with the consequences of marketing integration strategy consist of dynamic marketing competitiveness, modern marketing practice, marketing excellence, marketing

advantage, and marketing outcomes. Fifthly, this section in internal factors has an influence on operation of marketing integration strategy namely, corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, organizational marketing culture, and marketing adaptation competency. Sixthly, the content of external factors has an influence on marketing integration strategy such as business environment complexity and marketing environmental munificence. Lastly, an open-ended question for key participant to take gives recommendation useful on this research. Indeed, the questionnaire has a total of 88 items which the researcher assigned the code number at the last page of questionnaire and the corner of below the envelope for tracking. This questionnaire is attached in the Appendix E (Thai version) and Appendix F (English version).

Furthermore, the researcher may received questionnaire get back are not full amount. To ensure of these information is not a problem. This research will made examined between the respondent and those who did not respondent that both groups are no difference and how the test is as follows.

Test of Non-Response Bias

This research detects a possible response bias problem between the respondents and non-respondents which could affect analysis. Here, the method is used to estimate the non-response bias for appraisal via comparison with early and late responses. As for the non-response bias, software businesses identified in t-test statistics were performed to compare the demographic information to ensure that there is no difference between both groups of the early and late respondents. The various characteristics of the firms comprise type of business, nature of production, working capital, and value of assets used in businesses that key informant self-reported all constructs (Armstrong and Overton, 1977).

In the test, all 108 received questionnaires are separated into two groups to check that there are no differences between the groups. The first group, fifty percent of the respondents were referred to as early respondents (54 responses) are as represent the respondents and the second group, fifty percent of the respondents were defined as late respondents (54 responses) are as represent who do not respondents. In addition, the test of non-response bias by the t-test found that the results exhibited no significant

difference between the responses from early and late respondents on all major constructs and on the key demographic variables as follows: type of business ($t = -0.467$, $p > 0.10$), nature of production ($t = -0.590$, $p > 0.10$), working capital ($t = 0.700$, $p > 0.10$), and value of asset used in business ($t = 0.406$, $p > 0.10$) respectively, Armstrong and Overton (1977) recommend that the non-response bias is not problem in this data. The results of non-response bias test are shown in Appendix C.

Measurements

In terms of the measurement, the developmental procedures are relevant to multiple items adjusted for measuring each construct in the conceptual model. This research designed to measure the variables from the definition and adapted from previous research, by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Consequently, the contents of the variable measurements consist of the dependent variable, the independent variables, the moderator variables, and the control variables enumerated below.

Dependent Variable

Marketing outcomes. Marketing outcomes are estimated by the consequence of marketing strategy for both profits (sales and market share) and nonprofits (customer satisfaction and image) of the firm, as well as, brand sales and market shares gauge the market outcomes (Huang and Sarigollu, 2012). Thus, it emphasizes on the greater profit from the operations of marketing (Nystrom, 1985). This construct is adapted from Saekoo and Ussahawanitchakit, (2010) including a five-item scale.

Independent Variables

This research has 15 independent variables that can be separated into three sections. The first section concerns the main variable of the conceptual model which is marketing integration strategy comprising six dimensions: marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing

communication. Therefore, the measure of each variable is derived from the definition or adapted from the literature review as detailed in the following.

Marketing flexibility focus. Marketing flexibility focus is estimated by the firm's ability to increase adaptability and change of marketing structures and processes which emphasize participation, interaction, and build opportunities to exchange marketing information (Gurau, 2009). This construct is developed from the definition and the literature including a four-item scale.

Customer responsiveness awareness. Customer responsiveness awareness is measured by an ability of the firm to identify different customer demands (Kotler and Keller, 2007) and emphasizes on constantly seeking customer needs and wants to respond to the expectations of the customers effectively and efficiently (Jadesadalug and Ussahawanitchakit, 2009). This construct is developed from the definition and the literature including a four-item scale.

Product innovation development. Product innovation development is rated by the degree of launching a new product into the marketplace to introduce product creativity for continuously improving on the marketing concept (Yang and Liu, 2006). This construct is developed from the definition and the literature including a four-item scale.

Marketing learning orientation. Marketing learning orientation is evaluated by the level of ability to learn and understand market demands to develop skills, ability of the personnel, and enhance the capability in accumulating marketing knowledge to determine a marketing approach effectively (Paiva, 2010). This construct is developed from the definition and the literature including a four-item scale.

Marketing collaboration creation. Marketing collaboration creation is assessed by the firm's ability to assign a marketing approach with activities and cooperation in the operations along with promoting the relationships for sharing knowledge and

experience leading to enhanced marketing function (Mitchell and Singh, 1996). This construct is developed from the definition and the literature including a four-item scale.

Proactive marketing communication. Proactive marketing communication is estimated by ability of the firm to disseminate and expose the marketing information of customers and competitors used to develop effective marketing communication tools to stimulate customer perceptions and acceptance in products and services (Phelps, Harris, and Johnson, 1996). This construct is developed from the definition and the literature including a four-item scale.

Moreover, the second section involves a consequence of marketing integration strategy consisting of dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantages that reflect the benefits and competition ability superior to its competitors bringing increased marketing outcomes, as well. The details of the measurement are as follows:

Dynamic marketing competitiveness. Dynamic marketing competitiveness is assessed by the level of potential to adapt to the marketing functions to creating products that services and enhance flexibility to respond to changes effectively, quickly and continuously (Cepeda and Vera, 2007). This construct is developed from the definition and the literature including a four-item scale.

Modern marketing practice. Modern marketing practice is measured by the ability of the firm to develop a marketing approach consistent with the current situation and assign new marketing operations that most effectively respond to the lifestyles and the consumption of customers (Dekel, Prince, and Beaver, 2007). This construct is developed from the definition and the literature including a four-item scale.

Marketing excellence. Marketing excellence is evaluated by the level of potential on products and services that have differentiation, diversification, and high quality to respond to customer needs and are superior to its competitors bringing

continuous customer acceptance (Adenfelt and Lagerstrom, 2006). This construct is adapted from Phokha and Ussahawanitchakit, (2011) including a five-item scale.

Marketing advantage. Marketing advantage is measured by the degree of the ability to respond to the customers over its competitors along with the firms that have products and services that are distinguished and recognized by the consumers. This construct is adapted from Syers and Ussahawanitchakit, (2011) including a five-item scale.

Furthermore, the third section is relevant to the antecedent variables which demonstrated with the internal and external factors that are necessary to drive the marketing integration strategy and bring the competitive advantage of the firm. The particulars have five antecedent constructs detailed as following:

Corporate vision for marketing survival. Corporate vision for marketing survival is measured by the level of firm ability in the analysis of marketing and evaluates the competitors to assign strategy marketing and planning to use in competition for firm survival (Bloomfield and O'Hara, 2000). This construct is developed from the definition and the literature including a three-item scale.

Marketing resource readiness. Marketing resource readiness is evaluated by the firm's ability to allocate existing marketing resources to maximize benefits and create distinguished in the competition (Tzokas, Saren, and Brownlie, 1997). This construct is adapted from Pongpearchan and Ussahawanitchakit, (2011) including a three-item scale.

Marketing knowledge richness. Marketing knowledge richness is assessed by the level of the firm to accumulate knowledge and marketing experience bringing the expertise of marketing and the potential to continuously seek new knowledge in marketing (Huang, Wang, and Seidmann, 2007). This construct is adapted from Phokha and Ussahawanitchakit, (2011) including a three-item scale.

Marketing technology capability. Marketing technology capability is measured by the ability to develop and learn advanced technology rapidly to use in support of various marketing functions including customer relationship management, sales activity, customer support, systematic and effective marketing research and planning (Trainor and others, 2011). This construct is developed from the definition and the literature including a four-item scale.

Business environment complexity. Business environment complexity is evaluated by the level of the firm's potential to perceive variation in market conditions that involve the firm's understanding of changes and the ability to adapt and to cope with the changes effectively (Nicolau, 2005). This construct is developed from the definition and the literature including a three-item scale.

Moderating Variables

Organizational marketing culture. Organizational marketing culture is evaluated by the firm's capability to build mutual beliefs and values relevant to involvement, consistency, adaptability, and mission for integrating and cooperating towards a common goal (Yilmaz and Ergun, 2008). This construct is developed from the definition and the literature including a three-item scale.

Marketing adaptation competency. Marketing adaptation competency is measured by the potential of the firm to adjust to marketing approaches appropriate with marketing change for enhancing flexibility to compete and respond to customer needs rapidly and continuously (Ozer, 2005). This construct is developed from the definition and the literature including a three-item scale.

Marketing environmental munificence. Marketing environmental munificence is assessed by the level of external conditions that have a variety of resources that encourage effective marketing implementation to fully exploit those resources and enhance competitiveness bringing continuous growth of the firms (Park and Mezias, 2005). This construct is adapted from Akkrawimut and Ussahawanitchakit, (2011) including a four-item scale.

Control Variables

The control variables consist of firm experience and firm size which may affect the relationships between marketing integration strategy and marketing outcomes, and the antecedent variables – marketing integration strategy relationships as enumerated below.

Firm experience. Firm experience is measured by the number of years the firms have been in business. Mathew, Joglekar, and Desai (2010) suggest that the experience in marketing of the firms may affect marketing integration strategy. This is similar to Wu and others (2006) who described that experience in business might influence cooperation on cross-functional. In this case, firm experience is represented by a dummy variable in which assigned 0 represents firms that have been operating for 10 years or less, and 1 represents the firms that have been operating for more than 11 years.

Firm size. Firm size is estimated by the number of full-time employees currently registered in the firms (Nakata, Zhu, and Izberk-Bilgin, 2011). Prior research is concerned with the size of the firm in which small firms or large firms possibly impact the ability to develop marketing integration strategy of businesses along with combining the marketing department in conjunction with other departments (Weir and others, 1999). In this case, firm size is represented by a dummy variable in which 0 represents firm with 50 employees or less, and 1 represents firm with more than 50 employees.

Previous research has demonstrated that all control variables may influence the ability of a firm to operate the business in order to be successful. Therefore, firm experience and firm size are appropriately chosen as the control variables. This research is conducted to determine the control variables, namely, firm experience and firm size to transform as the dummy variables by dividing frequencies proportionate of firm experience and firm size from the analysis. Thus, the determining dummy variable was based on the actual the data received from demographic data of the software businesses.

Methods

This research collected the data through a questionnaire mailed survey in which all constructs in the conceptual model are developed as new scales based on the literature review. In addition, a pre-test method is appropriate for estimate the validity and reliability of the questionnaire. In this case, the first thirty mailed surveys from the software businesses are selected to test the validity and reliability of the overall constructs. Moreover, thirty questionnaires are included in the final data analysis for hypotheses and assumptions testing of multiple regression analysis. Accordingly, the aim of the pre-test is to investigate the validity and reliability of each of the measures employed in the questionnaire to be discussed below.

Validity and Reliability

Validity. This research will be acceptable and credible when the measurement of relevant validity and reliability is provided (Houston, 2004). Validity is an important measurement as it reflects how well an assessment reflects its unobservable construct (Ping, 2004). Likewise, validity is the levels of measurement that are accurate and precise instruments consistent with the literature and the conceptual model of this research. Hence, this research tests the validity of the instrument to confirm that a measure or set of measures accurately represents the concept of the research. In this case, the types of validity testing include face, content, and construct validity (Pesamaa, Eriksson, and Hair, 2009).

Face validity and Content validity. Face validity is defined as the level that respondents or users decide as the items of an evaluation instrument that are appropriate to the construct goal and evaluation objective (Nevo, 1985). Besides, content validity refers to the level to which a measure's items respondent a proper sample of the theoretical content major of a construct (Nunnally and Berstein, 1994). Accordingly, the face validity and content validity were adjusted by an extensive and comprehensive literature review to create a questionnaire for accurate definition (Hair and others, 2006). After that, experts are requested to design a questionnaire; they could possibly

provide comments, make adjustments and select the best possible scales of measure corresponding with the conceptual definition.

Construct validity. Construct validity refers to a set of measured items which reflect the theoretical latent constructs that those items are designed to measure (Hair and others, 2006). Indeed, construct validity refers to the vertical correspondence between constructs is at an unobservable, conceptual degree and a purposed measure of it which as in operating degree (Houston, 2004). Construct validity is part of a measure's correspondence with the target measure that should be possible in theory (Ping, 2004). For the new scale, it uses an exploratory factor analysis (EFA) to assess the construct validity of the instrument by investigating the relationships of a large number of items. Likewise, scale development and scale adaptation from previous research, uses confirmatory factor analysis (CFA) to assess construct validity. Thus, when the items have been extracted they should only be one factor. This analysis is for all factor loadings as being greater than 0.40 cut-offs and are statistically significant as the rule-of-thumb (Nunnally and Berstein, 1994).

Reliability. Reliability is measured by the frequently characterized repeatability of a measure such as the measure's stability over time (Ping, 2004). It refers to an estimation of the level of consistency between multiple measurements of a variable (Hair and others, 2006). This research evaluates the reliability of each construct to confirm the degree of consistency between multiple measurements of a variable. The reliability of the assessment was estimated by Cronbach alpha coefficients. The value of Cronbach alpha coefficients of all constructs should be higher than the 0.60 cut-off value (Hair and others, 2006).

Table 5 show the results of measure the validity and reliability of all construct by uses questionnaires 30 items to returned. The factor analysis conducted were testing validity of all constructs which, found that factor loading are 0.581-0.932 as being greater than 0.4 cut-offs, and illustrate on validity of questionnaire (Nunnally and Berstein, 1994). The reliability of the measurement was evaluated by Cronbach alpha coefficients of all constructs, ranging from 0.688-0.914 are higher than 0.6 cut-offs, and

demonstrates on this questionnaire has reliability in measure. Accordingly, all measure of scale are considered appropriate for further analysis and accepted for validity and reliability in this research.

Table 5: Results of Measure Validation

Items	Factor Loading	Cronbach Alpha
Marketing Flexibility Focus (MFF)	.610-.861	.701
Customer Responsiveness Awareness (CRA)	.677-.863	.781
Product Innovation Development (PID)	.660-.869	.809
Marketing Learning Orientation (MLO)	.748-.844	.834
Marketing Collaboration Creation (MCC)	.832-.874	.871
Proactive Marketing Communication (PMC)	.783-.868	.852
Dynamic Marketing Competitiveness (DMC)	.667-.890	.796
Modern Marketing Practice (MMP)	.778-.913	.888
Marketing Excellence (MEX)	.595-.826	.734
Marketing Advantage (MAD)	.581-.841	.772
Marketing Outcomes (MOU)	.779-.932	.914
Corporate Vision for Marketing Survival (CMS)	.718-.875	.688
Marketing Resource Readiness (MRR)	.799-.907	.802
Marketing Knowledge Richness (MKR)	.842-.870	.798
Marketing Technology Capability (MTC)	.798-.866	.855
Business Environment Complexity (BEC)	.745-.904	.808
Organizational Marketing Culture (OMC)	.772-.839	.725
Marketing Adaptation Competency (MAC)	.761-.924	.812
Marketing Environmental Munificence (MEM)	.780-.888	.856

Statistical Techniques

Before hypotheses testing, this research has required that all raw data be checked, encoded, and recorded in a data file. Then, the basic assumption of the regression analysis is tested. This procedure is relevant for checking the normality, heteroscedasticity, autocorrelation, and linearity. Moreover, outlier problem is concerned.

Correlation analysis. The Pearson correlation coefficient is utilized to test the correlation among variables in this research which shows the relationship as paired and systematic. This is because the relationships between the variables might be excessive causing a multicollinearity problem. Therefore, a reasonable correlation coefficient should be less than 0.80 (Hair and others, 2006). The results of correlation analysis are between 0.22-0.73 which illustrates an independence of variables and are shown in Table 7 (Chapter 4).

Variance inflation factor. To identify a multicollinearity problem, this research assumed variance inflation factors (VIF) as indicators to specify the high level of multicollinearity among the independent variables. Neter, William, and Michael (1985) suggest that VIF values should be less than 10, which means the independent variables are not correlated with each other. Moreover, VIF maximum value is 3.920, thus, multicollinearity is not a problem in this research.

Regression analysis. This research is assessed by the Ordinary Least Squares (OLS) regression analysis to test all hypotheses following the conceptual model. OLS can be considered appropriate to test the relationships between the independent variables and the dependent variables in which all variables will be transformed into the form of categorical and interval data (Hair and others, 2006). Hence, models of the relationships among the variables are illustrated in the equation models depicted below.

$$\text{Equation 1 : } \quad \text{DMC} = \alpha_1 + \beta_1\text{MFF} + \beta_2\text{CRA} + \beta_3\text{PID} + \beta_4\text{MLO} + \beta_5\text{MCC} + \beta_6\text{PMC} + \beta_7\text{FEX} + \beta_8\text{FSI} + \varepsilon_1$$

$$\text{Equation 2 : } \quad \text{MMP} = \alpha_2 + \beta_9\text{MFF} + \beta_{10}\text{CRA} + \beta_{11}\text{PID} + \beta_{12}\text{MLO} + \beta_{13}\text{MCC} + \beta_{14}\text{PMC} + \beta_{15}\text{FEX} + \beta_{16}\text{FSI} + \varepsilon_2$$

$$\text{Equation 3 : } \quad \text{MEX} = \alpha_3 + \beta_{17}\text{MFF} + \beta_{18}\text{CRA} + \beta_{19}\text{PID} + \beta_{20}\text{MLO} + \beta_{21}\text{MCC} + \beta_{22}\text{PMC} + \beta_{23}\text{FEX} + \beta_{24}\text{FSI} + \varepsilon_3$$

$$\text{Equation 4 : } \text{MEX} = \alpha_4 + \beta_{25}\text{DMC} + \beta_{26}\text{MMP} + \beta_{27}\text{FEX} + \beta_{28}\text{FSI} + \varepsilon_4$$

$$\text{Equation 5 : } \text{MAD} = \alpha_5 + \beta_{29}\text{DMC} + \beta_{30}\text{MMP} + \beta_{31}\text{MEX} + \beta_{32}\text{FEX} + \beta_{33}\text{FSI} + \varepsilon_5$$

$$\text{Equation 6 : } \text{MOU} = \alpha_6 + \beta_{34}\text{DMC} + \beta_{35}\text{MMP} + \beta_{36}\text{MEX} + \beta_{37}\text{FEX} + \beta_{38}\text{FSI} + \varepsilon_6$$

$$\text{Equation 7 : } \text{MOU} = \alpha_7 + \beta_{39}\text{MAD} + \beta_{40}\text{FEX} + \beta_{41}\text{FSI} + \varepsilon_7$$

$$\text{Equation 8 : } \text{MFF} = \alpha_8 + \beta_{42}\text{CMS} + \beta_{43}\text{MRR} + \beta_{44}\text{MKR} + \beta_{45}\text{MTC} + \beta_{46}\text{BEC} + \beta_{47}\text{FEX} + \beta_{48}\text{FSI} + \varepsilon_8$$

$$\text{Equation 9 : } \text{CRA} = \alpha_9 + \beta_{49}\text{CMS} + \beta_{50}\text{MRR} + \beta_{51}\text{MKR} + \beta_{52}\text{MTC} + \beta_{53}\text{BEC} + \beta_{54}\text{FEX} + \beta_{55}\text{FSI} + \varepsilon_9$$

$$\text{Equation 10 : } \text{PID} = \alpha_{10} + \beta_{56}\text{CMS} + \beta_{57}\text{MRR} + \beta_{58}\text{MKR} + \beta_{59}\text{MTC} + \beta_{60}\text{BEC} + \beta_{61}\text{FEX} + \beta_{62}\text{FSI} + \varepsilon_{10}$$

$$\text{Equation 11 : } \text{MLO} = \alpha_{11} + \beta_{63}\text{CMS} + \beta_{64}\text{MRR} + \beta_{65}\text{MKR} + \beta_{66}\text{MTC} + \beta_{67}\text{BEC} + \beta_{68}\text{FEX} + \beta_{69}\text{FSI} + \varepsilon_{11}$$

$$\text{Equation 12 : } \text{MCC} = \alpha_{12} + \beta_{70}\text{CMS} + \beta_{71}\text{MRR} + \beta_{72}\text{MKR} + \beta_{73}\text{MTC} + \beta_{74}\text{BEC} + \beta_{75}\text{FEX} + \beta_{76}\text{FSI} + \varepsilon_{12}$$

$$\text{Equation 13 : } \text{PMC} = \alpha_{13} + \beta_{77}\text{CMS} + \beta_{78}\text{MRR} + \beta_{79}\text{MKR} + \beta_{80}\text{MTC} + \beta_{81}\text{BEC} + \beta_{82}\text{FEX} + \beta_{83}\text{FSI} + \varepsilon_{13}$$

$$\text{Equation 14 : } \text{MFF} = \alpha_{14} + \beta_{84}\text{CMS} + \beta_{85}\text{MRR} + \beta_{86}\text{MKR} + \beta_{87}\text{MTC} + \beta_{88}\text{BEC} + \beta_{89}\text{OMC} + \beta_{90}(\text{CMS}*\text{OMC}) + \beta_{91}(\text{MRR}*\text{OMC}) + \beta_{92}(\text{MKR}*\text{OMC}) + \beta_{93}(\text{MTC}*\text{OMC}) + \beta_{94}(\text{BEC}*\text{OMC}) + \beta_{95}\text{FEX} + \beta_{96}\text{FSI} + \varepsilon_{14}$$

$$\begin{aligned} \text{Equation 15 : } \quad \text{CRA} = & \alpha_{15} + \beta_{97}\text{CMS} + \beta_{98}\text{MRR} + \beta_{99}\text{MKR} + \beta_{100}\text{MTC} + \beta_{101}\text{BEC} \\ & + \beta_{102}\text{OMC} + \beta_{103}(\text{CMS}*\text{OMC}) + \beta_{104}(\text{MRR}*\text{OMC}) + \\ & \beta_{105}(\text{MKR}*\text{OMC}) + \beta_{106}(\text{MTC}*\text{OMC}) + \beta_{107}(\text{BEC}*\text{OMC}) + \\ & \beta_{108}\text{FEX} + \beta_{109}\text{FSI} + \varepsilon_{15} \end{aligned}$$

$$\begin{aligned} \text{Equation 16 : } \quad \text{PID} = & \alpha_{16} + \beta_{110}\text{CMS} + \beta_{111}\text{MRR} + \beta_{112}\text{MKR} + \beta_{113}\text{MTC} + \\ & \beta_{114}\text{BEC} + \beta_{115}\text{OMC} + \beta_{116}(\text{CMS}*\text{OMC}) + \\ & \beta_{117}(\text{MRR}*\text{OMC}) + \beta_{118}(\text{MKR}*\text{OMC}) + \beta_{119}(\text{MTC}*\text{OMC}) \\ & + \beta_{120}(\text{BEC}*\text{OMC}) + \beta_{121}\text{FEX} + \beta_{122}\text{FSI} + \varepsilon_{16} \end{aligned}$$

$$\begin{aligned} \text{Equation 17 : } \quad \text{MLO} = & \alpha_{17} + \beta_{123}\text{CMS} + \beta_{124}\text{MRR} + \beta_{125}\text{MKR} + \beta_{126}\text{MTC} + \\ & \beta_{127}\text{BEC} + \beta_{128}\text{OMC} + \beta_{129}(\text{CMS}*\text{OMC}) + \\ & \beta_{130}(\text{MRR}*\text{OMC}) + \beta_{131}(\text{MKR}*\text{OMC}) + \beta_{132}(\text{MTC}*\text{OMC}) \\ & + \beta_{133}(\text{BEC}*\text{OMC}) + \beta_{134}\text{FEX} + \beta_{135}\text{FSI} + \varepsilon_{17} \end{aligned}$$

$$\begin{aligned} \text{Equation 18 : } \quad \text{MCC} = & \alpha_{18} + \beta_{136}\text{CMS} + \beta_{137}\text{MRR} + \beta_{138}\text{MKR} + \beta_{139}\text{MTC} + \\ & \beta_{140}\text{BEC} + \beta_{141}\text{OMC} + \beta_{142}(\text{CMS}*\text{OMC}) + \\ & \beta_{143}(\text{MRR}*\text{OMC}) + \beta_{144}(\text{MKR}*\text{OMC}) + \beta_{145}(\text{MTC}*\text{OMC}) \\ & + \beta_{146}(\text{BEC}*\text{OMC}) + \beta_{147}\text{FEX} + \beta_{148}\text{FSI} + \varepsilon_{18} \end{aligned}$$

$$\begin{aligned} \text{Equation 19 : } \quad \text{PMC} = & \alpha_{19} + \beta_{149}\text{CMS} + \beta_{150}\text{MRR} + \beta_{151}\text{MKR} + \beta_{152}\text{MTC} + \\ & \beta_{153}\text{BEC} + \beta_{154}\text{OMC} + \beta_{155}(\text{CMS}*\text{OMC}) + \\ & \beta_{156}(\text{MRR}*\text{OMC}) + \beta_{157}(\text{MKR}*\text{OMC}) + \beta_{158}(\text{MTC}*\text{OMC}) \\ & + \beta_{159}(\text{BEC}*\text{OMC}) + \beta_{160}\text{FEX} + \beta_{161}\text{FSI} + \varepsilon_{19} \end{aligned}$$

$$\begin{aligned} \text{Equation 20 : } \quad \text{DMC} = & \alpha_{20} + \beta_{162}\text{MFF} + \beta_{163}\text{CRA} + \beta_{164}\text{PID} + \beta_{165}\text{MLO} + \beta_{166}\text{MCC} \\ & + \beta_{167}\text{PMC} + \beta_{168}\text{MAC} + \beta_{169}(\text{MFF}*\text{MAC}) + \beta_{170}(\text{CRA}*\text{MAC}) \\ & + \beta_{171}(\text{PID}*\text{MAC}) + \beta_{172}(\text{MLO}*\text{MAC}) + \\ & \beta_{173}(\text{MCC}*\text{MAC}) + \beta_{174}(\text{PMC}*\text{MAC}) + \beta_{175}\text{FEX} + \beta_{176}\text{FSI} \\ & + \varepsilon_{20} \end{aligned}$$

$$\begin{aligned} \text{Equation 21 : } \text{MMP} = & \alpha_{21} + \beta_{177}\text{MFF} + \beta_{178}\text{CRA} + \beta_{179}\text{PID} + \beta_{180}\text{MLO} + \beta_{181}\text{MCC} \\ & + \beta_{182}\text{PMC} + \beta_{183}\text{MAC} + \beta_{184}(\text{MFF} * \text{MAC}) + \beta_{185}(\text{CRA} * \\ & \text{MAC}) + \beta_{186}(\text{PID} * \text{MAC}) + \beta_{187}(\text{MLO} * \text{MAC}) + \\ & \beta_{188}(\text{MCC} * \text{MAC}) + \beta_{189}(\text{PMC} * \text{MAC}) + \beta_{190}\text{FEX} + \beta_{191}\text{FSI} \\ & + \varepsilon_{21} \end{aligned}$$

$$\begin{aligned} \text{Equation 22 : } \text{MEX} = & \alpha_{22} + \beta_{192}\text{MFF} + \beta_{193}\text{CRA} + \beta_{194}\text{PID} + \beta_{195}\text{MLO} + \beta_{196}\text{MCC} \\ & + \beta_{197}\text{PMC} + \beta_{198}\text{MAC} + \beta_{199}(\text{MFF} * \text{MAC}) + \beta_{200}(\text{CRA} * \\ & \text{MAC}) + \beta_{201}(\text{PID} * \text{MAC}) + \beta_{202}(\text{MLO} * \text{MAC}) + \\ & \beta_{203}(\text{MCC} * \text{MAC}) + \beta_{204}(\text{PMC} * \text{MAC}) + \beta_{205}\text{FEX} + \beta_{206}\text{FSI} \\ & + \varepsilon_{22} \end{aligned}$$

$$\begin{aligned} \text{Equation 23 : } \text{MAD} = & \alpha_{23} + \beta_{207}\text{DMC} + \beta_{208}\text{MMP} + \beta_{209}\text{MEX} + \beta_{210}\text{MEM} + \\ & \beta_{211}(\text{DMC} * \text{MEM}) + \beta_{212}(\text{MMP} * \text{MEM}) + \beta_{213}(\text{MEX} * \\ & \text{MEM}) + \beta_{214}\text{FEX} + \beta_{215}\text{FSI} + \varepsilon_{23} \end{aligned}$$

$$\begin{aligned} \text{Equation 24 : } \text{MOU} = & \alpha_{24} + \beta_{216}\text{DMC} + \beta_{217}\text{MMP} + \beta_{218}\text{MEX} + \beta_{219}\text{MEM} + \\ & \beta_{220}(\text{DMC} * \text{MEM}) + \beta_{221}(\text{MMP} * \text{MEM}) + \beta_{222}(\text{MEX} * \\ & \text{MEM}) + \beta_{223}\text{FEX} + \beta_{224}\text{FSI} + \varepsilon_{24} \end{aligned}$$

Where,

MOU = Marketing outcomes

MFF = Marketing flexibility focus

CRA = Customer responsiveness awareness

PID = Product innovation development

MLO = Marketing learning orientation

MCC = Marketing collaboration creation

PMC = Proactive marketing communication

DMC = Dynamic marketing competitiveness

MMP = Modern marketing practice

MEX = Marketing excellence

MAD	= Marketing advantage
CMS	=Corporate vision for marketing survival
MRR	= Marketing resource readiness
MKR	= Marketing knowledge richness
MTC	= Marketing technology capability
BEC	= Business environment complexity
OMC	= Organizational marketing culture
MAC	= Marketing adaptation competency
MEM	= Marketing environmental munificence
FEX	= Firm experience
FSI	= Firm size
α	= Constant
β	= Regression coefficient
ε	= Error

Summary

This chapter details the research methods in this research for gathering the data and examining all the constructs in the conceptual model to answer the research objectives and research questions. The contents are relevant to the population and sample, the data collection procedure, and the test of non-response bias. In addition, the 561 software businesses in Thailand are selected as the population and sample. The population is obtained from the database of the Board of Investment of Thailand (BOI) (www.boi.go.th). Besides, the data collection procedure is a questionnaire-mailed survey sent to the marketing directors or marketing managers of each software business in Thailand who are proposed to be the key participants. Moreover, the descriptive, correlation, and the Ordinary Least Square (OLS) regression analysis are processed to prove the 29 hypotheses. Accordingly, the variable measurements are followed for each of all variables in the conceptual model. Table 6 concludes the details of the variable measurements: the definition of each construct, the operational variables, and the scale sources. Furthermore, the instrumental verification comprising the test of validity and

reliability and the statistical analyses are presented. Also, the next chapter describes the respondents' characteristics and the descriptive statistics, as well.

Table 6: Definitions and Operational Variables of Constructs

Constructs	Definitions	Operational Variables	Scale Sources
Dependent Variable			
Marketing Outcomes (MOU)	The consequence of marketing operations that firm gained from profitability and non-profitability which is on target	the consequence of marketing operations that firm gained from profitability (market share) and non-profitability (customer satisfaction) which is on target	Saekoo and Ussahawanitchakit, (2010)
Independent Variables			
Marketing flexibility focus (MFF)	The capability of firm concentrates on adaptation, and change of marketing structure and process to more efficient which build opportunity to exchange marketing information with consumers continuously	Firm's ability to increase adaptability of marketing function and the level of participation, interaction, and exchange marketing information	New scale
Customer responsiveness awareness (CRA)	An ability of the firm to identify different customer demands and seek customer needs and wants constantly to responding expectation of customers effectively and efficiently	Capability of the firm to know customer needs which able to quickly response and efficiency	New scale

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Product innovation development (PID)	Ability of the firm to improvement a new product based on learning marketing continuous along with allocation of resources to conjunction with technology in promote to creative that products is effectively	The degree of launching a new product into marketplace for introduce product creative from improving on marketing concept continuous	New scale
Market learning orientation (MLO)	The firm focus on learning and understanding market demand to develop skill, ability of personnel, and enhance capability in accumulation marketing knowledge to determine marketing approach effectively	Level of ability to learning and understanding market demand to enhance capability in accumulation marketing knowledge that brings to determine marketing approach very well	New scale
Marketing collaboration creation (MCC)	Firm's ability to assign marketing approach with participate in activities and cooperate in operational along with promote the relationship for sharing of knowledge and experience	Ability of the firm to create cooperation activity in marketing and degree of collaboration between units	New scale

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Proactive marketing communication (PMC)	Firm has dissemination and exposure the marketing information of customers and competitor uses to develop marketing communication tools effective to access the target customer thoroughly to stimulate demands in the market	Ability and knowledge of the firm associated with communication that able to introduce and stimulate customer needs in new product and service and encourages customers to buy new product or new service	New scale
Dynamic marketing competitiveness (DMC)	The potential to adapt of marketing functions to creation products and services and enhance flexibility to respond to changes effectively, quickly and continuously	The level of the firm's capability to responding to changes effective, quickly and continuously	New scale
Modern marketing practice (MMP)	Ability of the firm to develop marketing approach consistent with currently situation and assign as new marketing operations creative to respond lifestyles and consumption of customers most effectively	The level of develop marketing approach consistent with currently situation, modern, appropriate with lifestyles to respond to customer needs as well	New scale

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Marketing excellence (MEX)	The potential of products and services are differentiation, diversification, and high quality to respond customer needs superior competitors brings to customers acceptance continuously	The level of potential to marketing superior competitor in matters of product and services	Phokha and Ussahawanitchakit, (2011)
Marketing advantage (MAD)	Ability of firm has benefited marketing operations that superiority competitors with potential of products and services are uniqueness	The degree of ability to respond to customers over its competitors along with the firms have products and services are distinguished	Syers and Ussahawanitchakit, (2011)
Corporate vision for marketing survival (CMS)	The firm emphasizes on analysis of marketing and evaluate competitors to assign as strategy marketing and planning to uses in competition leads to existence of firm since the present into the future continuously	The level of firm ability in analysis of marketing and evaluates competitors to assign as strategy marketing and planning to uses in competition for firm survival	New scale
Marketing resource readiness (MRR)	Firm's ability to allocate marketing resources existence to maximize benefits and create distinguished in the competition	The levels of marketing resources are availability and sufficiently to competition in business	Pongpearchan and Ussahawanitchakit, (2011)

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Marketing knowledge richness (MKR)	The firm focusing on accumulation knowledge and marketing experience brings to expertise of marketing	level of firm to accumulation knowledge and marketing experience brings to expertise of marketing and potential to seeking new knowledge in marketing continuously	Phokha and Ussahawanitchakit, (2011)
Marketing technology capability (MTC)	Ability to develop and learning advanced technology rapidly to use in supports various marketing functions systematic and effective	Ability to develop and learning advanced technology rapidly to use in supports various marketing functions including customer relationship management, sales activity, customer support, and marketing research	New scale
Business environment complexity (BEC)	The level of variation market conditions or heterogeneity of external events that are involve the firm by the potential to perceived dynamic to explains things rapid changes and adaptation to cope with change effectively	The level of firm has potential to perceived variation market conditions that is involved the firm which its understanding to change able to adaptation to cope with change effectively	New scale

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Moderator Variables			
Organizational marketing culture (OMC)	Firm determine operation approach that emphasize of marketing strategy planning relevant to involvement, consistency, adaptability, and mission for integrating and cooperating of the firm	Firm's capability to building mutually belief and values relevant to involvement, consistency, adaptability, and mission for integrating and cooperating to a common goal	New scale
Marketing adaptation competency (MAC)	The potential of firm to adjustment on marketing approach appropriate with changing of market for enhance flexibility to competitive that response to customer needs rapidly and continuously	The level of capability to improvement, development, and flexibility marketing for response to change rapidly and effectiveness	New scale
Marketing environmental munificence (MEM)	The external conditions have variety resources that assist encourage marketing implementation effective from exploit those resources fully and enhance to competitiveness bring to growth continuous of the firms	The degree of abundance and availability of essential resources that influences the firm survival and growth and firm can use benefit to enhance the effective marketing outcomes	Akkrawimut and Ussahawanitchakit, (2011)

Table 6: Definitions and Operational Variables of Constructs (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Control Variables			
Firm experience (FEX)	Number of years firms are in business	Dummy variable 0 = 10 years or less, 1 = more than 11 years	New scale
Firm size (FSI)	Number of employees currently registered full-time in firms	Dummy variable 0 = 50 employees or less, 1 = more than 50 employees	New scale

CHAPTER IV

RESULTS AND DISCUSSION

The previous chapter presented the research methods which engage the sample selection and data collection procedure including the population and sample, the data collection, and the test of non-response bias. Accordingly, the research methods help to clearly answer the testable hypotheses in order to answer the research objectives and research questions. Next, the results of hypotheses testing are revealed in this chapter. In addition, this chapter describes the respondents' characteristics and the descriptive statistics, as well. This chapter is organized as follows. Firstly, the respondents and the firms' characteristics are presented. Secondly, the hypotheses testing and results are detailed. Finally, the summary of all hypotheses testing is included in Table 18

Demographic Characteristic of Respondents' and Firms' Characteristics

In this research, the key informants or respondents are the marketing directors or marketing managers who investigate the relationship between the marketing integration strategy and the marketing outcomes from the software businesses in Thailand. The respondents' characteristics are explained by the demographic characteristics of the director's or executive's information including gender, age, marital status, level of education, work experience, current revenue average per month, and current position. Moreover, the business information in part indicates the details of the business which is described by the demographic characteristics of each firm, namely, the business forms, the type of business, the nature of production, the working capital, the operating periods, the value of asset used in business, the number of employees, and firm has been awarded of management marketing or other awards.

Table A1 (see Appendix A) demonstrates the demographic characteristics of 108 respondents with returned mail surveys and presents in detail the demographic information as follows. Appropriately 58.30 percent of respondents are female. The span of age participants is between 30-40 years old (60.20 percent). Most respondent are single (55.55 percent). The majority level of education of participants are bachelor's

degree or under (51.90 percent). For respondents working experience in marketing field are between 5-10 years (35.20 percent). Moreover, key informant received current revenue average per month no more than 40,000 baht (35.15 percent). Finally, the most of the respondents take a position of marketing manager (75.90 percent).

Furthermore, Table A2 (see Appendix A) shows the particulars of the characteristics of the software businesses in Thailand. This research obtained the information of the software businesses as totaling 108 items and presented the maximum percentage of business characteristics as follows: Mostly, business forms are the companies limited (100.00 percent). The mainly type of business is enterprise software (61.15 percent). The majority are nature of production is operating production by the business plan (62.00 percent). In addition, appropriately 68.50 percent of working capital of software business is less than 10,000,000 baht. The most of operating periods of business are between 5-10 years (39.80 percent). The value of assets used on business is in the range less than 10,000,000 baht (59.20 percent). Furthermore, number of employee in business which majority on less than 50 employees (76.90 percent). Lastly, firm has not been awarded of management marketing or other awards (75.00 percent).

Correlation Analysis

The correlation analysis of all variables for explore the relationships between variables to ensure that those variable has relationship reciprocal not excessive along with demonstrate that this research without multicollinearity problem. Multicollinearity problem is indicated when independent variables have inter-correlation exceeds 0.80 (Hair and others, 2006). Accordingly, Table 7 present the results of the correlation analysis which reveal that all variables have a correlation between 0.215-0.726 that not exceeds 0.8 (Hair and others, 2006) and indicated that each variables have independently of each other. The results confirm with multicollinearity is not problem on analysis of these conceptual model.

Table 7: Descriptive Statistics and Correlation Matrix of Marketing Integration Strategy and all Constructs

Variables	MFF	CRA	PID	MLO	MCC	PMC	DMC	MMP	MEX	MAD	MOU	CMS	MRR	MKR	MTC	BEC	OMC	MAC	MEM	FEX	FSI
Mean	4.07	4.02	4.07	3.85	3.92	4.05	3.83	3.68	3.81	3.82	3.65	4.10	3.92	4.10	4.06	4.18	4.06	4.02	3.81	2.15	1.33
S.D.	0.57	0.65	0.67	0.65	0.71	0.66	0.62	0.78	0.56	0.58	0.77	0.56	0.67	0.65	0.62	0.61	0.60	0.63	0.74	0.98	0.70
MFF	1																				
CRA	.522***	1																			
PID	.624***	.523***	1																		
MLO	.549***	.564***	.575***	1																	
MCC	.558***	.559***	.506***	.726***	1																
PMC	.580***	.476***	.473***	.610***	.671***	1															
DMC	.435***	.398***	.452***	.331***	.304***	.367***	1														
MMP	.560***	.567***	.478***	.568***	.587***	.570***	.581***	1													
MEX	.479***	.462***	.483***	.445***	.419***	.324***	.530***	.672***	1												
MAD	.415***	.365***	.462***	.377***	.396***	.292***	.521***	.589***	.697***	1											
MOU	.308***	.318***	.285***	.215**	.322***	.237**	.519***	.522***	.622***	.652***	1										
CMS	.514***	.441***	.494***	.495***	.499***	.473***	.375***	.554***	.540***	.461***	.360***	1									
MRR	.463***	.544***	.435***	.561***	.535***	.454***	.456***	.645***	.554***	.455***	.530***	.654***	1								
MKR	.512***	.388***	.570***	.502***	.551***	.508***	.398***	.492***	.463***	.407***	.261**	.619***	.505***	1							
MTC	.577***	.450***	.559***	.582***	.469***	.591***	.487***	.542***	.506***	.500***	.322***	.555***	.547***	.691***	1						
BEC	.378***	.305***	.258***	.370***	.346***	.344***	.334***	.342***	.330***	.259***	.096	.512***	.357***	.426***	.383***	1					
OMC	.571***	.567***	.558***	.568***	.632***	.503***	.402***	.579***	.538***	.477***	.422***	.626***	.635***	.674***	.657***	.432***	1				
MAC	.543***	.509***	.491***	.588***	.617***	.507***	.550***	.640***	.602***	.562***	.546***	.485***	.729***	.589***	.660***	.320***	.702***	1			
MEM	.362***	.396***	.376***	.408***	.534***	.436***	.351***	.529***	.469***	.507***	.525***	.470***	.557***	.471***	.475***	.327***	.628***	.539***	1		
FEX	.008	-.072	-.045	-.106	-.007	-.032	.054	-.033	.118	.122	.058	.001	-.035	-.100	-.117	-.001	-.101	-.041	-.073	1	
FSI	-.059	.067	-.021	.115	.104	.081	.021	.118	.136	.005	.029	-.016	-.001	-.071	-.099	.054	-.018	-.086	-.135	.290***	1

*** p<0.01, ** p<0.05

Hypotheses Testing and Results

This research uses the Ordinary Least Squares (OLS) regression analysis to test all hypotheses following the conceptual model. OLS is deemed an appropriate method to examine the relationships between the independent variables and the dependent variables in that all variables will be transformed into the form of categorical and interval data (Hair and others, 2006), which are demonstrated as twenty-four equations in the model. Furthermore, there are two dummy variables comprised of firm experience and firm size which are combined into those equations for testing as show below.

The Effects of Each Dimension of Marketing Integration Strategy on Its Consequence and Marketing Outcomes

Figure 4: The Effects of Each Dimension of Marketing Integration Strategy on Its Consequence and Marketing Outcomes

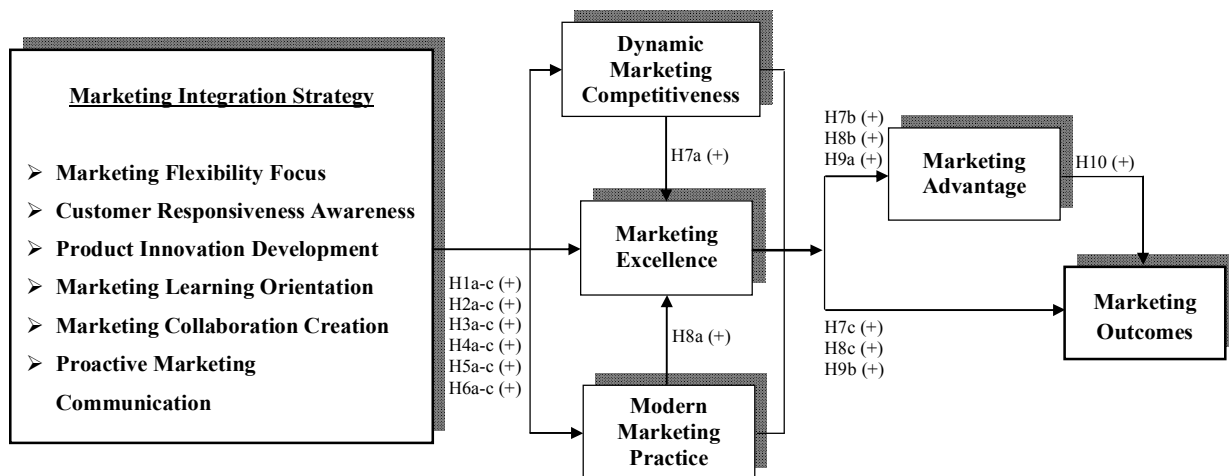


Figure 4 presents the relationships between the six dimensions of marketing integration strategy are influence on marketing outcomes via mediating effects namely, dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage that, underlies hypotheses 1a-1c, 2a-2c, 3a-3c, 4a-4c, 5a-5c,

6a-6c, 7a-7c, 8a-8c, 9a-9b, and 10 which propose that there are positive relationships in all.

Table 8: Descriptive Statistics and Correlation Matrix for Marketing Integration Strategy Constructs, Its Consequence and Marketing Outcomes

Variable	MFF	CRA	PID	MLO	MCC	PMC	DMC	MMP	MEX	MAD	MOU
Mean	4.07	4.02	4.07	3.85	3.92	4.05	3.83	3.68	3.81	3.82	3.64
S.D.	0.57	0.65	0.67	0.65	0.71	0.66	0.62	0.78	0.56	0.58	0.77
MFF	1										
CRA	.522***	1									
PID	.624***	.523***	1								
MLO	.549***	.564***	.575***	1							
MCC	.558***	.559***	.506***	.726***	1						
PMC	.580***	.476***	.473***	.612***	.671***	1					
DMC	.435***	.398***	.452***	.331***	.304***	.367***	1				
MMP	.560***	.567***	.478***	.568***	.587***	.570***	.581***	1			
MEX	.479***	.462***	.483***	.445***	.419***	.324***	.530***	.672***	1		
MAD	.415***	.365***	.462***	.377***	.396***	.292***	.521***	.589***	.697***	1	
MOU	.308***	.318***	.285***	.215**	.322***	.237**	.519***	.522***	.622***	.652***	1
FEX	.008	-.072	-.045	-.106	-.007	-.032	.054	-.033	.118	.122	.058
FSI	-.059	.067	-.021	.115	.104	.081	.021	.118	.136	.005	-.029

***p<0.01, **p<0.05

The correlations among each dimension of marketing integration strategy (marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication), its consequences (dynamic marketing competitiveness, modern marketing practice, and marketing excellence), marketing advantage, and marketing outcomes are shown in Table 8. Firstly, the relationships between each dimension of marketing integration strategy and dynamic marketing competitiveness are positively significant ($r=0.435$, $p<0.01$; $r=0.398$, $p<0.01$; $r=0.452$, $p<0.01$; $r=0.331$, $p<0.01$; $r=0.304$, $p<0.01$; $r=0.367$, $p<0.01$ respectively). Secondly, each dimension of marketing integration strategy has a significant positive impact on modern marketing practice ($r=0.560$, $p<0.01$; $r=0.567$, $p<0.01$; $r=0.478$, $p<0.01$; $r=0.568$, $p<0.01$; $r=0.587$, $p<0.01$; $r=0.570$, $p<0.01$ respectively). Thirdly, each dimension of marketing integration strategy has a significant positive influence on marketing excellence ($r=0.479$, $p<0.01$; $r=0.462$, $p<0.01$; $r=0.483$, $p<0.01$; $r=0.445$,

$p < 0.01$; $r = 0.419$, $p < 0.01$; $r = 0.324$, $p < 0.01$ respectively). Fourthly, dynamic marketing competitiveness and modern marketing practice have significant positive effect on marketing ($r = 0.530$, $p < 0.01$ and $r = 0.672$, $p < 0.01$). Fifthly, dynamic marketing competitiveness, modern marketing practice, and marketing excellence have significant positive impact on marketing advantage ($r = 0.521$, $p < 0.01$; $r = 0.589$, $p < 0.01$; $r = 0.697$, $p < 0.01$ respectively). Finally, dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage have significant positive influence on marketing outcomes ($r = 0.519$, $p < 0.01$; $r = 0.522$, $p < 0.01$; $r = 0.622$, $p < 0.01$; $r = 0.652$, $p < 0.01$ respectively). The results of the correlation analysis of all variables have a correlation between 0.215 - 0.726 revealing less than 0.8 (Hair and others, 2006) and, therefore, does not have a multicollinearity problem. Moreover, the variance inflation factors (VIF) in Models 1-7 indicate the maximum value as 2.722 that is presented in Table 9. Also, the VIF value was lower than 10 as recommended by Neter, William, and Micheal (1985), meaning the independent variables are not correlated with each other. Hence, multicollinearity is not a problem in this research.

Next, Table 9 exhibits the OLS regression analysis of the relationships among the marketing integration strategy (marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication), its consequence (dynamic marketing competitiveness, modern marketing practice, and marketing excellence), marketing advantage, and marketing outcomes as shown below.

Table 9: Results of Regression Analysis for Effects of each dimension of Marketing Integration Strategy on Its Consequence Constructs and Marketing Outcomes

Independent Variables	Dependent Variables						
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
	H1a-6a	H1b-6b	H1c-6c	H7a-8a	H7b-8b,9a	H7c-8c,9b	H10
	DMC	MMP	MEX	MEX	MAD	MOU	MOU
Marketing flexibility focus (MFF)	0.163 (0.125)	0.197* (0.104)	0.216* (0.118)				
Customer responsiveness awareness (CRA)	0.184 (0.113)	0.226** (0.094)	0.192* (0.106)				
Product innovation development (PID)	0.247** (0.119)	0.030 (0.099)	0.205* (0.122)				
Marketing learning orientation (MLO)	-0.008 (0.139)	0.094 (0.116)	0.126 (0.131)				
Marketing collaboration creation (MCC)	-0.109 (0.141)	0.142 (0.117)	0.062 (0.132)				
Proactive marketing communication (PMC)	0.149 (0.124)	0.173* (0.104)	-0.111 (0.117)				
Dynamic marketing competitiveness (DMC)				0.200** (0.086)	0.145* (0.085)	0.229** (0.094)	
Modern marketing practice (MMP)				0.556*** (0.087)	0.186* (0.099)	0.101 (0.109)	
Marketing excellence (MEX)					0.499*** (0.094)	0.439*** (0.104)	
Marketing advantage (MAD)							0.656*** (0.075)
FEX	0.171 (0.196)	-0.053 (0.163)	0.264 (0.184)	0.250 (0.158)	0.202 (0.153)	0.024 (0.169)	-0.070 (0.168)
FSI	0.002 (0.218)	0.196 (0.182)	0.217 (0.205)	0.075 (0.174)	-0.272 (0.167)	-0.118 (0.185)	0.084 (0.183)
Adjusted R ²	0.221	0.458	0.313	0.478	0.522	0.416	0.410
Maximum VIF	2.722	2.722	2.722	1.560	2.176	2.176	1.109

^aBeta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Firstly, the results in Table 9 relate to marketing flexibility focus supporting (Hypotheses 1a-1c). The findings illustrate that marketing flexibility focus has no significant positive effect on dynamic marketing competitiveness ($\beta_1 = 0.163$, $p > 0.10$). In addition, marketing flexibility was found to not promote dynamic marketing competitiveness because in practice there are limitations in terms of skills and employee abilities which may rely on time for adaptability (Terry, 2011). **Hence, Hypothesis 1a is not supported.**

The results reveal that marketing flexibility focus has a significant positive impact on modern marketing practice ($\beta_9 = 0.197, p < 0.10$). This is in congruence with Naidu and others (1999) who describe that the new way of marketing the operations relies on flexibility in coordination, collaboration, and the great relations of marketing to increase the potential on marketing. **Therefore, Hypothesis 1b is supported.**

Moreover, the findings reveal that marketing flexibility focus has a significant positive influence on marketing excellence ($\beta_{17} = 0.216, p < 0.10$). Also, the firm has continuous marketing development with insight to culture, society, and marketing conditions that reflect excellence in marketing (Kent and Taylor, 2007). **Therefore, Hypothesis 1c is supported.**

Secondly, the results in Table 9 relate to customer responsiveness awareness supporting (Hypotheses 2a-2c). The results show that customer responsiveness awareness has no significant relationship with dynamic marketing competitiveness ($\beta_2 = 0.184, p > 0.10$). The authors suggest that the firm should allocate resources and consider the environment for enhancing competitiveness (Slater, Hult, and Olson, 2010). **Thus, Hypothesis 2a is not supported.**

The findings demonstrate that customer responsiveness awareness has a significant positive effect on modern marketing practice ($\beta_{10} = 0.226, p < 0.05$). Prior research described that customers have high satisfaction when the firm delivers products in response to customers' lifestyles, and which are useful for customer expectations (Dekel, Prince, and Beaver, 2007). **Therefore, Hypothesis 2b is supported.**

Furthermore, the results illustrate that customer responsiveness awareness has a significant relationship with marketing excellence ($\beta_{18} = 0.192, p < 0.10$). Indeed, Guenzi and Troilo (2006) suggest that the firm emphasizes on meeting the expectations of customers derived from research and the continual development of marketing, so the firm can create superior value to customers effectively. Moreover, the finding is consistent with Neill, McKee, and Rose (2007) who demonstrates that responsive capability is the factor to success for developing and shaping a marketing strategy that promotes the outstanding products better than its competitors in the same business. **Therefore, Hypothesis 2c is supported.**

Thirdly, the results in Table 9 are associated with product innovation development supporting (Hypotheses 3a-3c). In addition, the relationship of product

innovation development has a significant positive influence on dynamic marketing competitiveness ($\beta_3 = 0.247$, $p < 0.05$). Similarly, the results of empirical research found that firms with a high level of product development denote a necessary increment of innovation and improvement for new product success (Bagchi-Sen, 2001). **Therefore, Hypothesis 3a is supported.**

On the contrary, product innovation development has no significant impact on modern marketing practice ($\beta_{11} = 0.030$, $p > 0.10$). It is possible that caused from firm size that may affect marketing practice that differ between smaller firms has informal relations which reflect to new product development easier than larger firm has multiple levels relations (Coviello, Brodie, and Munro, 2000). **Hence, Hypothesis 3b is not supported.**

Indeed, the results exhibit that the relationship of product innovation development has a significant positive impact on marketing excellence ($\beta_{19} = 0.205$, $p < 0.05$). Also, product innovation development involves marketing integration strategy in the aspect of creating a new market by identifying and accumulating expert marketing knowledge (Takayama and Watanabe, 2002) throughout the improvement and upgrading of the product to be launched (Chapman and Hyland, 2004). **Thus, Hypothesis 3c is supported.**

Fourthly, the results in Table 9 relevant to marketing learning orientation support (Hypotheses 4a-4c). This research supposed that the marketing learning orientation has an influence on dynamic marketing competitiveness, modern marketing practice, and marketing excellence in which the results demonstrate oppositely to that hypothesized.

In this case, it was found that marketing learning orientation has no significant positive effect on dynamic marketing competitiveness ($\beta_4 = -0.008$, $p > 0.10$). Likewise, Lee, LaPlaca, and Rassekh (2008) suggest that the firm emphasize on learning marketing continuously to increase their potential in competition which is insufficient because firm success from has a good resource and capability to use those resource incur most benefits along with depend on timing of market entry appropriately and the conditions change in market may affect to ability to competition of the firm. **Hence, Hypothesis 4a is not supported.**

The findings illustrate that marketing learning orientation has no significant positive effect on modern marketing practice ($\beta_{12} = 0.094$, $p > 0.10$). In addition, the previous research of Dekel, Prince, and Beaver (2007) describe that the changing orientation of marketing is a challenge in adapting to the modernity of marketing, because consumer culture, lifestyles, and the context of the marketplace are complex. Thus, the firm should be learning new things and understanding those factors for adapting the marketing approach leading to a modern performance effectively.

Therefore, Hypothesis 4b is not supported.

However, the findings demonstrate that marketing learning orientation has no significant positive effect on marketing excellence ($\beta_{20} = 0.126$, $p > 0.10$). The firm emphasizes on learning in marketing involving the knowledge of customers, partners, and competitors that depend on good relations mutual which, it is possible that firms lack of absorptive capacity knowledge and network relationship is less cause difficult to create marketing excellence (Eriksson and Chetty, 2003). ***Therefore, Hypothesis 4c is not supported.***

Fifthly, the results in Table 9 relate to marketing collaboration creation supportong (Hypotheses 5a-5c). Moreover, the results exhibit that marketing collaboration creation has no significant positive effect on dynamic marketing competitiveness ($\beta_5 = -0.109$, $p > 0.10$). Indeed, Srinivasan, Rangaswamy, and Lilien (2005) explained that marketing collaboration has limits of personal attitude, culture differences, and has been affected during the economic recession which is a barrier to enhance marketing competitiveness in rapidly changing environment. ***Thus, Hypothesis 5a is not supported.***

Likewise, the results reveal that marketing collaboration creation has no significant positive influence on modern marketing practice ($\beta_{13} = 0.142$, $p > 0.10$). Accordingly, Meunier-FitzHugh, Massey, and Piercy (2011) suggest that the senior manager attitude inter-functional has conflict that is reason for marketing collaboration loss and other divisions along with it has strong negative effect on collaboration that meaning, firm can not to improve operational led to modern marketing if no reduce conflict of inter-functional or create close relation between individual more for decrease the conflict. ***Therefore, Hypothesis 5b is not supported.***

The results demonstrate that marketing collaboration creation has no significant positive influence on marketing excellence ($\beta_{21} = 0.062$, $p > 0.10$). This is congruent with the research of Song, Neeley, and Zhao (1996) who reveal that the firm emphasize on modify infrastructure enhance competitive advantage and reduce barrier to coordination in the firm which, we suggest that the reason of firm inefficient operating marketing caused employee lacks of trust mutually and no effective to exchange information throughout difference ideologies, languages, and goal orientation bring to low communication between department. **Therefore, Hypothesis 5c is not supported.**

Sixthly, the results in Table 9 are relevant to proactive marketing communication supporting (Hypotheses 6a-6c). In addition, the findings demonstrate that proactive marketing communication has no significant positive effect on dynamic marketing competitiveness ($\beta_6 = 0.149$, $p > 0.10$). In fact, Srinivasan, Rangaswamy, and Lilien (2005) suggesting that in aspect proactive marketing has limitation of attitude, difference culture, and has been affect during the recession economic led to do not effect on dynamic marketing competitiveness. **Thus, Hypothesis 6a is not supported.**

The results illustrate that proactive marketing communication has a significant positive effect on modern marketing practice ($\beta_{14} = 0.173$, $p < 0.05$). Currently, marketing communication is based on technology that offers products and services fast and more facilitate to customers perception, then, firm has attempts to present the uniqueness and usefulness of the products to persuasion of customers brings to recognized in the products of the firm effectively (Chen, Shen, and Chiu 2007). **Thus, Hypothesis 6b is supported.**

The findings reveal that proactive marketing communication has no significant positive effect on marketing excellence ($\beta_{22} = -0.111$, $p > 0.10$). Accordingly, Rouzies and others (2005) described that in the market environment, this firm attends to integrated marketing communication by focusing on the increased value of cooperative marketing communication activities such as advertising, sales promotions, creating websites and others; meanwhile firm has limit of incompatibility of person and distinct goal in the work because difference background of each person that affect to ability to introduce product and service lower. **Hence, Hypothesis 6c is not supported.**

In addition, the results in table 9 show the effects of marketing integration strategy consequences on marketing advantage and marketing outcomes are as follows: Firstly, the results of Hypotheses 7a-7c demonstrate that dynamic marketing competitiveness have a significant positive influence on marketing excellence ($\beta_{25} = 0.200$, $p < 0.05$), marketing advantage ($\beta_{29} = 0.145$, $p < 0.10$), and marketing outcomes ($\beta_{34} = 0.229$, $p < 0.05$).

In addition, the empirical research of Trainor and others (2011) found that the firm has capability to develop and adaptation continuous which able to help increase effective of marketing integration strategy on creates competitive advantage when the firm blending information technology and marketing capabilities bring growing outcomes for the firm effectively. Congruence with Song and Song (2010) suggest that dynamic marketing competitiveness based on information technology that will make the firm has increase market share and new product development continuously which demonstrated with firm's excellence in the marketing. ***Therefore, Hypothesis 7a, 7b, and 7c are supported. Overall, Hypothesis 7 is fully supported.***

Secondly, the findings of Hypotheses 8a-8c illustrate that modern marketing practice have a significant positive effect on marketing excellence ($\beta_{26} = 0.556$, $p < 0.01$) and marketing advantage ($\beta_{30} = 0.186$, $p < 0.10$). Indeed, Klenosky, Benet, and Chadhraba (1996) suggest that effectiveness of modern marketing practice depends on offering new ideas of product innovation constantly for customer satisfaction that sensitive to the pricing and advertising practice used to sell these products. Similarly, Gurau (2009) explained that customer needs has power of creative new products or services to launch those products to the market and enhance ability responding to customer expectation superior the rivals in the same marketplace. ***Thus, Hypotheses 8a and 8b are supported.***

On the other hand, modern marketing practice has no positive influence on marketing outcomes ($\beta_{35} = 0.101$, $p > 0.10$). The reason for modern marketing not successful because does not understand in work, modifying policy causes mistake of marketing practice brings to firm lacks of consumer trust which it is very important because consumer trust is provenance of income and profit of business (Newman, 2001). ***Hence, Hypothesis 8c is not supported.***

Thirdly, in the Table 9 presents the result of Hypotheses 9a-9b which, the relationship between marketing excellence has a significant positive influence on marketing advantage ($\beta_{31} = 0.499$, $p < 0.01$) and marketing outcomes ($\beta_{36} = 0.439$, $p < 0.01$). In addition, Kent and Taylor (2007) describes that the firm focuses on excellence and professional operations in marketing by understanding on culture, social, and economic factors to develop capability different in competition which, firm has been benefits rather than other firms. Moreover, Nakata, Zhu, and Izberk-Bilgin (2011) suggest that the firm able to retain marketing excellence with integration between marketing and innovativeness continuous to increase responsiveness to market demand effectively. **Thus, Hypotheses 9a and 9b are strong supported.**

Fourthly, the Table 9 demonstrate with the result of marketing advantage has a significant positive influence on marketing outcomes ($\beta_{39} = 0.656$, $p < 0.01$). Especially, the finding of Swink and Song (2007) demonstrates that firm has ability to introduced product innovation to deliver the best usefulness to customer and incur customer acceptance that can help firm increasing competitive advantage. Consistent with the empirical research of Agarwal and Goodstadt (1997) found that marketing advantage has influence on strong customer satisfaction shows a high level of loyalty and higher market share led to better profitability of the firm. **Thus, Hypothesis 10 is strongly supported.**

Furthermore, this research demonstrates that firm experience and firm size set as the control variables have no significant positive influence on dynamic marketing competitiveness ($\beta_7 = 0.171$, $p > 0.10$; $\beta_8 = 0.002$, $p > 0.10$), modern marketing practice ($\beta_{15} = -0.053$, $p > 0.10$; $\beta_{16} = 0.196$, $p > 0.10$), marketing excellence ($\beta_{23} = 0.264$, $p > 0.10$; $\beta_{24} = 0.217$, $p > 0.10$; $\beta_{27} = 0.250$, $p > 0.10$; $\beta_{28} = 0.075$, $p > 0.10$), marketing advantage ($\beta_{32} = 0.202$, $p > 0.10$; $\beta_{33} = -0.272$, $p > 0.10$), and marketing outcomes ($\beta_{37} = 0.024$, $p > 0.10$; $\beta_{38} = -0.118$, $p > 0.10$; $\beta_{40} = -0.070$, $p > 0.10$; $\beta_{41} = 0.084$, $p > 0.10$) respectively, contrasts the results of previous research in which the relationship between each dimension of marketing integration strategy, its consequences, marketing advantage, and marketing outcomes did not influence marketing integration of the firm. This is congruent with the study of Wu and others (2006) who determine firm size as the control variable identical to this research that reveals no significant effect on cross functional integration of the firm.

In summary, these results reveal that some dimensions of marketing integration strategy including: marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication have positively relationship among dynamic marketing competitiveness, modern marketing practice, and marketing excellence. These findings point out that component of marketing integration strategy that helps to firm enhance potential competitiveness as ability to adaptation more flexible and encourage creativity to develop product innovation effectively lead to competitive advantage of the firm. Moreover, these results of the consequences of marketing integration strategy comprise of dynamic marketing competitiveness, modern marketing practice, and marketing excellence which majority have positively relationship with marketing advantage and marketing outcomes.

The Effects of Antecedent Constructs on each Dimension of Marketing Integration Strategy

Figure 5: The Effects of Antecedent Constructs on each Dimension of Marketing Integration Strategy

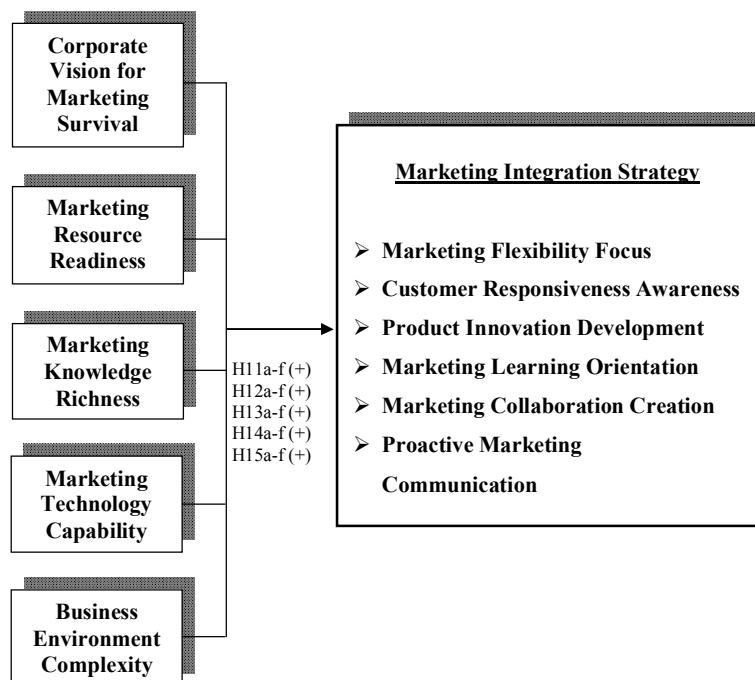


Figure 5 show the relationships among the antecedent constructs (corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity) on each dimension of marketing integration strategy that, the effects of these relationships which based on hypotheses 11a-11f, 12a-12f, 13a-13f, 14a-14f, and 15a-15f which this research determine the relationship of all as positively.

Table 10: Descriptive Statistics and Correlation Matrix for the Antecedent Constructs and each Dimension of Marketing Integration Strategy

Variable	MFF	CRA	PID	MLO	MCC	PMC	CMS	MRR	MKR	MTC	BEC
Mean	4.07	4.02	4.07	3.85	3.92	4.05	4.10	3.92	4.10	4.06	4.18
S.D.	0.57	0.65	0.67	0.65	0.71	0.66	0.56	0.67	0.65	0.62	0.61
MFF	1										
CRA	.522***	1									
PID	.624***	.523***	1								
MLO	.549***	.564***	.575***	1							
MCC	.558***	.559***	.506***	.726***	1						
PMC	.580***	.476***	.473***	.612***	.671***	1					
CMS	.514***	.441***	.494***	.495***	.449***	.473***	1				
MRR	.463***	.544***	.435***	.561***	.535***	.454***	.654***	1			
MKR	.512***	.388***	.570***	.502***	.551***	.508***	.619***	.505***	1		
MTC	.577***	.450***	.559***	.582***	.469***	.591***	.555***	.547***	.691***	1	
BEC	.378***	.305***	.258***	.370***	.346***	.344***	.512***	.357***	.426***	.383***	1
FEX	.008	-.072	-.045	-.106	-.007	-.032	.001	-.035	-.100	-.117	-.001
FSI	-.059	.067	-.021	.115	.104	.081	-.016	-.001	-.071	-.099	.054

***p<0.01, **p<0.05

The correlations among the antecedent constructs (i.e., corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity) and each dimension of marketing integration strategy is shown in Table 10. The results illustrate that the relationship among each dimension of marketing integration strategy comprised of marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication that are positively and significantly correlated on corporate vision for marketing survival ($r=0.514$, $p<0.01$; $r=0.441$, $p<0.01$; $r=0.494$, $p<0.01$; $r=0.495$, $p<0.01$; $r=0.449$, $p<0.01$; $r=0.473$, $p<0.01$), marketing resource

readiness ($r=0.463, p<0.01$; $r=0.544, p<0.01$; $r=0.435, p<0.01$; $r=0.561, p<0.01$; $r=0.535, p<0.01$; $r=0.454, p<0.01$), marketing knowledge richness ($r=0.512, p<0.01$; $r=0.388, p<0.01$; $r=0.570, p<0.01$; $r=0.502, p<0.01$; $r=0.551, p<0.01$; $r=0.508, p<0.01$), marketing technology capability ($r=0.577, p<0.01$; $r=0.450, p<0.01$; $r=0.559, p<0.01$; $r=0.582, p<0.01$; $r=0.469, p<0.01$; $r=0.591, p<0.01$), and business environment complexity ($r=0.378, p<0.01$; $r=0.305, p<0.01$; $r=0.258, p<0.01$; $r=0.370, p<0.01$; $r=0.346, p<0.01$; $r=0.344, p<0.01$) are respectively. Accordingly, the results exhibit that the correlation coefficient among the variables as 0.258-0.726 which, is not over 0.8 meaning the relationship to those variables is independent of one another. The variance inflation factors (VIF) in Models 8-13 have the maximum value as 2.416 which Table 11 demonstrates that the VIF value is not over 10, meaning the independent variables are not correlated with each other. Therefore, the findings confirm there is no multicollinearity problem to analyze (Neter, William, and Micheal, 1985).

Furthermore, Table 11 shows the OLS regression analysis of the relationships among the antecedent variables comprised of corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, business environment complexity and each dimension of marketing integration strategy including marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication which are as follows.

Table 11: Results of Regression Analysis for Effects of the Antecedent Constructs on each Dimension of Marketing Integration Strategy

Independent Variables	Dependent Variables					
	Model 8	Model 9	Model 10	Model 11	Model 12	Model 13
	H11a-15a	H11b-15b	H11c-15c	H11d-15d	H11e-15e	H11f-15f
	MF	CRA	PID	MLO	MCC	PMC
Corporate vision for marketing survival (CMS)	0.152 (0.120)	0.056 (0.126)	0.168 (0.120)	0.045 (0.113)	-0.061 (0.119)	0.091 (0.119)
Marketing resource readiness (MRR)	0.096 (0.106)	0.378*** (0.112)	0.063 (0.107)	0.286** (0.101)	0.337** (0.106)	0.100 (0.106)
Marketing knowledge richness (MKR)	0.098 (0.117)	0.011 (0.122)	0.285** (0.117)	0.076 (0.110)	0.358** (0.116)	0.109 (0.116)
Marketing technology capability (MTC)	0.339** (0.114)	0.184 (0.119)	0.267** (0.114)	0.324** (0.108)	0.056 (0.113)	0.402*** (0.113)
Business environment complexity (BEC)	0.096 (0.091)	0.061 (0.096)	-0.077 (0.092)	0.079 (0.086)	0.076 (0.091)	0.054 (0.091)
FEX	0.157 (0.174)	-0.141 (0.182)	0.018 (0.175)	-0.220 (0.165)	0.023 (0.173)	-0.017 (0.173)
FSI	-0.099 (0.191)	0.244 (0.201)	0.071 (0.192)	0.422** (0.181)	0.301 (0.190)	0.306 (0.191)
Adjusted R ²	0.367	0.302	0.360	0.432	0.375	0.370
Maximum VIF	2.416	2.416	2.416	2.416	2.416	2.416

^aBeta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Firstly, the results of Hypotheses 11a-11f reveal that corporate vision for marketing survival have no positive influence on marketing flexibility focus ($\beta_{42} = 0.152, p > 0.10$), customer responsiveness awareness ($\beta_{49} = 0.056, p > 0.10$), product innovation development ($\beta_{56} = 0.168, p > 0.10$), marketing learning orientation ($\beta_{63} = 0.045, p > 0.10$), marketing collaboration creation ($\beta_{70} = -0.061, p > 0.10$), and proactive marketing communication ($\beta_{77} = 0.091, p > 0.10$) are as sequentially. The reason for do not provide support hypothesis 11 able to explain as follows:

Corporate vision for marketing survival does not associate with marketing flexibility focus. In turbulence environment, firm attempted to develop information system which is a part of corporate vision on marketing process to enhance adaptability of operation and appear that not support caused various functional system does not cover corporate vision which require technique and practice continuously (Avison, Eardley, and Powell, 1998).

Corporate vision for marketing survival does not relationship with customer responsiveness awareness. Likewise, Shaw (1995) demonstrated that the finding of comparison between firm characteristic has success and not success although firm conduct customer orientation but firm has been less success because firms lack of attentive of internal factor that bring to develop machine tools to predict customer needs and emphasize on firm survival with maximize profit in short-term rather than market share for firm survival in long-term.

Corporate vision for marketing survival does not relationship with product innovation development that congruence with an empirical research of Agarwal (1996) found that firm emphasize on marketing survival with bring technological activity as strategy to competition which in the context product life-cycle is probability of failure conditional on the age of the firm when over time reflecting the adverse effects of technological activity on survival because the continuous existence of the firm is greatly threatened of technological activity and obsolescence of knowledge that is uncertainty inherent. Thus, we can see that technological activity both helps and hinders for firm survive.

Corporate vision for marketing survival does not associate with marketing learning orientation and marketing collaboration creation. In addition, Payan and others (2010) suggest that corporate vision for marketing survival involved the culture of firm that may be barriers of learning and collaboration on marketing both internal and external firm and especially create trust mutual, ability to learned marketing, experience which relies on create good relationship with customers, suppliers throughout competitors activity bring to exchange knowledge effectively that, difficult to make concrete.

Corporate vision for marketing survival does not relationship with proactive marketing communication which the finding of Lapierre and Henault (1996) explained that firm require information transfer inter-functional to design communication strategy for new service customer and analyze customer demand as precisely which, we found that conflict between marketing and network managers have influence on unwilling to sharing information and dissatisfied cooperate one another. It is expected that the manager of each division not believe that marketing able to drive firm to survive in

competition effectively. ***Therefore, Hypotheses 11a, 11b, 11c, 11d, 11e, and 11f are not supported.***

Secondly, the findings of Hypotheses 12a-12f demonstrate that marketing resource readiness has no positive impact on marketing flexibility focus ($\beta_{43} = 0.096$, $p > 0.10$). Likewise, Hooley and others (2005) explained that the marketing resource has indirect effect on financial performance via creating customer satisfaction, loyalty, and superior market performance which capability above obtain from flexibility in marketing function to respond customer needs and increase competitive advantage that meaning, the effectiveness of marketing flexibility caused various factor integrate together more than direct relationship. ***Thus Hypothesis 12a is not supported.***

Next, the findings reveal that marketing resource readiness has a significant positive influence on customer responsiveness aware ($\beta_{50} = 0.378$, $p < 0.01$). Accordingly, Spillan and Parnell (2006) mention as marketing resource has relevant to customer preference and infrastructure in marketing of the firm for reinforce cooperation between departments to identifies customer needs and integrates marketing activities into target audience as effectively. Congruence with the finding of Hooley and others (2005) describes that firm has marketing resource specific and able to use immediately brings firm develop distinct product from the rival for deliver to customer incur better more satisfaction. ***Therefore, Hypothesis 12b is supported.***

Moreover, the results exhibit that marketing resource readiness has no positive impact on product innovation development ($\beta_{57} = 0.063$, $p > 0.10$). Accordingly, Fahy and others (2006) described that firm has distinct operation business in market competition and may possible that some resources are more or less important inputs into the value adding product develop process along with time and volume are appropriate to product development as more attractive. ***Thus Hypothesis 12c is not supported.***

However, the results show that marketing resource readiness have a significant positive influence on marketing learning orientation ($\beta_{64} = 0.286$, $p < 0.05$) and marketing collaboration creation ($\beta_{71} = 0.337$, $p < 0.05$). Consistent with empirical research of Garrett, Buisson and Yap (2006) found that an executive is important role of participation in operation together through sharing different resource and marketing knowledge between divisions to promote the good relationship within the firm. Likewise, Srivastava, Shervani, and Fahey (1998) suggest that the firm able to utilize

marketing resource readiness with integrates employee skill, technique of marketing, allocate budget as systematic to cooperation in creative products respond market demand better competitors. **Hence Hypotheses 12d and 12e are supported.**

Indeed, the findings reveal that marketing resource readiness has no positive effect on proactive marketing communication ($\beta_{78} = 0.100$, $p > 0.10$). Consistent with Lariscy and Tinkham (1996) described that firm attempt to integrate marketing communications to dissemination market information and customer able to access products easily which, may possible as different competition situations should use different media allocation strategies to enhance behavioral goals along with should learn political in market to understand and adapted marketing strategy to comply with those regulations. **Thus Hypothesis 12f is not supported.**

Thirdly, the results of Hypotheses 13a-13f reveal that marketing knowledge richness have no positive influence on marketing flexibility focus ($\beta_{44} = 0.098$, $p > 0.10$) and customer responsiveness awareness ($\beta_{51} = 0.011$, $p > 0.10$) as respectively. In addition, the reason for marketing knowledge richness not link to marketing flexibility focus which, knowledge that may not meet user requirements causing effective knowledge less if users lack the ability to use the knowledge (Huang, Wang, and Seidmann, 2007). Nevertheless, Liao and others (2009) described that sometime, customer may not satisfaction on current product in marketplace because customer has less choice to purchase the products meaning that firm has many knowledge is require to good management and firm should seeking needs and wants of customers from experience and tendency to decision purchase that lead to respond to customer better. **Hence, Hypotheses 13a and 13b are not supported.**

In addition, the findings reveal that marketing knowledge richness has a significant positive influence on product innovation development ($\beta_{58} = 0.285$, $p < 0.05$). Similarity, the research of Ellis (2010) explain that firm has accumulate marketing knowledge continuous and bring to useful on training and develop employee skills to creativity in design product and service consistent with situation in the present that helps firm has increase competitive advantage. **Thus, Hypothesis 13c is supported.**

Moreover, the results demonstrate that marketing knowledge richness has no positive impact on marketing learning orientation ($\beta_{65} = 0.076$, $p > 0.10$). Interestingly, an empirical research of Luca and Atuahene-Gima (2007) indicated that firm finds

barrier of marketing learning that is the difficult of knowledge transfer which tacit knowledge has characteristics is ambiguity and linkage ambiguity along with lack of relationship between personal to transfer market knowledge tacit and new knowledge brings to create product innovation. **Therefore, Hypothesis 13d is not supported.**

Additionally, the results exhibit that marketing knowledge richness has a significant positive effect on marketing collaboration creation ($\beta_{72} = 0.358, p < 0.05$). In fact, Ghingold and Johnson (1997) found that firm can manage various marketing knowledge with integrates marketing knowledge conjunction with new technical operating such as acquire to marketing information, storage, and dissemination and other which, to enhance coordination and proficient in perform as efficiently and reflect firm's ability to useful of marketing knowledge richness. **Hence, Hypothesis 13e is supported.**

While, the findings illustrate that marketing knowledge richness has no positive influence on proactive marketing communication ($\beta_{79} = 0.109, p > 0.10$). Various marketing knowledge will be use develop product innovation to offer products to market competitive. Besides, Tsai, Chou, and Kuo (2008) suggest that when technologies change rapidly lead to decrease ability on proactive marketing communication in high-velocity environment and it has effect to new product performance of the firm as well. **Thus, Hypothesis 13f is not supported.**

Fourthly, the findings of Hypotheses 14a-14f demonstrate that marketing technology capability has a significant positive impact on marketing flexibility focus ($\beta_{45} = 0.339, p < 0.05$). Currently, technology capability of the firm is important to develop the potential to competition (Hsieh and Tsai, 2007). Additionally, Zhang (2006) explained that the firm has adaptability to trends of advanced technology which firm will gain to success in competitive advantage continuously. **Hence, Hypothesis 14a is supported.**

In addition, the results reveal that marketing technology capability has no positive effect on customer responsiveness awareness ($\beta_{52} = 0.184, p > 0.10$). Although, technology capability able to develop product more attractive meanwhile, under structural market dynamic and must be analyze market segment for deliver value product to customer occurred satisfaction which depend on product characteristic,

customer preference, and communicate - if inconsistent will be led to weak in marketing (Datta, 1996). **Thus, Hypothesis 14b is not supported.**

Moreover, the results show that marketing technology capability have a significant positive influence on product innovation development ($\beta_{59} = 0.267$, $p < 0.05$) and marketing learning orientation ($\beta_{66} = 0.324$, $p < 0.05$) as sequentially. Currently, Perks, Kahn, and Zhang (2010) explained that the technology change is rapidly because market demand has high variation which firms conduct research and development of marketing to enhancement technology in productivity of the firm leads to high degree of growth and success product innovation. Congruence with the finding of Tsai (2009) demonstrated that firm able to improving product via procedure integrate existing product has been upgraded brings to new product are more attractive which caused from firm intends to marketing learning regularly. **Hence, Hypotheses 14c and 14d are supported.**

In addition, the finding reveals that marketing technology capability has no positive impact on marketing collaboration creation ($\beta_{73} = 0.056$, $p > 0.10$). These finding point out that, technology capability is facilitate to develop productivity while difficult and complicate to coordinate between departments and cooperate with partner which firm must rely on time to learn deeply embedded of organizational routine (Wu and others, 2006). **Thus, Hypothesis 14e is not supported.**

Likewise, the findings demonstrate that marketing technology capability has a significant positive effect on proactive marketing communication ($\beta_{80} = 0.402$, $p < 0.01$). The previous research of Tidd and Brocklehurst (1999) found that firm has potential of marketing technology capability able to expand marketing and create high value-added activities to customers have access to products and services thorough and timely. **Therefore, Hypothesis 14f is supported.**

Fifthly, the results of Hypotheses 15a-15f reveal that business environment complexity have no positive influence on marketing flexibility focus ($\beta_{46} = 0.096$, $p > 0.10$), customer responsiveness awareness ($\beta_{53} = 0.061$, $p > 0.10$), product innovation development ($\beta_{60} = -0.077$, $p > 0.10$), marketing learning orientation ($\beta_{67} = 0.079$, $p > 0.10$), marketing collaboration creation ($\beta_{74} = 0.076$, $p > 0.10$), and proactive marketing communication ($\beta_{81} = 0.054$, $p > 0.10$) as sequentially. The findings of this research are opposite effect with expect and may be possible that in the environment has various

characteristic that difficult to predict accurately which can explained each couple relationships as follow:

Business environment complexity has not relationship with marketing flexibility focus because some market has several limitations to modify marketing function including culture, laws, regulation, and personal relationship may hinder information exposure outside which environment complexity has low influence on develop flexibility (Tse and others, 2003).

Business environment complexity does not relationship with customer responsiveness awareness. In highly changing markets, it is more difficult of firm will know customer expectation and not able respond to customer needs along with dissatisfaction in products and services which caused uncertain market conditions had negative impact on operate marketing of the firm (Trainor and others, 2011).

Business environment complexity does not relationship with product innovation development. In this case, technology change in business environment complexity affect firm different that firm to use advance technology to develop product innovation may not be able to success because firm has technology alone is not sufficiently but depend on strategy using its and would be an advantage (Ozer, 2005).

Business environment complexity does not relationship with marketing learning orientation. Sometime the complexity able to enhance marketing knowledge rather than decrease and create opportunity to learned for the firm and although complexity does not link to marketing learning may be possible that formal organizational structure and sophisticated decision process lead to less marketing learning (Vasconcelos and Ramirez, 2011).

Business environment complexity has not associate with marketing collaboration creation and proactive marketing communication. Likewise, Kennedy, McComb, and Vozdolska (2011) described that in the complexity situation found that limitation in aspect of characteristic of team work, time, type of communication media are different which, effectiveness of cooperation will be high or low under distinct market conditions and relationship form between person (face-to-face) has decline that caused increase ambiguity lead to lose coordination and inefficient of team work.

Therefore, Hypotheses 15a, 15b, 15c, 15d, 15e, and 15f are not supported.

According to firm experience and firm size as control variables, this research found that firm experience has no significant positive influence on marketing flexibility focus ($\beta_{47} = 0.157, p > 0.10$), customer responsiveness awareness ($\beta_{54} = -0.141, p > 0.10$), product innovation development ($\beta_{61} = 0.018, p > 0.10$), marketing learning orientation ($\beta_{68} = -0.220, p > 0.10$), marketing collaboration creation ($\beta_{75} = 0.023, p > 0.10$), and proactive marketing communication ($\beta_{82} = -0.017, p > 0.10$) respectively. This evidence is opposite prior study may be possible that different context of our research. Likewise, firm size has no significant positive influence on marketing flexibility focus ($\beta_{48} = 0.157, p > 0.10$), customer responsiveness awareness ($\beta_{55} = -0.141, p > 0.10$), product innovation development ($\beta_{62} = 0.018, p > 0.10$), marketing collaboration creation ($\beta_{76} = 0.023, p > 0.10$), and proactive marketing communication ($\beta_{83} = -0.017, p > 0.10$) respectively. While, firm size has a significant positive effect on marketing learning orientation ($\beta_{69} = 0.422, p < 0.05$) which consistent with the study of Weir and others (1999) reveal that firm size possibly influence on ability to develop marketing integration strategy of this research.

In summary, the findings illustrate that three the antecedent constructs including: marketing resource readiness, marketing knowledge richness, and marketing technology capability have positive relationship among each dimension of marketing integration strategy. Next, there are includes organizational marketing culture to stimulate the relationship between the antecedent constructs and the marketing integration strategy.

The Moderating Role of Organizational Marketing Culture Effects on Antecedents and each Dimension of Marketing Integration Strategy

Figure 6: The Moderating Role of Organizational Marketing Culture Effects on Antecedents and each Dimension of Marketing Integration Strategy

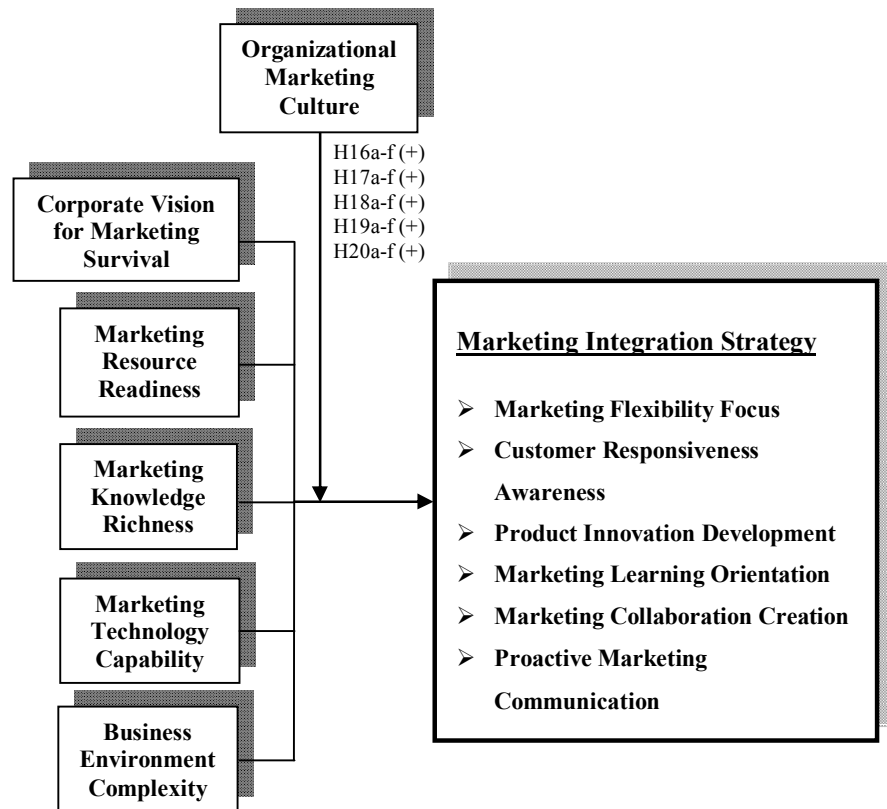


Figure 6 present the moderating role of organizational marketing culture has effect to the relationships between the antecedents and each dimension of marketing integration strategy which based on hypotheses 16a-16f, 17a-17f, 18a-18f, 19a-19f, and 20a-20f which these of all the relationship are prescribe as positively relationship.

Table 12: Descriptive Statistics and Correlation Matrix for Antecedent Constructs and Marketing Integration Strategy and Moderating effect Constructs

Variable	MFF	CRA	PID	MLO	MCC	PMC	CMS	MRR	MKR	MTC	BEC	OMC
Mean	4.07	4.02	4.07	3.85	3.92	4.05	4.10	3.92	4.10	4.06	4.18	4.06
S.D.	0.57	0.65	0.67	0.65	0.71	0.66	0.56	0.67	0.65	0.62	0.61	0.60
MFF	1											
CRA	.522***	1										
PID	.624***	.523***	1									
MLO	.549***	.564***	.575***	1								
MCC	.558***	.559***	.506***	.726***	1							
PMC	.580***	.476***	.473***	.612***	.671***	1						
CMS	.514***	.441***	.494***	.495***	.449***	.473***	1					
MRR	.463***	.544***	.435***	.561***	.535***	.454***	.654***	1				
MKR	.512***	.388***	.570***	.502***	.551***	.508***	.619***	.505***	1			
MTC	.577***	.450***	.559***	.582***	.469***	.591***	.555***	.547***	.691***	1		
BEC	.378***	.305***	.258***	.370***	.346***	.344***	.512***	.357***	.426***	.383***	1	
OMC	.571***	.567***	.558***	.568***	.632***	.503***	.626***	.635***	.674***	.657***	.432***	1
FEX	.008	-.072	-.045	-.106	-.007	-.032	.001	-.035	-.100	-.117	-.001	-.101
FSI	-.059	.067	-.021	.115	.104	.081	-.016	-.001	-.071	-.099	.054	-.018

***p<0.01, **p<0.05

The correlation among organizational marketing culture, antecedents, and each dimensions of marketing integration strategy is show in Table 12. The results illustrate that the relationship among organizational marketing culture has a significant positive on marketing flexibility focus ($r=0.571$, $p<0.01$), customer responsiveness awareness ($r=0.567$, $p<0.01$), product innovation development ($r=0.558$, $p<0.01$), marketing learning orientation ($r=0.568$, $p<0.01$), marketing collaboration creation ($r=0.632$, $p<0.01$), and proactive marketing communication ($r=0.503$, $p<0.01$) as respectively. Accordingly, the result exhibits the correlation coefficient among variable as 0.258-0.726 which, is not over than 0.8 that meaning to the relationship those variable is independently of one another and without multicollinearity problem of this research (Neter, William, and Micheal, 1985). Moreover, the variance inflation factors (VIF) in Models 14-19 has the maximum value as 3.851 which Table 13 demonstrate that VIF value has not over than 10, meaning the independent variables are not correlated with other.

In addition, the Table 13 show the OLS regression analysis the role of moderating effect of organizational marketing culture has influence on the relationships among the antecedent variables comprising corporate vision for marketing survival,

marketing resource readiness, marketing knowledge richness, marketing technology capability, business environment complexity on each dimension of marketing integration are as follows.

Table 13: Results of Regression Analysis for the Moderating Role of Organizational Marketing Culture has Effect to the Relationships between Antecedents and each Dimension of Marketing Integration Strategy

Independent Variables	Dependent Variables					
	Model 14	Model 15	Model 16	Model 17	Model 18	Model 19
	H16a-20a	H16b-20b	H16c-20c	H16d-20d	H16e-20e	H16f-20f
	MF	CRA	PID	MLO	MCC	PMC
CMS	0.113 (0.122)	0.022 (0.125)	0.120 (0.124)	0.044 (0.114)	-0.080 (0.112)	0.060 (0.124)
MRR	0.070 (0.120)	0.268** (0.123)	0.064 (0.121)	0.221** (0.112)	0.112 (0.110)	0.141 (0.121)
MKR	0.010 (0.127)	-0.048 (0.129)	0.211 (0.128)	0.074 (0.117)	0.302** (0.116)	0.066 (0.128)
MTC	0.275** (0.133)	0.066 (0.136)	0.158 (0.134)	0.259** (0.123)	0.079 (0.122)	0.324** (0.134)
BEC	0.039 (0.099)	0.074 (0.101)	-0.105 (0.100)	0.084 (0.092)	0.142 (0.091)	0.050 (0.100)
OMC	0.269* (0.140)	0.353** (0.144)	0.274* (0.142)	0.156 (0.130)	0.230* (0.129)	0.129 (0.142)
CMS x OMC	0.047 (0.140)	-0.046 (0.144)	-0.011 (0.142)	0.114 (0.130)	0.066 (0.129)	-0.094 (0.142)
MRR x OMC	0.057 (0.096)	-0.029 (0.098)	0.086 (0.097)	-0.138 (0.089)	-0.241** (0.088)	0.107 (0.097)
MKR x OMC	-0.120 (0.135)	0.203 (0.138)	-0.031 (0.136)	0.136 (0.125)	0.075 (0.124)	0.011 (0.136)
MTC x OMC	0.094 (0.130)	-0.197 (0.133)	-0.086 (0.131)	-0.271** (0.120)	-0.065 (0.119)	-0.155 (0.131)
BEC x OMC	-0.100 (0.096)	0.130 (0.098)	0.018 (0.096)	0.031 (0.089)	0.157* (0.088)	0.057 (0.097)
FEX	0.176 (0.180)	-0.077 (0.184)	0.033 (0.182)	-0.164 (0.167)	0.037 (0.165)	-0.021 (0.182)
FSI	-0.106 (0.196)	0.176 (0.201)	0.065 (0.198)	0.378** (0.182)	0.253 (0.180)	0.324 (0.198)
Adjusted R ²	0.365	0.335	0.353	0.453	0.464	0.353
Maximum VIF	3.851	3.851	3.851	3.851	3.851	3.851

^aBeta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Following this further, organizational marketing culture is included as the moderator to predict Hypotheses 16-20. In Table 13, the findings of Hypotheses 16a-16f illustrate that the moderating effect of organizational marketing culture have no positive impact on the relationship among corporate vision for marketing survival and marketing flexibility focus ($\beta_{90} = 0.047$, $p > 0.10$), customer responsiveness awareness ($\beta_{103} = -0.046$, $p > 0.10$), product innovation development ($\beta_{116} = -0.011$, $p > 0.10$), marketing learning orientation ($\beta_{129} = 0.114$, $p > 0.10$), marketing collaboration creation ($\beta_{142} = 0.066$, $p > 0.10$), and proactive marketing communication ($\beta_{155} = -0.094$, $p > 0.10$) are as respectively.

Indeed, organizational marketing culture deemed to norm of marketing operation and creates good relationship within the firm. Accordingly, Cordes, Richerson, and Schwesinger (2010) describe that firm may failure because organizational culture inconsistent with environment change which, marketing culture will increase competitive advantage and potential of marketing operation depend on degree of firm flexibility, technological progress, ability to learning, and firm size may influence on cooperation effective of the firm. Likewise, Skerlavaj, Song, and Lee (2010) demonstrate that firms attempt to learn marketing culture which the fact is that a hierarchical structure is barrier to exposure innovative and creativity for respond to customer demand. In this case, marketing culture has not influence on marketing operate to firm survival may be due internal and external factors and marketing conditions. **Therefore, Hypotheses 16a, 16b, 16c, 16d, 16e, and 16f are not supported.**

In addition, the findings of Hypotheses 17a-17f are opposite expectation of this research which, found that the moderating role of organizational marketing culture have no effect on relationship among marketing resource readiness and marketing flexibility focus ($\beta_{91} = 0.057$, $p > 0.10$), customer responsiveness awareness ($\beta_{104} = -0.029$, $p > 0.10$), product innovation development ($\beta_{117} = 0.086$, $p > 0.10$), marketing learning orientation ($\beta_{130} = -0.138$, $p > 0.10$), and proactive marketing communication ($\beta_{156} = 0.107$, $p > 0.10$) as sequentially. Beside, the result of moderating effect of organizational marketing culture has a significant negative effect on the relationship between marketing resource readiness and marketing collaboration creation ($\beta_{143} = -0.241$, $p < 0.05$). The reason for organizational marketing culture not force the relationship between marketing resource readiness and each dimension of marketing integration strategy may possible that firm

believe marketing culture will help firm successful, in fact, it does not guarantee quality of operational and does not increase relationship with efficient of trading and profitability (Gonzalez-Benito and Gonzalez-Benito, 2005).

Furthermore, marketing culture emphasize on competition that firm should allocate resource appropriate with marketing practice. While, Lau and Ngo (2004) found that organization culture does not supported empirical research, and we suggest that organizational culture should focus on participation, interaction, coordination for reduce sophisticated, and increase share resources reciprocal leads to develop new product effectively. **Hence, Hypotheses 17a, 17b, 17c, 17d, 17e, and 17f are not supported.**

Likewise, the results of Hypotheses 18a-18f demonstrate that the moderating role of organizational marketing culture have no impact on relationship among marketing knowledge richness and marketing flexibility focus ($\beta_{92} = -0.120$, $p > 0.10$), customer responsiveness awareness ($\beta_{105} = 0.203$, $p > 0.10$), product innovation development ($\beta_{118} = -0.031$, $p > 0.10$), marketing learning orientation ($\beta_{131} = 0.136$, $p > 0.10$), marketing collaboration creation ($\beta_{144} = 0.075$, $p > 0.10$), and proactive marketing communication ($\beta_{157} = 0.011$, $p > 0.10$) as respectively. This is consistent with the study of Calantone, Cavusgil, and Zhao (2002) who state that learning orientation focusing on enhance organizational value will to receive knowledge meanwhile the innovation emphasize on willingness to change and we suggest that firm should identify activity to learn of marketing explicit and link to various divisions together. Similar to Massa and Testa (2009) who proposed that marketing knowledge management involve understand consumer behavior and seeking knowledge both outside-firm must has good communication tools to exchange knowledge between customer and inside-firm found that interdepartmental has difference task and deeply difference requirement, thus, difficult to cause participation of employee along with inefficient cooperation. Especially, transfer tacit knowledge must use time to success (Choi, Poon, and Davis, 2008). **Therefore, Hypotheses 18a, 18b, 18c, 18d, 18e, and 18f are not supported.**

Indeed, the finding of Hypotheses 19a-19f exhibit that the moderating role of organizational marketing culture have no impact on relationship between marketing technology capability and marketing flexibility focus ($\beta_{93} = 0.094$, $p > 0.10$), customer responsiveness awareness ($\beta_{106} = -0.197$, $p > 0.10$), product innovation development (β_{119}

= -0.086, $p > 0.10$), marketing collaboration creation ($\beta_{145} = -0.065$, $p > 0.10$), and proactive marketing communication ($\beta_{158} = -0.155$, $p > 0.10$).

Likewise, the result of moderating effect of organizational marketing culture has a significant negative impact on the relationship between marketing technology capability and marketing learning orientation ($\beta_{132} = -0.271$, $p < 0.05$). Interestingly, the study of Verhees and Meulenbergh (2004) who state that customer information and needs are necessary factors have impact on product innovation that results could be positively or negatively because depend on innovation of the firm in the new product domain is weak or strong. In this case, organizational culture is primarily of operational business not able to easily changed follow technology and possibly limits a scope of learning which marketing technology capability has a little associated on marketing learning orientation. ***Thus, Hypotheses 19a, 19b, 19c, 19d, 19e, and 19f are not supported.***

Furthermore, the results of Hypotheses 20a-20f reveal that the moderating role of organizational marketing culture have no effect on relationship among business environment complexity and marketing flexibility focus ($\beta_{94} = -0.100$, $p > 0.10$), customer responsiveness awareness ($\beta_{107} = 0.130$, $p > 0.10$), product innovation development ($\beta_{120} = 0.018$, $p > 0.10$), and marketing learning orientation ($\beta_{133} = 0.031$, $p > 0.10$) as respectively. The reason for lack of internal organizational capability may possible that organizational culture and emphasize on marketing competitiveness inconsistent which influence on develop innovation and less opportunity to sustained competitive advantage, in fact, firm desire to determine marketing culture to create chance for promote creativity, product innovation, and marketing practice to enhance ability respond to customer needs that better, and another reason as firm obtained the effect from transition economics (Leskovar-Spacapan and Bastic, 2007). Similar to Cadeaux and Dubelaar (2012) who state that firm attempted to create product to offer in environment uncertain which it has risk of trading and not consistent with ability of firm in perceived about environment uncertainty. ***Hence, Hypotheses 20a, 20b, 20c, and 20d are not supported.***

Interestingly, the result of moderating effect of organizational marketing culture has a significant positive effect on the relationship between business environment complexity and marketing collaboration creation ($\beta_{146} = 0.157$, $p < 0.10$). It is congruence with the research of Zheng, Yang, and Mclean (2010) who state that

culture has influence on organizational success when firm conduct adapting culture, structure, determine strategy and transfer knowledge are appropriate with environment causing shared knowledge thoroughly firm for enhance coordination, participation, and potential competition. **Therefore, Hypothesis 20e is supported.**

In the other hand, the finding of moderating effect of organizational marketing culture has no effect on the relationship between business environment complexity and proactive marketing communication ($\beta_{159} = 0.057, p > 0.10$). Moreover, the result of empirical research of Verhoef and Leeflang (2009) suggest that not able to confirm as ability of marketing department will able to translate customer needs precisely which, this ability is indicator quality of product as well, thus, if the firm has less customer connection or communication channel insufficient that firm has less develop products and services as well, and firm might not to know environment change that affect to firm integration between marketing department and other department reflect fail. **Thus, Hypothesis 20f is not supported.**

Moreover, firm experience and firm size as control variables and in this research reveal that firm experience has no significant positive influence on the moderating effect of organizational marketing culture on marketing flexibility focus ($\beta_{95} = 0.176, p > 0.10$), customer responsiveness awareness ($\beta_{108} = -0.077, p > 0.10$), product innovation development ($\beta_{121} = 0.033, p > 0.10$), marketing learning orientation ($\beta_{134} = -0.164, p > 0.10$), marketing collaboration creation ($\beta_{147} = 0.037, p > 0.10$), and proactive marketing communication ($\beta_{160} = -0.021, p > 0.10$) respectively. Besides, firm size has no significant positive impact on the moderating effect of organizational marketing culture on marketing flexibility focus ($\beta_{96} = -0.106, p > 0.10$), customer responsiveness awareness ($\beta_{109} = 0.176, p > 0.10$), product innovation development ($\beta_{122} = 0.065, p > 0.10$), marketing collaboration creation ($\beta_{148} = 0.253, p > 0.10$), and proactive marketing communication ($\beta_{161} = 0.324, p > 0.10$) respectively. While, firm size has a significant positive effect on the moderating effect of organizational marketing culture on marketing learning orientation ($\beta_{135} = 0.378, p < 0.05$). However, the study of Wu and others (2006) describe that in aspect of firm attempted to blend cross function together which that's true firm size has no effect on firm performance meanwhile experience of firm may be possible influence on cross function and we suggest that firm size could be effect on marketing integration strategy in different industry.

Interestingly, organizational marketing culture as the role of moderating effect found that it has a significant negative and has no significant relationship among five antecedent constructs and six dimensions of marketing integration strategy. These results of moderating effect reveal that not supported of this research.

The Moderating Role of Marketing Adaptation Competency Effects on each Dimension of Marketing Integration Strategy and Its Consequence

Figure 7: The Moderating Role of Marketing Adaptation Competency Effects on each Dimension of Marketing Integration Strategy and Its Consequence

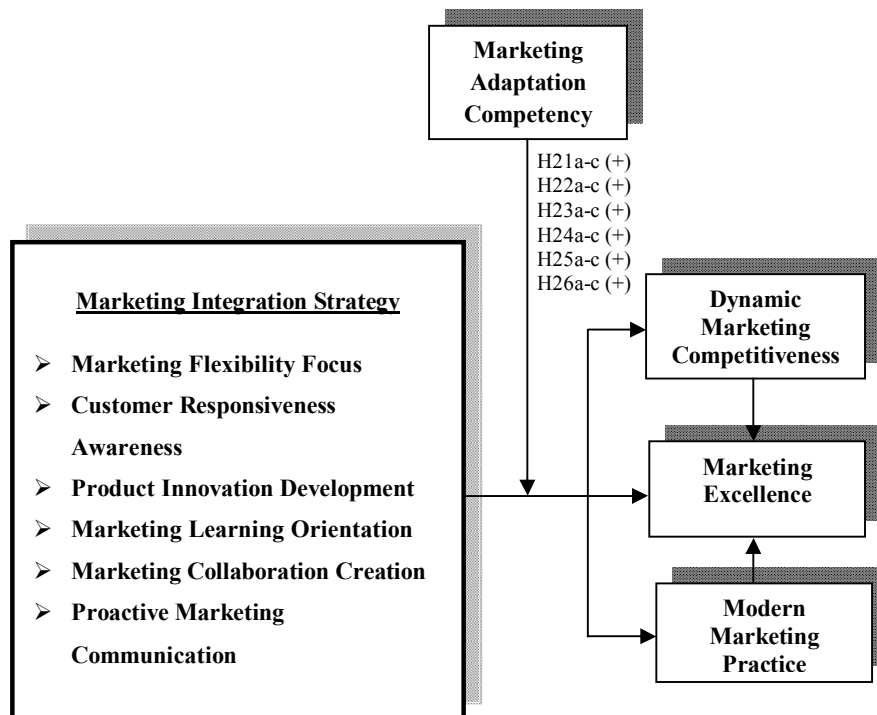


Figure 7 illustrates that the moderating role of marketing adaptation competency has effect to the relationships between each dimension of marketing integration strategy and its consequence that based on hypotheses 21a-21c, 22a-22c, 23a-23c, 24a-24c, 25a-25c, and 26a-26c which these of all the relationships are proposed as positively relationship.

Table 14: Descriptive Statistics and Correlation Matrix for Marketing Integration Strategy Constructs, Its Consequence and Moderating effect Constructs

Variable	MFF	CRA	PID	MLO	MCC	PMC	DMC	MMP	MEX	MAC
Mean	4.07	4.02	4.07	3.85	3.92	4.05	3.83	3.68	3.81	4.02
S.D.	0.57	0.65	0.67	0.65	0.71	0.66	0.62	0.78	0.56	0.63
MFF	1.00									
CRA	.522***									
PID	.624***	.523***								
MLO	.549***	.564***	.575***							
MCC	.558***	.559***	.506***	.726***						
PMC	.580***	.476***	.473***	.612***	.671***					
DMC	.435***	.398***	.452***	.331***	.304***	.367***				
MMP	.560***	.567***	.478***	.568***	.587***	.570***	.581***			
MEX	.479***	.462***	.483***	.445***	.419***	.324***	.530***	.672***		
MAC	.543***	.509***	.491***	.588***	.617***	.507***	.550***	.640***	.602***	1.00
FEX	.008	-.072	-.045	-.106	-.007	-.032	.054	-.033	.118	-.041
FSI	-.059	.067	-.021	.115	.104	.081	.021	.118	.136	-.086

***p<0.01, **p<0.05

The correlation among marketing adaptation competency, dimensions of marketing integration strategy and its consequence is show in Table 14. The results demonstrate with the relationship among marketing adaptation competency has a significant positive on its consequences comprise dynamic marketing competitiveness ($r=0.550$, $p<0.01$), modern marketing practice ($r=0.640$, $p<0.01$), and marketing excellence ($r=0.602$, $p<0.01$) as sequentially. Thus, the result exhibits the correlation coefficient among variable as 0.304-0.726 which, is less than 0.8 that meaning to those variable has relationship is not excessive reciprocal. The variance inflation factors (VIF) in Models 20-22 has the maximum value as 3.920 which Table 15 demonstrate that VIF value has not over than 10, meaning the independent variables are not correlated with other. Therefore, the finding confirms that without multicollinearity problem to analysis (Neter, William, and Micheal, 1985).

Accordingly, Table 15 show the OLS regression analysis the role of moderating effect of marketing adaptation competency has influence on the relationships among each dimension of marketing integration and its consequence as follows.

Table 15: Results of Regression Analysis for the Moderating Role of Marketing Adaptation Competency has Effects on the Relationships among each Dimension of Marketing Integration Strategy and Its Consequence Constructs

Independent Variables	Dependent Variables		
	Model 20	Model 21	Model 22
	H21a-26a	H21b-26b	H21c-26c
	DMC	MMP	MEX
Marketing flexibility focus (MFF)	0.117 (0.127)	0.168 (0.107)	0.261* (0.115)
Customer responsiveness awareness (CRA)	0.136 (0.110)	0.184** (0.093)	0.101 (0.100)
Product innovation development (PID)	0.148 (0.118)	0.030 (0.100)	0.118 (0.107)
Marketing learning orientation (MLO)	-0.215 (0.150)	0.014 (0.127)	-0.023 (0.136)
Marketing collaboration creation (MCC)	-0.124 (0.156)	-0.061 (0.132)	-0.081 (0.141)
Proactive marketing communication (PMC)	0.116 (0.126)	0.220** (0.106)	-0.133 (0.114)
Marketing adaptation competency (MAC)	0.522*** (0.113)	0.323*** (0.096)	0.510*** (0.103)
MFF x MAC	0.068 (0.132)	-0.010 (0.112)	0.284** (0.120)
CRA x MAC	-0.035 (0.122)	-0.021 (0.103)	-0.070 (0.110)
PID x MAC	-0.227** (0.123)	-0.068 (0.104)	-0.268** (0.111)
MLO x MAC	-0.028 (0.130)	0.050 (0.110)	0.042 (0.118)
MCC x MAC	0.132 (0.116)	-0.177** (0.098)	-0.053 (0.105)
PMC x MAC	0.004 (0.119)	0.116 (0.100)	0.101 (0.108)
FEX	0.143 (0.185)	-0.138 (0.156)	0.205 (0.167)
FSI	0.185 (0.208)	0.330* (0.176)	0.429** (0.188)
Adjusted R ²	0.337	0.527	0.457
Maximum VIF	3.920	3.920	3.920

^aBeta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Table 15 demonstrates with the role of marketing adaptation competency as moderating effect on the relationship between each dimension of marketing integration strategy and its consequences (Hypotheses 21a-21c, 22a-22c, 23a-23c, 24a-24c, 25a-25c, and 26a-26c). Additionally, the research assume that marketing adaptation competency can help stimulate the relationship between dimensions of marketing integration strategy and its consequences along with has positively relationship of all.

In addition, the results of the moderating role of marketing adaptation competency has no effect on relationship among marketing flexibility focus and dynamic marketing competitiveness ($\beta_{169} = 0.068, p > 0.10$) and modern marketing practice ($\beta_{184} = -0.010, p > 0.10$) as respectively. It is possible that firm emphasize on develop ability to increase flexible on marketing operation, coordination and adapt to respond several situations is well. Indeed, Eisenhardt and Martin (2000) suggest that dynamic capability caused from routine and learning continuous to generate competitiveness effectively which if lack of continuous which firm does not flexible to respond external environment. While, Fredericks (2005) found that limited of flexibility are duration and the budget to improve marketing structure to flexibility and prompt to competition throughout consider environment led to design marketing strategy appropriate with situation. **Hence, Hypotheses 21a and 21b are not supported.**

The findings show that the moderating role of marketing adaptation competency has a positive influence on the relationship between marketing flexibility focus and marketing excellence ($\beta_{199} = 0.284, p < 0.05$). Similarly, Woodside, Sullivan, and Trappey (1999) explain that the firm is able to create various marketing strategies and select strategies to use in marketing that have strong support for distinctive marketing competency in which the firm can adapt to appropriate situations efficiently. **Therefore, Hypothesis 21c is supported.**

In addition, the moderating role of marketing adaptation competency has no positive effect on the relationship among customer responsiveness awareness and dynamic marketing competitiveness ($\beta_{170} = -0.035, p > 0.10$), modern marketing practice ($\beta_{185} = -0.021, p > 0.10$), and marketing excellence ($\beta_{200} = -0.070, p > 0.10$), respectively. Likewise, Johnson and others (2003) suggest that the effectiveness of market-focused strategy flexibility that enhance to adaptability of the marketing operations and responsiveness customer efficiently, which that's true, may not always obtain the

outcomes in superior performance which depend on boundary of firm and environment has pressure to operate business. Furthermore, Young-Ybarra and Wiersema (1999) mentions as firm develop ability to more flexible probably not require large budget and resource dependency whereas desired create trust and good relation with customers, partners, and suppliers which helps firm enhanced competitive advantage rather than adaptation in the work. These findings point out that marketing adaptation competency may be direct effect on its consequence of marketing integration strategy more than indirect effect that incurred improve marketing operation easier. **Thus, Hypotheses 22a, 22b, and 22c are not supported.**

Moreover, marketing adaptation competency has a negative significant effect on the relationship between product innovation development and dynamic marketing competitiveness ($\beta_{171} = -0.227$, $p < 0.05$) and marketing excellence ($\beta_{201} = -0.268$, $p < 0.05$) respectively. Therefore, it is concluded that the effectiveness of marketing adaptation competency may depend on the context of the environment. Findings also show that marketing strategy adaptation of the firm emphasizes on entering a developed market rather than intensity competition market (Lages and Montgomery, 2004). Accordingly, marketing adaptation competency has a low effect on product innovation in dynamic environment when in the role of the moderator. **Hence, Hypotheses 23a and 23c are not supported.**

Meanwhile, the moderating role of marketing adaptation competency has no influence on the relationship between product innovation development and modern marketing practice ($\beta_{186} = -0.066$, $p > 0.10$). Moreover, Bagchi-Sen (2001) described that the problem of the firm on product innovation development is the lack of skilled or specialized labor and some marketplace (region market) does not required high product innovation because consumer likely prefer traditional product rather than product innovation that meaning, the firm attempt to offering product innovation is well in high technology market only and not appropriate in region market. **Thus, Hypothesis 23b is not supported.**

Likewise, for the moderating role of marketing adaptation competency have no effects on relationship among marketing learning orientation and dynamic marketing competitiveness ($\beta_{172} = -0.028$, $p > 0.10$), modern marketing practice ($\beta_{187} = 0.050$, $p > 0.10$), and marketing excellence ($\beta_{202} = 0.042$, $p > 0.10$) as respectively. Indeed, firm

intends to learning in marketing to develop potential to adaptability and responsiveness to customers over competitors in uncertain environment. In contrast, Golfetto and Gibbert (2006) described that the marketing adaptation competency of the firm will obtain from exchange information, learning deeply embedded of firm routine and transfer specific resource along with various technical knowledge between customers and firm, suppliers and firm, and partners and firm which, it is possible as a challenge of the firm and difficult to make concrete to create trust and good relation to incur willingness to sharing knowledge reciprocal. **Hence, Hypotheses 24a, 24b, and 24c are not supported.**

Besides, the moderating role of marketing adaptation competency have no effects on the relationship among marketing collaboration creation and dynamic marketing competitiveness ($\beta_{173} = 0.132, p > 0.10$) and marketing excellence ($\beta_{203} = -0.053, p > 0.10$) as sequentially. An empirical investigation of Song and Song (2010) demonstrated that firms integrate research and development in conjunction with marketing to promote cooperation between divisions and decreased barrier of operation while, firm has weak on goal incongruity and personal culture that affect to teamwork inefficient and then, we suggest that marketing manager should pay more attention to collaboration and participate between divisions for adapt together along with increased capability to competition and more market share are effectively. **Therefore, Hypotheses 25a and 25c are not supported.**

Furthermore, the moderating role of marketing adaptation competency has a negative significant effect on the relationship between marketing collaboration creation and modern marketing practice ($\beta_{188} = -0.177, p < 0.05$). It is possible that this aspect is indirect negative relationship may be caused by formal management process affect to lower employee initiatives and cause some loss of flexibility which an approach to solve through motivate employee retrieve potential of new idea to build new products mutual as creatively and adapt operating process to increase informal led to cooperation and easy to develop new marketing approach of the firm (Leenders and Wierenga, 2002). **Thus, Hypothesis 25b is not supported.**

Moreover, the moderating role of marketing adaptation competency have no impacts on relationship among proactive marketing communication and dynamic marketing competitiveness ($\beta_{174} = 0.004, p > 0.10$), modern marketing practice ($\beta_{189} =$

0.116, $p > 0.10$), and marketing excellence ($\beta_{204} = 0.101$, $p > 0.10$) are as sequentially. Previous research of Mathew, Joglekar, and Desai (2010) suggest that marketing communication may be affect to design practices of the firm because everyone has a different perceived which depend on leadership in pursuit marketing communication strategy as efficient and firm should be consider about demographic factor of consumer that may affect access to marketing information and products. Therefore, we conjecture that the effectiveness of marketing adaptation competency may depend on the context of the environment. Findings also show that marketing strategy adaptation that firm emphasize on entering to developed market rather than intensity competition market (Lages and Montgomery, 2004). Accordingly, marketing adaptation competency has the low effect on proactive marketing communication in environment dynamics when in the role of moderator. **Therefore, Hypotheses 26a, 26b, and 26c are not supported.**

This research assigned firm experience and firm size as control variable and found that firm size has significant positive influence on modern marketing practice ($\beta_{191} = 0.330$, $p < 0.10$) and marketing excellence ($\beta_{206} = 0.429$, $p < 0.05$) as respectively which, meaning firms should be considering to size of the firm for apply marketing integration strategy. Previous research explained that firm size is an important to consider to environment resource and perceptions of alliance in aspect create relation for cooperate marketing (Dickson, Weaver, and Hoy, 2006).

Besides, moderating role of marketing adaptation competency will supportive marketing flexibility focus, product innovation development, and marketing collaboration creation to causing marketing integration strategy consequences is easier.

The Moderating Role of Marketing Environmental Munificence Effects on Its Consequence, Marketing Advantage, and Marketing Outcomes

Figure 8: The Moderating Role of Marketing Environmental Munificence Effects on Its Consequence, Marketing Advantage, and Marketing Outcomes

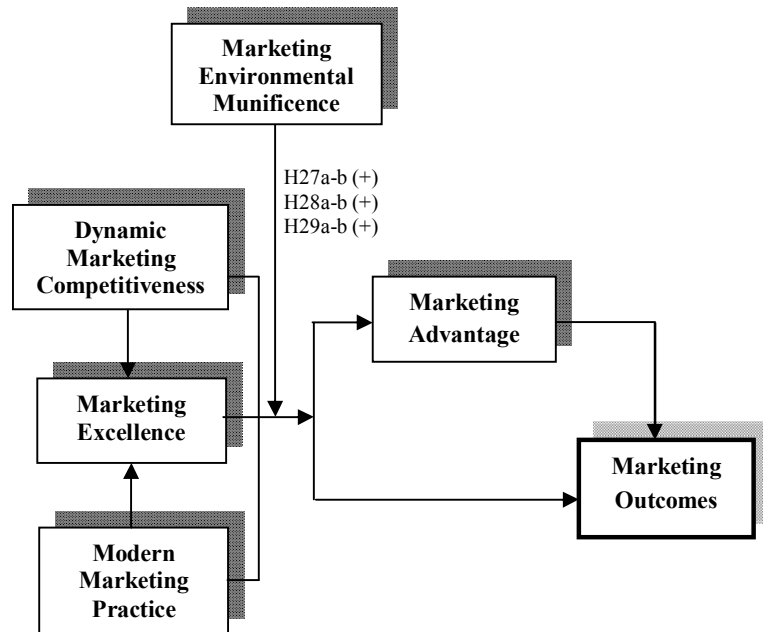


Figure 8 present the moderating role of marketing environmental munificence has effect to the relationships among its consequence, marketing advantage, and marketing outcomes that based on hypotheses 27a-27b, 28a-28b, and 29a-29b which these of all the relationships are proposed as positively relationship

Table 16: Descriptive Statistics and Correlation Matrix for Its Consequence, Marketing Advantage, Marketing Outcomes and Moderating Effect Constructs

Variable	DMC	MMP	MEX	MAD	MOU	MEM
Mean	3.83	3.68	3.81	.082	3.65	3.81
S.D.	0.62	0.78	0.56	0.58	0.77	0.74
DMC	1.00					
MMP	.581***					
MEX	.530***	.672***				
MAD	.521***	.589***	.697***			
MOU	.519***	.522***	.622***	.652***		
MEM	.351***	.529***	.469***	.507***	.525***	1.00
FEX	.054	-.033	.118	.122	.058	-.073
FSI	.021	.118	.136	.005	.029	-.135

***p<0.01, **p<0.05

The correlation among marketing environmental munificence, its consequence, marketing advantage, and marketing outcomes is show in Table 16. The results demonstrate with the relationship among marketing environmental munificence has a significant positive on marketing advantage ($r=0.507$, $p<0.01$), and marketing outcomes ($r=0.525$, $p<0.01$) as respectively. Therefore, the results exhibit that the correlation coefficient among variable as 0.351-.0697 which, is less than 0.8 that meaning to those variable has relationship is not excessive reciprocal and without multicollinearity problem of this research. The variance inflation factors (VIF) in Models 23-24 has the maximum value as 3.898 which Table 17 demonstrate that the VIF value has not over than 10, meaning the independent variables are not correlated with other. Therefore, the finding confirms that without multicollinearity problem to analysis (Neter, William, and Micheal, 1985).

Furthermore, Table 17 shows the OLS regression analysis the role of moderating effect of marketing environmental munificence has influence on the relationships among its consequence on marketing advantage and marketing outcomes are as follows.

Table 17: Results of Regression Analysis for the Moderating Role of Marketing Environmental Munificence has Effects to the Relationship among Its Consequence, Marketing Advantage, and Marketing Outcomes

Independent Variables	Dependent Variables	
	Model 23	Model 24
	H27a-29a	H27b-29b
	MAD	MOU
Dynamic marketing competitiveness (DMC)	0.143 (0.087)	0.274*** (0.091)
Modern marketing practice (MMP)	0.109 (0.107)	-0.044 (0.113)
Marketing excellence (MEX)	0.462*** (0.097)	0.406*** (0.102)
Marketing environmental munificence (MEM)	0.175** (0.090)	0.192** (0.095)
DMC x MEM	-0.035 (0.068)	0.116 (0.071)
MMP x MEM	-0.018 (0.099)	-0.101 (0.104)
MEX x MEM	-0.004 (0.104)	-0.056 (0.110)
FEX	0.218 (0.153)	0.018 (0.161)
FSI	-0.188 (0.174)	-0.070 (0.184)
Adjusted R ²	0.528	0.475
Maximum VIF	3.898	3.898

*Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

Table 17 the findings reveal that role of marketing environmental munificence as moderating effect on the relationship between marketing integration strategy consequence on marketing advantage, and marketing outcomes and this research suppose that marketing environmental munificence able to promote such a relationship to positively as efficiently.

Accordingly, the results of Hypotheses 27a-27b demonstrate that the moderating role of marketing environmental munificence has no effect on relationship among dynamic marketing competitiveness and marketing advantage ($\beta_{211} = -0.035$, $p > 0.10$) and marketing outcomes ($\beta_{220} = 0.116$, $p > 0.10$) as respectively. However, marketing environmental munificence does not conform to expectations. Goll and

Rasheed (2004) described that the characteristic of environmental munificence is market conditions to supportive sustainable growth of business. In contrast, firm has a few relationship with institutional that helps to promote business to expansion and grow continuity meanwhile it has delay in the operational process (Sim and others, 2003).

Hence, Hypotheses 27a and 27b are not supported.

Moreover, the findings of Hypotheses 28a-28b illustrate that the moderating role of marketing environmental munificence has no impact on relationship among modern marketing practice and marketing advantage ($\beta_{212} = -0.018, p > 0.10$) and marketing outcomes ($\beta_{221} = -0.101, p > 0.10$) as respectively. Currently, the characteristic of environment has several factor that pressured to operational of the firm such as munificence, hostility, uncertain, and complexity in the market. Although marketing munificence has the role of stimulate the firm improve marketing practice to more modernity and consistent with lifestyle of consumer causing develop marketing practice enhance competitive advantage. The research of Gonzalez-Benito, Rocha, and Queiruga (2010) illustrated to different environment between munificence and hostility that environmental munificence demonstrated with abundance of resources in the marketplace meanwhile lack of competitiveness in high uncertain market and opposite to environment hostility is reflect to potential for highly competitiveness and we suggested that environmental munificence may has effect to difference firm which, depend on circumstances and munificence has influence on improve marketing practice to enhance competitive advantage in the role of direct effect more than the role of moderator. ***Therefore, Hypotheses 28a and 28b are not supported.***

Indeed, the results of Hypotheses 29a-29b present that the moderating role of marketing environmental munificence has no influence on relationship among marketing excellence and marketing advantage ($\beta_{213} = -0.004, p > 0.10$) and marketing outcomes ($\beta_{222} = -0.056, p > 0.10$) as respectively. In this case, Sener, Varoglu, and Aren (2011) explained that environmental munificence helps to supportive operational of firm in expansion business which internal factor is very important that comprise of skill, knowledge, and resource should are congruence with external factor have inconstant and complexity however, in the same environment various firms require similar resource which may be possible that environmental munificence has a low influence on operational marketing to excellence of the firm. Likewise, the result of marketing

environmental munificence in the role of moderator may be positive or negative effect on implementation marketing which depends on different situation and factors surrounding the firm. ***Therefore, Hypotheses 29a and 29b are not supported.***

Furthermore, this research illustrate on firm experience and firm size are assigned as the control variables has no significant positive effect on marketing advantage ($\beta_{214} = 0.218, p > 0.10$; $\beta_{215} = -0.188, p > 0.10$), and marketing outcomes ($\beta_{223} = 0.018, p > 0.10$; $\beta_{224} = -0.070, p > 0.10$) respectively which the results opposite with prior research that the relationship among marketing integration strategy consequences, marketing advantage and marketing outcomes do not impact in this research.

Overall, the marketing environmental munificence as the role of moderating effect of this research found that, have not stimulate the relationship between consequences of marketing integration strategy, marketing advantage, and marketing outcome. In fact, marketing munificence has several factors to reinforce operation business such as policy of government supportive to business growth, regularity, marketing conditions, and other along with recommendation from software enterprises as firm received assistance from government relatively low, thus, marketing environmental munificence might assign the role of direct effect is better than indirect effect.

Table 18: Summary of the Results of Hypotheses Testing

Hypotheses	Description of the Hypothesized Relationships	Results
H1a	The higher the marketing flexibility focus is, the more likely that firms will gain greater dynamic marketing competitiveness.	Not Supported
H1b	The higher the marketing flexibility focus is, the more likely that firms will gain greater modern marketing practice.	Supported
H1c	The higher the marketing flexibility focus is, the more likely that firms will gain greater marketing excellence.	Supported
H2a	The higher the customer responsiveness awareness is, the more likely that firms will gain greater dynamic marketing competitiveness.	Not Supported
H2b	The higher the customer responsiveness awareness is, the more likely that firms will gain greater modern marketing practice.	Supported
H2c	The higher the customer responsiveness awareness is, the more likely that firms will gain greater marketing excellence.	Supported
H3a	The higher the product innovation development is, the more likely that firms will gain greater dynamic marketing competitiveness.	Supported
H3b	The higher the product innovation development is, the more likely that firms will gain greater modern marketing practice.	Not Supported
H3c	The higher the product innovation development is, the more likely that firms will gain greater marketing excellence.	Supported
H4a	The higher the marketing learning orientation is, the more likely that firms will gain greater dynamic marketing competitiveness.	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H4b	The higher the marketing learning orientation is, the more likely that firms will gain greater modern marketing practice.	Not Supported
H4c	The higher the marketing learning orientation is, the more likely that firms will gain greater marketing excellence.	Not Supported
H5a	The higher the marketing collaboration creation is, the more likely that firms will gain greater dynamic marketing competitiveness.	Not Supported
H5b	The higher the marketing collaboration creation is, the more likely that firms will gain greater modern marketing practice.	Not Supported
H5c	The higher the marketing collaboration creation is, the more likely that firms will gain greater marketing excellence.	Not Supported
H6a	The higher the proactive marketing communication is, the more likely that firms will gain greater dynamic marketing competitiveness.	Not Supported
H6b	The higher the proactive marketing communication is, the more likely that firms will gain greater modern marketing practice.	Supported
H6c	The higher the proactive marketing communication is, the more likely that firms will gain greater marketing excellence.	Not Supported
H7a	The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing excellence.	Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H7b	The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing advantage.	Supported
H7c	The higher the dynamic marketing competitiveness is, the more likely that firms will gain greater marketing outcomes.	Supported
H8a	The higher the modern marketing practice is, the more likely that firms will gain greater marketing excellence.	Supported
H8b	The higher the modern marketing practice is, the more likely that firms will gain greater marketing advantage.	Supported
H8c	The higher the modern marketing practice is, the more likely that firms will gain greater marketing outcomes.	Not Supported
H9a	The higher the marketing excellence is, the more likely that firms will gain greater marketing advantage.	Supported
H9b	The higher the marketing excellence is, the more likely that firms will gain greater marketing outcomes.	Supported
H10	The higher the marketing advantage is, the more likely that firms will gain greater marketing outcomes.	Supported
H11a	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing flexibility focus.	Not Supported
H11b	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater customer responsiveness awareness.	Not Supported
H11c	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater product innovation development.	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H11d	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing learning orientation.	Not Supported
H11e	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater marketing collaboration creation.	Not Supported
H11f	The higher the corporate vision for marketing survival is, the more likely that firms will gain greater proactive marketing communication.	Not Supported
H12a	The higher the marketing resource readiness is, the more likely that firms will gain greater marketing flexibility focus.	Not Supported
H12b	The higher the marketing resource readiness is, the more likely that firms will gain greater customer responsiveness awareness.	Supported
H12c	The higher the marketing resource readiness is, the more likely that firms will gain greater product innovation development.	Not Supported
H12d	The higher the marketing resource readiness is, the more likely that firms will gain greater marketing learning orientation.	Supported
H12e	The higher the marketing resource readiness is, the more likely that firms will gain greater marketing collaboration creation.	Supported
H12f	The higher the marketing resource readiness is, the more likely that firms will gain greater proactive marketing communication.	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H13a	The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing flexibility focus.	Not Supported
H13b	The higher the marketing knowledge richness is, the more likely that firms will gain greater customer responsiveness awareness.	Not Supported
H13c	The higher the marketing knowledge richness is, the more likely that firms will gain greater product innovation development.	Supported
H13d	The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing learning orientation.	Not Supported
H13e	The higher the marketing knowledge richness is, the more likely that firms will gain greater marketing collaboration creation.	Supported
H13f	The higher the marketing knowledge richness is, the more likely that firms will gain greater proactive marketing communication.	Not Supported
H14a	The higher the marketing technology capability is, the more likely that firms will gain greater marketing flexibility focus.	Supported
H14b	The higher the marketing technology capability is, the more likely that firms will gain greater customer responsiveness awareness.	Not Supported
H14c	The higher the marketing technology capability is, the more likely that firms will gain greater product innovation development.	Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H14d	The higher the marketing technology capability is, the more likely that firms will gain greater marketing learning orientation.	Supported
H14e	The higher the marketing technology capability is, the more likely that firms will gain greater marketing collaboration creation.	Not Supported
H14f	The higher the marketing technology capability is, the more likely that firms will gain greater proactive marketing communication.	Supported
H15a	The higher the business environment complexity is, the more likely that firms will gain greater marketing flexibility focus.	Not Supported
H15b	The higher the business environment complexity is, the more likely that firms will gain greater customer responsiveness awareness.	Not Supported
H15c	The higher the business environment complexity is, the more likely that firms will gain greater product innovation development.	Not Supported
H24d	The higher the business environment complexity is, the more likely that firms will gain greater marketing learning orientation.	Not Supported
H15e	The higher the business environment complexity is, the more likely that firms will gain greater marketing collaboration creation.	Not Supported
H15f	The higher the business environment complexity is, the more likely that firms will gain greater proactive marketing communication.	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H16a	The relationships between corporate vision for marketing survival and marketing flexibility focus will be positively moderated by organizational marketing culture	Not Supported
H16b	The relationships between corporate vision for marketing survival and customer responsiveness awareness will be positively moderated by organizational marketing culture	Not Supported
H16c	The relationships between corporate vision for marketing survival and product innovation development will be positively moderated by organizational marketing culture	Not Supported
H16d	The relationships between corporate vision for marketing survival and marketing learning orientation will be positively moderated by organizational marketing culture	Not Supported
H16e	The relationships between corporate vision for marketing survival and marketing collaboration creation will be positively moderated by organizational marketing culture	Not Supported
H16f	The relationships between corporate vision for marketing survival and proactive marketing communication will be positively moderated by organizational marketing culture	Not Supported
H17a	The relationships between marketing resource readiness and marketing flexibility focus will be positively moderated by organizational marketing culture	Not Supported
H17b	The relationships between marketing resource readiness and customer responsiveness awareness will be positively moderated by organizational marketing culture	Not Supported
H17c	The relationships between marketing resource readiness and product innovation development will be positively moderated by organizational marketing culture	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H17d	The relationships between marketing resource readiness and marketing learning orientation will be positively moderated by organizational marketing culture	Not Supported
H17e	The relationships between marketing resource readiness and marketing collaboration creation will be positively moderated by organizational marketing culture	Not Supported
H17f	The relationships between marketing resource readiness and proactive marketing communication will be positively moderated by organizational marketing culture	Not Supported
H18a	The relationships between marketing knowledge richness and marketing flexibility focus will be positively moderated by organizational marketing culture	Not Supported
H18b	The relationships between marketing knowledge richness and customer responsiveness awareness will be positively moderated by organizational marketing culture	Not Supported
H18c	The relationships between marketing knowledge richness and product innovation development will be positively moderated by organizational marketing culture	Not Supported
H18d	The relationships between marketing knowledge richness and marketing learning orientation will be positively moderated by organizational marketing culture	Not Supported
H18e	The relationships between marketing knowledge richness and marketing collaboration creation will be positively moderated by organizational marketing culture	Not Supported
H18f	The relationships between marketing knowledge richness and proactive marketing communication will be positively moderated by organizational marketing culture	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H19a	The relationships between marketing technology capability and marketing flexibility focus will be positively moderated by organizational marketing culture	Not Supported
H19b	The relationships between marketing technology capability and customer responsiveness awareness will be positively moderated by organizational marketing culture	Not Supported
H19c	The relationships between marketing technology capability and product innovation development will be positively moderated by organizational marketing culture	Not Supported
H19d	The relationships between marketing technology capability and marketing learning orientation will be positively moderated by organizational marketing culture	Not Supported
H19e	The relationships between marketing technology capability and marketing collaboration creation will be positively moderated by organizational marketing culture	Not Supported
H20a	The relationships between business environment complexity and marketing flexibility focus will be positively moderated by organizational marketing culture	Not Supported
H20b	The relationships between business environment complexity and customer responsiveness awareness will be positively moderated by organizational marketing culture	Not Supported
H20c	The relationships between business environment complexity and product innovation development will be positively moderated by organizational marketing culture	Not Supported
H20d	The relationships between business environment complexity and marketing learning orientation will be positively moderated by organizational marketing culture	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H20e	The relationships between business environment complexity and marketing collaboration creation will be positively moderated by organizational marketing culture	Supported
H20f	The relationships between business environment complexity and proactive marketing communication will be positively moderated by organizational marketing culture	Not Supported
H21a	The relationships between marketing flexibility focus and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency	Not Supported
H21b	The relationships between marketing flexibility focus and modern marketing practice will be positively moderated by marketing adaptation competency	Not Supported
H21c	The relationships between marketing flexibility focus and marketing excellence will be positively moderated by marketing adaptation competency	Supported
H22a	The relationships between customer responsiveness awareness and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency	Not Supported
H22b	The relationships between customer responsiveness awareness and modern marketing practice will be positively moderated by marketing adaptation competency	Not Supported
H22c	The relationships between customer responsiveness awareness and marketing excellence will be positively moderated by marketing adaptation competency	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H23a	The relationships between product innovation development and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency	Supported
H23b	The relationships between product innovation development and modern marketing practice will be positively moderated by marketing adaptation competency	Not Supported
H23c	The relationships between product innovation development and marketing excellence will be positively moderated by marketing adaptation competency	Supported
H24a	The relationships between marketing learning orientation and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency	Not Supported
H24b	The relationships between marketing learning orientation and modern marketing practice will be positively moderated by marketing adaptation competency	Not Supported
H24c	The relationships between marketing learning orientation and marketing excellence will be positively moderated by marketing adaptation competency	Not Supported
H25a	The relationships between marketing collaboration creation and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency	Not Supported
H25b	The relationships between marketing collaboration creation and modern marketing practice will be positively moderated by marketing adaptation competency	Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H25c	The relationships between marketing collaboration creation and marketing excellence will be positively moderated by marketing adaptation competency	Not Supported
H26a	The relationships between proactive marketing communication and dynamic marketing competitiveness will be positively moderated by marketing adaptation competency	Not Supported
H26b	The relationships between proactive marketing communication and modern marketing practice will be positively moderated by marketing adaptation competency	Not Supported
H26c	The relationships between proactive marketing communication and marketing excellence will be positively moderated by marketing adaptation competency	Not Supported
H27a	The relationships between dynamic marketing competitiveness and marketing advantage will be positively moderated by marketing environmental munificence	Not Supported
H27b	The relationships between dynamic marketing competitiveness and marketing outcomes will be positively moderated by marketing environmental munificence	Not Supported
H28a	The relationships between modern marketing practice and marketing advantage will be positively moderated by marketing environmental munificence	Not Supported
H28b	The relationships between modern marketing practice and marketing outcomes will be positively moderated by marketing environmental munificence	Not Supported

Table 18: Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H29a	The relationships between marketing excellence and marketing advantage will be positively moderated by marketing environmental munificence	Not Supported
H29b	The relationships between marketing excellence and marketing outcomes will be positively moderated by marketing environmental munificence	Not Supported

Additional Test

This research attempt to develop new dimension of marketing integration strategy comprise marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication which, found that marketing learning orientation and marketing collaboration creation do not relationships on its consequence (i.e., dynamic marketing competitiveness, modern marketing practice, and marketing excellence). Thus, the researcher intends to do additional research to examine the relationships among marketing integration strategy on its consequence in viewpoint of not separate dimension of marketing integration strategy. Moreover, this research require to investigate the association of antecedents do not effect on marketing integration strategy namely, corporate vision for marketing survival and business environment complexity. Accordingly, the results of additional test are as below.

Table 19: Descriptive Statistics and Correlation Matrix of Marketing Integration Strategy and all Constructs

Variables	MIS	DMC	MMP	MEX	CMS	MRR	MKR	MTC	BEC	OMC	MAC	FEX	FSI
Mean	4.00	3.83	3.68	3.81	4.10	3.92	4.10	4.06	4.18	4.06	4.02	2.15	1.33
S.D.	0.52	0.62	0.78	0.56	0.56	0.67	0.65	0.62	0.61	0.60	0.63	0.98	0.70
MIS	1												
DMC	.466***	1											
MMP	.695***	.581***	1										
MEX	.538***	.530***	.672***	1									
CMS	.592***	.375***	.554***	.540***	1								
MRR	.626***	.456***	.645***	.554***	.654***	1							
MKR	.630***	.398***	.492***	.463***	.619***	.505***	1						
MTC	.668***	.487***	.542***	.506***	.555***	.547***	.691***	1					
BEC	.412***	.334***	.342***	.330***	.512***	.357***	.426***	.383***	1				
OMC	.709***	.402***	.579***	.538***	.626***	.635***	.674***	.657***	.432***	1			
MAC	.681***	.550***	.640***	.602***	.485***	.729***	.589***	.660***	.320***	.702***	1		
FEX	-.054	.054	-.033	.0118	.001	-.035	-.100	-.117	-.001	-.101	-.041	1	
FSI	.068	.021	.118	.136	-.016	-.001	-.071	-.099	.054	-.018	-.086	.290***	1

*** p<0.01, ** p<0.05

The correlations among antecedents, marketing integration strategy, its consequence, and moderating effects which found that, the correlation coefficient between 0.320-0.729 reveal that less than 0.8 demonstrate with independence of variable (Hair and others, 2006) and without multicollinearity problem in this research.

To additional test is uses the Ordinary Least Squares (OLS) regression analysis to examine hypotheses, and model of relationships among variables are demonstrate in equation model as depicted as follows:

$$\text{Equation 25 : } \quad \text{DMC} = \alpha_{25} + \beta_{225}\text{MIS} + \beta_{226}\text{FEX} + \beta_{227}\text{FSI} + \epsilon_{25}$$

$$\text{Equation 26 : } \quad \text{MMP} = \alpha_{26} + \beta_{228}\text{MIS} + \beta_{229}\text{FEX} + \beta_{230}\text{FSI} + \epsilon_{26}$$

$$\text{Equation 27 : } \quad \text{MEX} = \alpha_{27} + \beta_{231}\text{MIS} + \beta_{232}\text{FEX} + \beta_{233}\text{FSI} + \epsilon_{27}$$

$$\text{Equation 28 : } \quad \text{MIS} = \alpha_{28} + \beta_{234}\text{CMS} + \beta_{235}\text{MRR} + \beta_{236}\text{MKR} + \beta_{237}\text{MTC} + \beta_{238}\text{BEC} + \beta_{239}\text{FEX} + \beta_{240}\text{FSI} + \epsilon_{28}$$

$$\begin{aligned} \text{Equation 29 : } \quad \text{MIS} = & \alpha_{29} + \beta_{241}\text{CMS} + \beta_{242}\text{MRR} + \beta_{243}\text{MKR} + \beta_{244}\text{MTC} + \\ & \beta_{245}\text{BEC} + \beta_{246}\text{OMC} + \beta_{247}(\text{CMS}*\text{OMC}) + \\ & \beta_{248}(\text{MRR}*\text{OMC}) + \beta_{249}(\text{MKR}*\text{OMC}) + \beta_{250}(\text{MTC}*\text{OMC}) \\ & + \beta_{251}(\text{BEC}*\text{OMC}) + \beta_{252}\text{FEX} + \beta_{253}\text{FSI} + \epsilon_{29} \end{aligned}$$

$$\text{Equation 30 : } \quad \text{DMC} = \alpha_{30} + \beta_{254}\text{MIS} + \beta_{255}\text{MAC} + \beta_{256}(\text{MIS}*\text{MAC}) + \beta_{257}\text{FEX} + \beta_{258}\text{FSI} + \epsilon_{30}$$

$$\text{Equation 31 : } \quad \text{MMP} = \alpha_{31} + \beta_{259}\text{MIS} + \beta_{260}\text{MAC} + \beta_{261}(\text{MIS}*\text{MAC}) + \beta_{262}\text{FEX} + \beta_{263}\text{FSI} + \epsilon_{31}$$

$$\text{Equation 32 : } \quad \text{MEX} = \alpha_{32} + \beta_{264}\text{MIS} + \beta_{265}\text{MAC} + \beta_{266}(\text{MIS}*\text{MAC}) + \beta_{267}\text{FEX} + \beta_{268}\text{FSI} + \epsilon_{32}$$

Additional Testing and Results

In this case, to test the relationships among marketing integration strategy on its consequence via marketing adaptation competency as a moderator and uses the original data have been collected as MNCs of software businesses in Thailand are totally 108 items which analysis by OLS regression were the results as below.

Table 20: Results of Regression Analysis for Effects of Marketing Integration Strategy on Its Consequence, and the Moderating Role of Marketing Adaptation Competency

Independent Variables	Dependent Variables					
	Model 25	Model 30	Model 26	Model 31	Model 27	Model 32
	DMC	DMC	MMP	MMP	MEX	MEX
Marketing Integration Strategy (MIS)	0.473*** (0.087)	0.166 (0.113)	0.689*** (0.071)	0.446*** (0.092)	0.541*** (0.082)	0.215** (0.104)
Marketing Adaptation Competency (MAC)		0.440*** (0.113)		0.332*** (0.092)		0.473*** (0.104)
MIS x MAC		-0.015 (0.077)		-0.085 (0.062)		0.009 (0.071)
FEX	0.194 (0.194)	0.155 (0.183)	-0.038 (0.158)	-0.078 (0.149)	0.279 (0.182)	0.241 (0.168)
FSI	-0.087 (0.214)	0.059 (0.206)	0.181 (0.174)	0.276 (0.167)	0.144 (0.201)	0.308 (0.189)
Adjust R ²	0.202	0.292	0.473	0.535	0.295	0.402
Maximum VIF	1.100	1.946	1.100	1.946	1.100	1.946

^aBeta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

The results in Table 20 are demonstrates that the relationships among marketing integration strategy has a significant positive influence on dynamic marketing competitiveness ($\beta_{225} = 0.473$, $p < 0.01$), modern marketing practice ($\beta_{228} = 0.689$, $p < 0.01$), and marketing excellence ($\beta_{231} = 0.541$, $p < 0.01$). Hence, marketing integration strategy has strongly significant positive impact on its consequences (Trainor and others, 2011). When compared the results of this research found that marketing integration strategy has influence on its consequences more than separate as dimension of marketing integration strategy.

However, the moderating role of marketing adaptation competency has no impact on relationships among marketing integration strategy and dynamic marketing competitiveness ($\beta_{256} = -0.015, p > 0.05$), modern marketing practice ($\beta_{261} = -0.085, p > 0.05$), and marketing excellence ($\beta_{266} = 0.009, p > 0.05$). The challenge of the firm and depend on ability of the firm to create good relation causing willingness to learn and share knowledge reciprocal (Golfetto and Gibbert, 2006). Therefore, marketing adaptation competency may not moderating effect of this research.

In addition, the findings reveal that firm experience and firm size that set as the control variable which firm experience has no significant positive influence on dynamic marketing ($\beta_{226} = 0.194, p > 0.05$; $\beta_{257} = 0.115, p > 0.05$), modern marketing practice ($\beta_{229} = -0.038, p > 0.05$; $\beta_{262} = -0.078, p > 0.05$), and marketing excellence ($\beta_{232} = 0.279, p > 0.05$; $\beta_{267} = 0.241$) as respectively. Moreover, firm size has no significant positive influence on dynamic marketing ($\beta_{227} = -0.087, p > 0.05$; $\beta_{258} = 0.059, p > 0.05$), modern marketing practice ($\beta_{230} = 0.181, p > 0.05$; $\beta_{263} = 0.276, p > 0.05$), and marketing excellence ($\beta_{233} = 0.144, p > 0.05$; $\beta_{268} = 0.308$) as respectively. Likewise, Wu and others (2006) suggest that firm size does not effect on cross functional in operate of the firm.

Next, to examine the relationships among antecedent constructs comprise corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity have influence on marketing integration strategy through organizational marketing culture as a moderator.

Table 21: Results of Regression Analysis for Effects of Antecedent Variables on Marketing Integration Strategy, and the Moderating Role of Organizational Marketing Culture

Independent Variables	Dependent Variables	
	Model 28	Model 29
	MIS	MIS
Corporate Vision for Marketing Survival (CMS)	0.083 (0.099)	0.049 (0.099)
Marketing Resource Readiness (MRR)	0.275** (0.088)	0.189* (0.097)
Marketing Knowledge Richness (MKR)	0.201** (0.097)	0.136 (0.102)
Marketing Technology Capability (MTC)	0.320*** (0.094)	0.238** (0.107)
Business Environment Complexity (BEC)	0.057 (0.076)	0.061 (0.080)
Organizational Marketing Culture (OMC)		0.292** (0.113)
CMS x OMC		0.020 (0.113)
MRR x OMC		-0.049 (0.077)
MKR x OMC		0.066 (0.109)
MTC x OMC		-0.145 (0.105)
BEC x OMC		0.069 (0.077)
FEX	-0.046 (0.144)	-0.011 (0.145)
FSI	0.280 (0.158)	0.246 (0.158)
Adjust R ²	0.566	0.587
Maximum VIF	2.416	3.851

^aBeta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10

The results in Table 21 are illustrates that the relationship between corporate vision for marketing survival has no positive influence on marketing integration strategy ($\beta_{234} = 0.083$, $p > 0.05$). However, the relationships among marketing resource readiness, marketing knowledge richness, and marketing technology capability have a significant positive influence on marketing integration strategy ($\beta_{235} = 0.275$, $p < 0.05$; $\beta_{236} = 0.201$,

$p < 0.05$; $\beta_{237} = 0.320$, $p < 0.01$) as sequentially. In the other hand, business environment complexity has no positive impact on marketing integration strategy ($\beta_{238} = 0.057$, $p > 0.05$). Although, this research to do supplementary research and demonstrate that corporate vision for marketing survival and business environment complexity do not effect to marketing integration strategy or each dimensions of marketing integration strategy. Payan and others (2010) suggest that firm may be has ability to seeking knowledge insufficient that brings to analyze market demand precisely.

Furthermore, the moderating role of organizational marketing culture has no influence on relationships among corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, business environment complexity and marketing integration strategy ($\beta_{247} = 0.020$, $p > 0.05$; $\beta_{248} = -0.049$, $p > 0.05$; $\beta_{249} = 0.066$, $p > 0.05$; $\beta_{250} = -0.145$, $p > 0.05$; $\beta_{251} = 0.069$, $p > 0.05$) as respectively. Indeed, organizational marketing culture emphasize on operational to competition whereas marketing integration strategy is focusing on cooperation for personnel and organization success together (Kahn and Mintzer, 1998). Thus, organizational marketing culture may not the moderating effect in this research.

Besides, the findings illustrate that firm experience and firm size that set as the control variable which firm experience has no significant positive impact on marketing integration strategy ($\beta_{239} = -0.046$, $p > 0.05$; $\beta_{252} = -0.011$, $p > 0.05$). Likewise, firm size has no significant positive effect on marketing integration strategy ($\beta_{240} = 0.280$, $p > 0.05$; $\beta_{253} = 0.246$, $p > 0.05$) as respectively. It is possible that firm experience and firm size may be influence on marketing integration strategy in other context which in this research is not.

Summary, additional research focusing on test some dimensions of marketing integration strategy namely, marketing learning orientation and marketing collaboration creation that do not effects on its consequences along with link to antecedents and moderating effect have low influence on each dimensions of marketing integration strategy. The results is clear, when combined dimensions of marketing integration strategy that will greater effect to its consequences. Especially, marketing integration strategy is occur to new marketing approach and determine as the marketing strategy modernity to enhance potential in competition lead to marketing excellence (Tsai, 2005). Besides, corporate vision for marketing survival and business environment

complexity are as antecedent that have no affect to marketing integration strategy which, firm should be increase the relation with customers, suppliers, and seeking alliance with marketing activities continuous along with develop technology to compatible to operation marketing effectively (Ozer, 2005) and firm able to uses marketing integration strategy to enhance competitive advantage bring to success of the firm as efficiently.

CHAPTER V

CONCLUSION

This chapter reveals the aggregates of all findings in this research. It involves the summary of the findings and hypotheses testing, theoretical and managerial contributions and concludes with a discussion to the limitations of the study and presents prospective directions for future research.

Summary of Results

This research investigated the relationship between marketing integration strategy and marketing outcomes by creating new dimensions of marketing integration strategy based on theories of marketing and management and are comprised of six dimensions as follows: marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication. These relationships will be investigated through the mediating variables of this conceptual framework namely, dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage. Moreover, corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity are the antecedent variables that influence marketing integration strategy through organizational marketing culture, marketing adaptation competency, and marketing environmental munificence which are assigned as the roles of the moderating effect of this conceptual framework.

The key research question of this research is how marketing integration strategy (marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication) has an influence on marketing outcomes. Thus, specific research questions are presented as follows: (1) How does each dimension of marketing integration strategy affect dynamic marketing competitiveness, modern marketing practice, and marketing excellence?, (2) How do

dynamic marketing competitiveness and modern marketing practice have an influence on marketing excellence?, (3) How do dynamic marketing competitiveness, modern marketing practice, and marketing excellence have an influence on marketing advantage and marketing outcomes?, (4) How does marketing advantage have an influence on marketing outcomes?, (5) How do corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity have an influence on the dimensions of marketing integration strategy?, (6) How do corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity have an influence on dimension of marketing integration strategy through organizational marketing culture as a moderator?, (7) How do dimensions of marketing integration strategy have an influence on dynamic marketing competitiveness, modern marketing practice, and marketing excellence by using marketing adaptation competency as a moderator?, and (8) How do dynamic marketing competitiveness, modern marketing practice, and marketing excellence have an influence on marketing advantage and marketing outcomes via marketing environmental munificence as a moderator?.

There are two theories applied to explain the phenomena in the research, namely, the integration theory and the dynamic capability perspective. This research creates marketing integration strategy on marketing outcomes in the aspect of the software industry and selects multinational corporations (MNCs) from software businesses in Thailand as the population and sample. The population was obtained from the list on the database of the Board of Investment of Thailand (BOI) (www.boi.go.th). The software industry is interesting to investigate because the characteristic of the industry is developing a knowledge base and an integrated multidisciplinary together. Especially, software products are innovated products in demand that increase potential skills, technical specialists, and quality of software businesses to offer goods to the marketplace continuously. A mail survey procedure via the questionnaire was used for data collection and sent directly to the marketing director or marketing manager as the key informants totaling 561 firms, and was tested for a non-response bias. Of the surveys completed and returned, only 108 are usable. The effective response rate is approximately 21.43%. Besides, the instrument was developed from previous research

and literature reviews. To evaluate, all measures of the scale are considered appropriate for further analysis and accepted for validity and reliability via a pre-test. Statistically to use in this research as multiple regression analysis for hypotheses testing.

This research would like to present the results from hypothesis testing to answered of each the research questions as follows: The results reveal that four dimensions of marketing integration strategy including marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication which have a significant positive influence on its consequences of marketing integration strategy consist of dynamic marketing competency, modern marketing practice, and marketing excellence, meanwhile, marketing learning orientation and marketing collaboration creation do not. Thus, the relationship among each dimension of marketing integration strategy and its consequences which, underlying hypotheses 1a-1c, 2a-2c, 3a-3c, 4a-4c, 5a-5c, and 6a-6c are partially supported.

Moreover, the findings illustrate that dynamic marketing competitiveness and modern marketing practice have influence on marketing excellence, that based on hypotheses 7a and 8a are fully supported.

Likewise, the findings demonstrate that dynamic marketing competitiveness, modern marketing practice, and marketing excellence have impact on marketing advantage and marketing outcomes which, based on hypotheses 7b-7c, 8b-8c, and 9a-9b are partially supported.

Accordingly, marketing advantage has strongly significant positive effect on marketing outcomes that underlying hypothesis 10 is supported.

The relationships among antecedent constructs and each dimension of marketing integration strategy which found that, marketing resource readiness, marketing knowledge richness, and marketing technology capability have a significant positive impact on some dimensions of marketing integration strategy while, corporate vision for marketing survival and business environment complexity do not related of marketing integration strategy that, based on hypotheses 11a-11f, 12a-12f, 13a-13f, 14a-14f, and 15a-15f, thus, those relationship as partially supported.

In addition, the moderating role of organizational marketing culture has influence on the relationships between antecedent constructs and each dimension of

marketing integration strategy which found that, organizational marketing culture has a significant effect on the relationship between business environment complexity and marketing collaboration creation only, and remained relationship organizational marketing culture do not moderated with those the relationship. Hence, hypotheses 16a-16f, 17a-17f, 18a-18f, 19a-19f, and 20a-20f are partially supported.

Besides, marketing adaptation competency as the role moderating effect on marketing integration strategy and its consequence are illustrate that, marketing adaptation competency has a significant impact on the relationship between marketing flexibility focus and marketing excellence only, and these are relationship based on hypotheses 21a-21c, 22a-22c, 23a-23c, 24a-24c, 25a-25c, and 26a-26c, thus, the moderating effect of marketing adaptation competency are partially supported.

Furthermore, the results demonstrate that marketing environmental munificence does not moderate on its consequence, marketing advantage, and marketing outcomes which, underlying hypotheses 27a-27b, 28a-28b, and 29a-29b are not supported.

Aforementioned to above, the findings of this research to understand with various factors have influence of marketing integration strategy to enhance potential in competition and increase marketing outcomes along with create cooperation within the firm to reduce barriers in marketing operation in conjunction with other department. Accordingly, the summary of all research questions and results is included in Table 22 below.

Table 22: Summary of Results in All Hypotheses Testing

Research Questions	Hypothesis	Results	Conclusions
(1) How does each dimension of marketing integration strategy affect dynamic marketing competitiveness, modern marketing practice, and marketing excellence?	Hypotheses 1a-1c 2a-2c 3a-3c 4a-4c 5a-5c and 6a-6c	Four dimensions of marketing integration strategy includes: marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication have a significant positive influence on dynamic marketing competency, modern marketing practice, and marketing excellence meanwhile, marketing learning orientation and marketing collaboration creation do not.	Partially supported
(2) How do dynamic marketing competitiveness and modern marketing practice have an influence on marketing excellence?	Hypotheses 7a and 8a	Dynamic marketing competitiveness and modern marketing practice have a significant positive effect on marketing excellence.	Fully supported

Table 22: Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusions
(3) How do dynamic marketing competitiveness, modern marketing practice, and marketing excellence have an influence on marketing advantage and marketing outcomes?	Hypotheses 7b-7c, 8b-8c and 9a-9b	Dynamic marketing competitiveness and marketing excellence have a significant positive influence on marketing advantage and marketing outcomes. Besides, modern marketing practice has a significant positive effect on marketing advantage while marketing outcomes do not.	Partially supported
(4) How does marketing advantage have an influence on marketing outcomes?	Hypothesis 10	Marketing advantage has a strong significant positive influence on marketing outcomes.	Supported
(5) How do corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity have an influence on the dimensions of marketing integration strategy?	Hypotheses 11a-11f, 12a-12f, 13a-13f, 14a-14f and 15a-15f	Three antecedents namely, marketing resource readiness, marketing knowledge richness, marketing technology capability have a partial significant positive effect on the dimension of marketing integration strategy, whereas corporate vision for marketing survival and business environment complexity do not.	Partially supported

Table 22: Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusions
(6) How do corporate vision for marketing survival, marketing resource readiness, marketing knowledge richness, marketing technology capability, and business environment complexity have an influence on dimension of marketing integration strategy through organizational marketing culture as a moderator?	Hypotheses 16a-16f 17a-17f 18a-18f 19a-19f and 20a-20f	The moderating role of organizational marketing culture has a significant effect on the relationship between business environment complexity and marketing collaboration creation only, and the remaining relationships of organizational marketing culture do not moderate with those relationship.	Partially supported
(7) How do dimensions of marketing integration strategy have an influence on dynamic marketing competitiveness, modern marketing practice, and marketing excellence by using marketing adaptation competency as a moderator?	Hypotheses 21a-21c 22a-22c 23a-23c 24a-24c 25a-25c and 26a-26c	Marketing adaptation competency moderates the relationship between marketing flexibility focus and marketing excellence only in these relationships.	Partially supported

Table 22: Summary of Results in All Hypotheses Testing (Continued)

Research Questions	Hypothesis	Results	Conclusions
(8) How do dynamic marketing competitiveness, modern marketing practice, and marketing excellence have an influence on marketing advantage and marketing outcomes via marketing environmental munificence as a moderator?	Hypotheses 27a-27b, 28a-28b and 29a-29b	Marketing environmental munificence does not moderate the relationship among dynamic marketing competitiveness, modern marketing practice, marketing excellence, marketing advantage, and marketing outcomes	Not supported

Theoretical and Managerial Contributions

Theoretical Contribution

This research attempts to investigate the relationship among marketing integration strategy and marketing outcomes through dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage along with the antecedent variables and moderating effects of this conceptual framework shown in Figure 1. Interestingly, this research attempts to identify and create new dimensions of marketing integration strategy. Hence, the development of variables and linkage of the relationships together are based on two theories, namely, the integration theory and the dynamic capability perspective. This research presented four theoretical contributions of marketing integration strategy as follows:

Firstly, this research combines integration theory and dynamic capability perspective which are used to explain the conceptual model and expand the boundaries of these theories as follows: Integration theory, this theory emphasize blending two thing together, which in marketing also combining marketing operation in conjunction with other department to congruence and enhance cooperation within the firm. Here, marketing integration strategy desire the willingness to share different resource,

knowledge, and technical operation which, firm will caused marketing integration from the firm creates good relations between individual, between departments to until between firm to cooperate in marketing as effectively. Moreover, the main purpose of marketing integration as reduce barrier in operational and create trust along with the organizational culture that it is using norm of perform to potential in competition. Besides, Dynamic capability perspective, this theory focuses on ability and dynamism of the firm that obtained from learning and training in routine of firm to continuous. Dynamic capability will supportive marketing integration strategy in point of view as transfer the knowledge reciprocal and manage with the distinct resource caused the most usefulness and it has competitive advantage throughout, increase speed to responds external environment immediate and effectively. Specifically, firm able to improving new product innovation rely on advanced technology for underlie adaptation to modernity of marketing function and learned market to develop skills of employees to increase profitability to the firm.

Secondly, it is develops new dimensions of marketing integration strategy comprise marketing flexibility focus, customer responsiveness awareness, product innovation development, marketing learning orientation, marketing collaboration creation, and proactive marketing communication which previous research do not. Especially, to understand in important factors of marketing integration strategy consist of marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication, meaning that, effectiveness of marketing integration strategy must have ability to flexible to balance in marketing function to enhance coordination with other department, awareness in marketing competitive to respond customer needs rapidly and increase the most satisfaction of customer, encourages employees to be creative for develop new products and service to more attractive continuously, and communication is help firm in aspect of perceive and dissemination of marketing information both internal-firm to accurate understands in work all organization and external-firm to customers able to access to information easy.

Thirdly, an expanded the conceptual model to determine antecedent variables, mediator variables and moderating effect of the relationship of marketing integration strategy and marketing outcomes for extensive of investigation the relationship in this framework.

Fourthly, prior research of marketing integration strategy has a few studies in aspect software industry and never to collected data on software businesses in Thailand.

Interestingly, the results of this research indicate that four dimensions of marketing integration strategy including marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication have influence on dynamic marketing competitiveness, modern marketing practice, and marketing excellence. The finding is reasonable because ability to adaptation is a part of characteristic of marketing integration strategy are focus on create cooperation and exposure to new things continued for competency in competition under environment uncertain brings to competitive advantage superior competitor. The evidence demonstrates that marketing integration strategy will through four mediator variables that encourage to successful of marketing outcomes and congruence with software industry in viewpoint require several marketing knowledge utilize to develop new product and new function to customer satisfaction throughout cooperation from partner to expand network in business to growth of firm.

In addition, the findings of antecedent variable have influence on marketing integration strategy are illustrates that, firm able to use marketing integration strategy when firm have marketing resource readiness that received from seeking knowledge, ability to learning, and good manage to those resource and marketing knowledge to caused most benefits. Likewise, marketing technology capability will stimulate operating of marketing integration to facilitate in perform because technology underlie communication, shared information, transfer of knowledge, and storage various information as well and systematical. Although, corporate vision for marketing survival and business environment complexity do not the relationship with marketing integration strategy because may possible that software business has change rapidly will focusing on overcome competitive in short-term rather than long-term, and structure organization might inconsistent with goal of marketing or not appropriate with market condition.

Moreover, the results of moderating effect able to identify as organizational marketing culture has a significant positive influence on the relationship between business environment complexity and marketing collaboration creation meaning that, the organizational culture has the important role of create trust and interpersonal relationships as well and depend on communication tools that effective and environment

at that time. Also, marketing adaptation competency is another of moderating effect on the relationship between marketing flexibility focus and marketing excellence. The finding reflect to firm has desired market position over the rivals which, firm relying on ability to modify marketing strategy along with analyze market demand for use in competitive and respond is outstanding that firm will gain excellence in marketing. Furthermore, marketing environmental munificence is another of moderating effect that does not influence on the relationship among dynamic marketing competitiveness, modern marketing practice, marketing excellence, marketing advantage, and marketing outcomes. In Thailand context has assistance from government sector relatively low which, reality has preparedness of resource to develop software product such as, specialist, high market demand, multiple distribution channels. Thus, software business may take time to develop software business to progress and more concrete.

Managerial Contribution

This research intends to be beneficial for marketing director and marketing managers who are responsible for determine marketing strategy of the firm and the important role of driving toward cooperation in marketing particularly in software businesses to how their firms can achieve marketing outcomes over their competitors. Findings help to marketing director able to identify component of marketing integration strategy as marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication lead to marketing outcomes through dynamic marketing competitiveness, modern marketing practice, marketing excellence, and marketing advantage that enhance potential to improve better performance and consistency with situation happen.

In this context of software industry has grow continued and new competitors entering the markets regularly. Thus, marketing director must be adapting marketing approach to respond to market demand, to understand real needs of customers by considering create good relations within firms, emphasize on coordination and collaboration help to decrease barrier of cross-functional and to increase capability to compete and deal with situations that could affect the firm. Accordingly, firm should be retain customer relations continuously along with seeking alliance to share resource, knowledge and marketing information to marketing success in the future. To the most

benefits of marketing integration strategy, marketing director should create marketing activity to supportive customer participation, cooperate marketing, and seeking new opportunities in new markets. Furthermore, firm has other factors to should consider to marketing integration strategy including: the accumulated marketing knowledge and manage resource existence to maximum advantage along with develop technology. Especially, marketing culture encourage to create norm as marketing operation approach is well and help in aspect to exchange of ideas, knowledge, resource, and good relation of the firm.

Limitations and Future Research Directions

Limitations

This research has some limitations that should be mentioned. First, period of data collection in this research as two months which relatively to use a short time in collected for lead to analyze. Second, the population and sample size of this research as multinational corporations (MNCs) which sample size relatively less and delayed to returned questionnaire because the firms have been affected by the floods a year ago and some firm is in the process of restructuring and restored their organization. In order to increasing the sample size, expand time of data collection. Third, the characteristics of software business has complex infrastructure and multiple levels that making difficult to follow up and largely lost due to relocation. Hence, we should be careful in interpreting and applying the results along with increase generalization may prove helpful to carry out a comparative study in other sample. Fourth, the scales to measure variables in model which majority are newly developed. Although scales are developed from a careful literature review and question items of prior research as they are new. Thus, there is need to further verifications and applications.

Future Research Directions

From limitation aforementioned, this research desire to suggest the future research as below: Firstly, In this case, use only single industry is software business which for future research chose other industry to compare result that, give the outcome

similar with this research or different to more creditability and verify the generalizability of the study.

Secondly, the research next time may be try adjusting objective for to measure the success of marketing integration strategy in other viewpoint apart from marketing outcomes, for instance, sustainable competitive advantage, brand image, business growth, and business survival and so on which, it is expanded boundary of extensively research and increase various new perspective of marketing integration strategy.

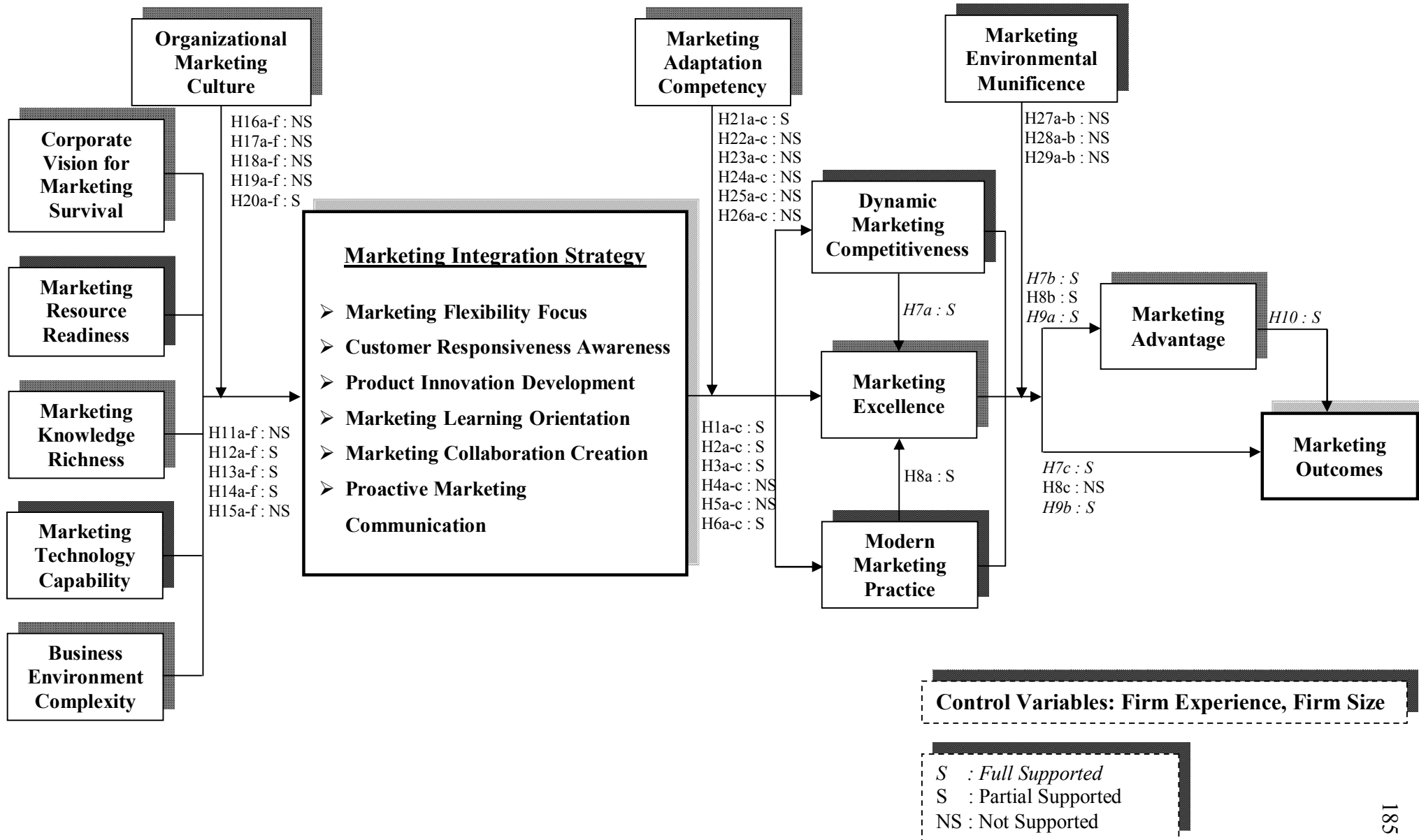
Thirdly, the findings of this research, four dimensions of marketing integration strategy includes, marketing flexibility focus, customer responsiveness awareness, product innovation development, and proactive marketing communication have influence on its consequences and marketing outcomes meanwhile, marketing learning orientation and marketing collaboration creation do not. Hence, the needs for future research is to examine the relationship between marketing learning orientation and marketing collaboration creation have influence on the marketing integration strategy again with other population. Besides, corporate vision for marketing survival and business environment complexity are not the antecedent of marketing integration strategy. Thus, for future research should to seek other antecedent to test the effect of marketing integration strategy as what are the factors has affect to driving toward marketing integration strategy. Likewise, the results of role of moderating effect of organizational marketing culture and marketing adaptation competency have a little influence on the relationship between antecedent construct-marketing integration strategy and marketing integration strategy-its consequence as respectively, also, marketing environmental munificence does not moderate the relationship between its consequence-marketing advantage, marketing outcomes, thus, the next time suggest that might to search new moderators to use in test those relationships or determine the new role of test direct effect instead indirect effect.

Fourthly, firm experience and firm size are as control variables which firm size only is appear as statistically significant on marketing integration strategy and marketing outcomes while firm experience may affect to marketing integration strategy and marketing outcomes in other context.

Lastly, future research should consider including the in-depth interview for understanding the means of marketing integration strategy of the firms to sustained

competitive advantage and using as a guideline to prepare the questionnaire by in-depth interview with marketing director. Additionally more literature review to define definition is clear along with develops measurement to validity and reliability of the instrument.

Figure 9 : Summary of Hypotheses Testing Results



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APPENDICES

APPENDIX A
Respondent Characteristics

Table A1: Demographic Characteristics of Respondents

Description	Categories	Frequency	Percentage
Gender	Male	45	41.70
	Female	63	58.30
Total		108	100.00
Age	Less than 30 years old	18	16.70
	30 – 40 years old	65	60.20
	41 – 50 years old	20	18.50
	More than 50 years old	5	4.60
Total		108	100.0
Marital Status	Single	60	55.55
	Married	46	42.55
	Divorced/Separated	2	1.90
Total		108	100.00
Level of Education	Bachelor's degree or less than	56	51.90
	Higher than Bachelor's degree	52	48.10
Total		108	100.00
Work Experience	Less than 5 years	16	14.80
	5 – 10 years	38	35.20
	11 – 15 years	23	21.30
	More than 15 years	31	28.70
Total		108	100.00
Current Revenue Average per Month	Less than 40,000 Baht	38	35.15
	40,000 – 55,000 Baht	22	20.35
	55,001 – 70,000 Baht	14	13.00
	More than 70,000 Baht	34	31.50
Total		108	100.00

Table A1: Demographic Characteristics of Respondents (Continued)

Description	Categories	Frequency	Percentage
Current Position	Marketing directors	26	24.10
	Marketing managers	82	75.90
Total		108	100.00

Table A2: Characteristics of Software Businesses

Description	Categories	Frequency	Percent
Business Forms	Companies Limited	108	100.00
	Total	108	100.00
Business Types	Enterprise Software	66	61.15
	Digital Software	21	19.40
	Embedded Software	9	8.30
	Others	12	11.15
	Total	108	100.00
Nature of Production	Made to order	41	38.00
	Production by the business plan	67	62.00
	Total	108	100.00
Working Capital	Less than 10,000,000 Baht	74	68.50
	10,000,000 - 15,000,000 Baht	14	13.00
	15,000,000 - 20,000,000 Baht	4	3.70
	More than 20,000,000 Baht	16	14.80
	Total	108	100.00
Operating Periods	Less than 5 Years	31	28.70
	5 – 10 Years	43	39.80
	11 – 15 Years	21	19.40
	More than 15 Years	13	12.10
	Total	108	100.00
Value of Assets used in Business	Less than 10,000,000 Baht	64	59.20
	10,000,000 - 15,000,000 Baht	14	13.00
	15,000,000 - 20,000,000 Baht	11	10.20
	More than 20,000,000 Baht	19	17.60
	Total	108	100.00

Table A2: Characteristics of Software Businesses (Continued)

Description	Categories	Frequency	Percent
Number of employees	Less than 50	83	76.90
	50 – 100	17	15.70
	101 – 200	5	4.60
	More than 200	3	2.80
Total		108	100.00
Firm has been Awarded of Management Marketing or Other Awards	Yes	27	25.00
	No	81	75.00
Total		108	100.00

APPENDIX B
The Original Items

Original Items in Scales

Construct	Items
Marketing Flexibility Focus (MFF)	
MFF1	Firm believes that marketing flexibility can help firm responding to customer needs very well and there are more effectively.
MFF2	Firm emphasizes on development, improving process of marketing functions continuous to the firm adaptation to consistency with marketing environment.
MFF3	Firm intends to learning and understanding in situation and event of marketing as well, to apply as approach on develop marketing strategy more effective.
MFF4	Firm promotes personnel to research and development of marketing continuously and to assign how to market effectively.
Customer Responsiveness Awareness (CRA)	
CRA1	Firm believes that the knowledge and understanding the great customer helps firm enhance to determine marketing activity effectively.
CRA2	Firm promotes to study, analysis, and research relevant to customer demand systematic and concrete to utilize as information on prescribes the best of marketing practices.
CRA3	Firm focuses on integration of customer information systematic for the firm can decision of the highest marketing effectively.
CRA4	Firm encourage to learning and understanding along with expectation to customer needs both present and future that to the firm respond to customer very well.
Product Innovation Development (PID)	
PID1	Firm believes that the product development and new service helps support the firm is leadership marketing on present and future.

Original Items in Scales (Continued)

Construct	Items
Product Innovation Development (PID)	
PID2	Firm emphasizes on research and development new product/service is systematic and concrete that firm generates innovation product and service to offers to the market continuous.
PID3	Firm focuses on allocate the budget in develop innovation and new product sufficiently that the personnel has creativity and artificial the new products and services continuously.
PID4	Firm intends to development and launching new product to the market through firm is driving the personnel incur creativity and supported from the firm continuously and fully.
Marketing Learning Orientation (MLO)	
MLO1	Firm believes that understand to marketing change will be helping the firm determine marketing strategy greater effectively.
MLO2	Firm focuses on participation training and seminar of modern marketing continuous to enhance marketing approach efficiently.
MLO3	Firm promotes to the experience, knowledge, and insight on marketing in the past brings apply to assign in operations marketing approach in the present.
MLO4	Firm encourages to integration experience and knowledge between personnel and organization together for determine marketing function to greater effectiveness.
Marketing Collaboration Creation (MCC)	
MCC1	Firm believes that marketing collaboration can helps firm successful in operations marketing to the future very well.
MCC2	Firm emphasizes on seeking partner in operations marketing both inside and outside organization to incur effectiveness of marketing approach.

Original Items in Scales (Continued)

Construct	Items
Marketing Collaboration Creation (MCC)	
MCC3	Firm promotes to use potential and capability to create marketing relationship to helps marketing strategy planning greater effective.
MCC4	Firm promotes to integration network, relationship, and marketing collaboration both the past and present to assign the method of marketing administration in the present and the future.
Proactive Marketing Communication (PMC)	
PMC1	Firm believes that the great marketing communication with customer lead to acceptance in operations marketing effectively.
PMC2	Firm has promote and open opportunity on communication of marketing information from organization to customer and customer to organization continuous that firm has increase operations marketing effective.
PMC3	Firm emphasizes on applying marketing communication tools of all kinds together for the communication pattern as holistic and achieve unique goal.
PMC4	Firm focuses on marketing communication, motivation, and reinforce to customer and those participant have acceptance in the product and service continuously and forever.
Dynamic Marketing Competitiveness (DMC)	
DMC1	Firm has potential to improve pattern of product or service is rapid to responding market demand superior competitor.
DMC2	Firm has allocation or adjustment on resource is flexible that consistency with external environment change effectively.
DMC3	Firm has flexibility to adapt operation as well and fast when the old operation is inconsistency with operation of business.
DMC4	Firm has development and create the goods, new product and service offer to the market continuous.

Original Items in Scales (Continued)

Construct	Items
Modern Marketing Practice (MMP)	
MMP1	Firm has applies the modern marketing approach in the operation successful and over the rival.
MMP2	Firm can determine procedure and marketing approach that cover process and marketing activity of all aspects and firm can responding to competitors effectively.
MMP3	Firm has been acceptance as business to apply modern marketing approach into operation and marketing activity continuous, systematically, and concrete.
MMP4	Firm has developing form and marketing approach effective and congruence with situation in the present.
Marketing Excellence (MEX)	
MEX1	Firm has been recognized from customer that the product with outstanding potential, diversification, and respond to market demand to create customer satisfaction regularly.
MEX2	Firm has activity promote marketing successful and retain existing customers and increase new customer continuously.
MEX3	Firm has new product development effective superior of customer basic needs to continuous.
MEX4	Firm has ability to create the new market and new target group in situation uncertainty.
MEX5	Firm has offering product of quality and appropriate price rather than product of competitor.
Marketing Advantage (MAD)	
MAD1	Firm has launching new product into the market prior competitors.
MAD2	Firm can be response to customer needs superior the rivals.
MAD3	Firm has product and service quality are higher than other firm in the same industry.

Original Items in Scales (Continued)

Construct	Items
Marketing Advantage (MAD)	
MAD4	Firm can create competitive advantage by firm has various products and outstanding as the choice for customer which the competitor difficult to imitate.
MAD5	Firm can offers product is appropriate price rather than product of the rivals.
Marketing Outcomes (MOU)	
MOU1	Firm has been increase market share when versus on last year.
MOU2	Firm have sales and service are higher continuous which is on the target.
MOU3	Firm can create more profit when compare with operation in the past.
MOU4	Firm has been acceptances from client that firm can build new product continuous and respond to client are as well.
MOU5	Firm has overall operation based on great criteria and superior competitor.
Corporate Vision for Marketing Survival (CMS)	
CMS1	Firm believes that customer satisfaction is valuable which lead to firm existence in the present to the future.
CMS2	Firm intends to utilize principle and concept of marketing focus as the key instrument to the firm bring to the target and the best outcomes both the present and future.
CMS3	Firm promotes to learning and competitors appraisal continuous which these information to used in determine strategy to competition in the future and the most utilization for the firm.
Marketing Resource Readiness (MRR)	
MRR1	Firm believes that the marketing resources are preparedness and completely that can helps firm assignment the operation plan effective.

Original Items in Scales (Continued)

Construct	Items
Marketing Resource Readiness (MRR)	
MRR2	Firm focuses on applying marketing resource that available to the full benefit of development skills and capability to increase potential in the competition.
MRR3	Firm promotes to use existing resources fully to create prominent and differentiation in competition and operational of firm rather than other firm.
Marketing Knowledge Richness (MKR)	
MKR1	Firm believes that expertise of various marketing and comprehensive that can helps firm develop the potential on creation opportunity and competitive advantage to the firm.
MKR2	Firm has aware to integration several knowledge together that leads to create new knowledge to the best interest for the firm.
MKR3	Firm emphasizes on accumulation knowledge and experience to generate the expertise marketing which firm has ability outstanding and achieve continuously.
Marketing Technology Capability (MTC)	
MTC1	Firm believes that the potential and capability to use efficiency technology that firm has response to environment competition as well and efficiently.
MTC2	Firm promotes to applying advanced and modern technology in marketing administration of the firm which helps firm has been highest operating effectiveness.
MTC3	Firm focuses on learning development which firm can combine technology to use in operation marketing systematic and concrete.
MTC4	Firm emphasizes on research and development of technology to improve marketing to customer can access to products and services rapidly and timely leading to efficiency superior competitors.

Original Items in Scales (Continued)

Construct	Items
Organizational Marketing Culture (OMC)	
OMC1	Firm has aware to the main operation should be regard the needs and expectation of customer are critical which firm successful the both in short time and long time.
OMC2	Firm believes that determine guidelines and procedures of the great marketing to use as pattern in developing ability of personnel for the better.
OMC3	Firm promotes to the personnel learning needs of customer in marketplace continuous which, these information is apply with planning to responds to customer.
Marketing Adaptation Competency (MAC)	
MAC1	Firm believes that has ability to adaptation rapidly and consistency with marketing change which bring to firm survive.
MAC2	Firm focuses on adjustment the marketing functions continuous to suit the current and firm has capability to responds to customer needs and market demand very well.
MAC3	Firm promotes to learning for combination of marketing technique and new technology used into the firm which helps enhance potential in competition is well.
Business Environment Complexity (BEC)	
BEC1	The business environment in the present is high volatility which various firm focuses on seeking new strategy continuous for generate distinctive to the product and service.
BEC2	Firm has the many rivals in the market that several firms must be develop administration system to both proactive and reactive to consistency with the competition continuous.
BEC3	The situation of competitive has more complicated that various firms must be adapt operations and strategy regularly that to the firm can respond to customer needs immediately.

Original Items in Scales (Continued)

Construct	Items
Marketing Environmental Munificence (MEM)	
MEM1	The present in marketing resource has more complete which several firms can operational business effectively and increase profit of operations marketing.
MEM2	The government policy has promotes to commercial development which open opportunity to various firms gain competitive advantage in the market continuously.
MEM3	Firm believes that respond to intense competition and variety of competitors strategy rapidly.
MEM4	Firm believes that environment change that firm can accommodate the growth of the firm continuously.

APPENDIX C
Non-Response Bias Tests

Test of Non-Response Bias

Comparison	n	Mean	Std. Deviation	t-test	P-value
Business Types					
- First group	54	1.65	1.084	-0.467	0.410
- Second group	54	1.74	0.975		
Nature of Production					
- First group	54	1.59	0.496	-0.590	0.250
- Second group	54	1.65	0.482		
Working Capital					
- First group	54	1.72	1.140	0.700	0.388
- Second group	54	1.57	1.057		
Value of Asset Used in Business					
- First group	54	1.91	1.202	0.406	0.685
- Second group	54	1.81	1.167		

APPENDIX D
Item Factor Loadings and Reliability
Analyses in Pre-Test

Table D1: Item Factor Loadings and Reliability Analyses in Pre-Test^a

Constructs	Item	Factor Loadings	Reliability (Alpha)
Marketing Flexibility Focus (MFF)	MFF1	0.610	0.701
	MFF2	0.861	
	MFF3	0.841	
	MFF4	0.630	
Customer Responsiveness Awareness (CRA)	CRA1	0.677	0.781
	CRA2	0.749	
	CRA3	0.863	
	CRA4	0.827	
Product Innovation Development (PID)	PID1	0.660	0.809
	PID2	0.802	
	PID3	0.869	
	PID4	0.851	
Marketing Learning Orientation (MLO)	MLO1	0.748	0.834
	MLO2	0.846	
	MLO3	0.842	
	MLO4	0.844	
Marketing Collaboration Creation (MCC)	MCC1	0.874	0.871
	MCC2	0.832	
	MCC3	0.863	
	MCC4	0.831	
Proactive Marketing Communication (PMC)	PMC1	0.816	0.852
	PMC2	0.868	
	PMC3	0.783	
	PMC4	0.863	
Dynamic Marketing Competitiveness (DMC)	DMC1	0.812	0.796
	DMC2	0.890	
	DMC3	0.786	

^a n = 30

Table D1: Item Factor Loadings and Reliability Analyses in Pre-Test^a (Continued)

Constructs	Item	Factor Loadings	Reliability (Alpha)
Dynamic Marketing Competitiveness (DMC)	DMC4	0.667	
Modern Marketing Practice (MMP)	MMP1	0.778	0.888
	MMP2	0.870	
	MMP3	0.913	
	MMP4	0.895	
Marketing Excellence (MEX)	MEX1	0.721	0.734
	MEX2	0.695	
	MEX3	0.635	
	MEX4	0.826	
	MEX5	0.595	
Marketing Advantage (MAD)	MAD1	0.687	0.772
	MAD2	0.788	
	MAD3	0.841	
	MAD4	0.717	
	MAD5	0.581	
Marketing Outcomes (MOU)	MOU1	0.829	0.914
	MOU2	0.932	
	MOU3	0.901	
	MOU4	0.779	
	MOU5	0.870	
Corporate Vision for Marketing Survival (CMS)	CMS1	0.718	0.688
	CMS2	0.875	
	CMS3	0.764	
Marketing Resource Readiness (MRR)	MRR1	0.832	0.802
	MRR2	0.907	
	MRR3	0.799	

^a n = 30

Table D1: Item Factor Loadings and Reliability Analyses in Pre-Test^a (Continued)

Constructs	Item	Factor Loadings	Reliability (Alpha)
Marketing Knowledge Richness (MKR)	MKR1	0.820	0.798
	MKR2	0.870	
	MKR3	0.842	
Marketing Technology Capability (MTC)	MTC1	0.798	0.855
	MTC2	0.866	
	MTC3	0.855	
	MTC4	0.826	
Organizational Marketing Culture (OMC)	OMC1	0.772	0.725
	OMC2	0.797	
	OMC3	0.839	
Marketing Adaptation Competency (MAC)	MAC1	0.761	0.812
	MAC2	0.924	
	MAC3	0.874	
Business Environment Complexity (BEC)	BEC1	0.745	0.808
	BEC2	0.904	
	BEC3	0.893	
Marketing Environmental Munificence (MEM)	MEM1	0.780	0.856
	MEM2	0.856	
	MEM3	0.888	
	MEM4	0.845	

^a n = 30

APPENDIX E
Cover Letters and Questionnaire (Thai Version)



ที่ ศร 0530.10/ 42๐

คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
อำเภอกันทรวิชัย จังหวัดมหาสารคาม
44150

7 เมษายน 2555

เรื่อง ขอบความอนุเคราะห์กรอกแบบสอบถาม

เรียน ผู้อำนวยการฝ่ายการตลาด / ผู้จัดการฝ่ายการตลาด

ด้วย นางสาวชีวัน ทองสอดแสง นิสิตระดับปริญญาเอก คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “การบริหารการตลาดธุรกิจซอฟต์แวร์ในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์ หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์ เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นางสาวชีวัน ทองสอดแสง ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าคงได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร. ปทุภักข์ อุตสาหะวานิชกิจ)

คณบดีคณะกรรมการบัญชีและการจัดการ

มหาวิทยาลัยมหาสารคาม

คณะกรรมการบัญชีและการจัดการ

งานบัณฑิตศึกษา โทรศัพท์ (043) 754333 ต่อ 3431

แบบสอบถามเพื่อการวิจัย

เรื่อง: การบริหารการตลาดธุรกิจซอฟต์แวร์ในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อทำความเข้าใจเกี่ยวกับการบริหารการตลาดธุรกิจซอฟต์แวร์ในประเทศไทย เพื่อให้กิจการมีประสิทธิภาพและประสิทธิผลมากยิ่งขึ้น สามารถบรรลุเป้าหมายและวัตถุประสงค์ของกิจการธุรกิจซอฟต์แวร์ในประเทศไทย

ข้าพเจ้าขอขอบพระคุณที่ท่านได้สละเวลาตอบคำถามทุกข้ออย่างถูกต้องครบถ้วน หากท่านมีความประสงค์จะขอรับรายงานสรุปเกี่ยวกับโครงการสำรวจนี้ โปรดแจ้งความประสงค์ตามที่ระบุไว้ข้างล่างเพื่อให้จัดส่งข้อมูลดังกล่าวให้แก่ท่าน และหากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถามเพื่อการวิจัยชุดนี้ โปรดติดต่อข้าพเจ้า นางสาวชวีวัน ทองสอดแสง นิสิตปริญญาเอก สาขาวิชาการจัดการ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม 44000 หมายเลขโทรศัพท์เคลื่อนที่ 081 662 7317 หมายเลขโทรศัพท์ 043-754333 ต่อ 6000 หรือ <http://www.acc.msu.ac.th>

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับและจะไม่มีการใช้ข้อมูลใด ๆ ที่เปิดเผยเกี่ยวกับหน่วยงานของท่านในการรายงานข้อมูล อีกทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกโดยไม่ได้รับอนุญาตจากท่าน

ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่ ต้องการ ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัยโปรดแนบนามบัตรหรือที่อยู่มาพร้อมกับแบบสอบถามชุดนี้

ขอขอบพระคุณที่ให้ข้อมูลไว้ ณ โอกาสนี้

ชวีวัน ทองสอดแสง

(นางสาวชวีวัน ทองสอดแสง)

นิสิตปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิตสาขาวิชาการจัดการ

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

ติดต่อโดยตรง

Email address: puggad_@hotmail.com

Mobile phone: 081 662 7317

ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารฝ่ายการตลาดธุรกิจซอฟต์แวร์ในประเทศไทย

1. เพศ

- ชาย หญิง

2. อายุ

- น้อยกว่า 30 ปี 30 - 40 ปี
 41 - 50 ปี มากกว่า 50 ปี

3. สถานภาพ

- โสด สมรส
 หย่า / หม้าย

4. ระดับการศึกษา

- ปริญญาตรีหรือต่ำกว่า สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

- น้อยกว่า 5 ปี 5 – 10 ปี
 11 – 15 ปี มากกว่า 15 ปี

6. รายได้

- ต่ำกว่า 40,000 บาท 40,000 – 55,000 บาท
 55,001 – 70,000 บาท มากกว่า 70,000 บาท

7. ตำแหน่งงานในปัจจุบัน

- ผู้อำนวยการฝ่ายการตลาด ผู้จัดการฝ่ายการตลาด

ตอนที่ 2 ข้อมูลเกี่ยวกับธุรกิจซอฟต์แวร์ในประเทศไทย

1. รูปแบบธุรกิจ

- บริษัทจำกัด ห้างหุ้นส่วน

2. ประเภทธุรกิจผลิตซอฟต์แวร์ (ตอบได้มากกว่า 1 ข้อ)

- ซอฟต์แวร์ช่วยในการบริหารจัดการทั่วไป (Enterprise Software)
 ซอฟต์แวร์/สารสนเทศในรูปแบบดิจิทัล (Digital Software)
 ซอฟต์แวร์ที่ฝังตัวอยู่ในระบบอิเล็กทรอนิกส์ (Embedded Software)
 อื่นๆ โปรดระบุ.....

3. ลักษณะการผลิตสินค้าของธุรกิจซอฟต์แวร์

- ผลิตตามคำสั่งซื้อ ผลิตตามแผนการดำเนินงานของธุรกิจ

4. ทุนในการดำเนินงาน

- ต่ำกว่า 10,000,000 บาท 10,000,000 – 15,000,000 บาท
 15,000,000 – 20,000,000 บาท มากกว่า 20,000,000 บาท

5. ระยะเวลาในการดำเนินธุรกิจ

- น้อยกว่า 5 ปี 5 – 10 ปี
 11 – 15 ปี มากกว่า 15 ปี

6. มูลค่ารวมของสินทรัพย์ที่ใช้ในการดำเนินธุรกิจ

- ต่ำกว่า 10,000,000 บาท 10,000,000 – 15,000,000 บาท
 15,000,000 – 20,000,000 บาท มากกว่า 20,000,000 บาท

7. จำนวนพนักงานในปัจจุบัน

- น้อยกว่า 50 คน 50 – 100 คน
 101 – 200 คน มากกว่า 200 คน

8. กิจการเคยได้รับรางวัลที่เกี่ยวข้องกับการบริหารจัดการทางการตลาดดีเด่นหรือรางวัลอื่นๆ ที่เกี่ยวข้อง

- เคย ไม่เคย

ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การบูรณาการทางการตลาดของธุรกิจซอฟต์แวร์ในประเทศไทย

กลยุทธ์การบูรณาการทางการตลาด	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
การมุ่งเน้นความยืดหยุ่นทางการตลาด (Marketing flexibility focus)					
1 กิจการเชื่อมั่นว่าความยืดหยุ่นทางการตลาด สามารถช่วยให้กิจการตอบสนองต่อความต้องการของลูกค้าได้เป็นอย่างดีและมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
2 กิจการให้ความสำคัญกับการพัฒนา ปรับปรุงกระบวนการทำงานทางการตลาดอย่างต่อเนื่อง เพื่อให้สามารถปรับตัวให้สอดคล้องกับสภาพแวดล้อมทางการตลาดได้เป็นอย่างดี	5	4	3	2	1
3 กิจการมุ่งเน้นให้มีการเรียนรู้และทำความเข้าใจสถานการณ์และเหตุการณ์ทางการตลาดได้เป็นอย่างดี เพื่อนำมาใช้เป็นแนวทางในการพัฒนากลยุทธ์ทางการตลาดให้มีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
4 กิจการส่งเสริมให้บุคลากรทำการวิจัยและพัฒนาทางการตลาดอย่างต่อเนื่อง ทำให้กำหนดวิธีการทางการตลาดได้อย่างมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
การตระหนักถึงความสามารถในการตอบสนองต่อลูกค้า (Customer responsiveness awareness)					
5 กิจการเชื่อมั่นว่าความรู้ ความเข้าใจเกี่ยวกับลูกค้าที่ดี จะช่วยทำให้กิจการสามารถกำหนดกิจกรรมทางการตลาดได้อย่างมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
6 กิจการส่งเสริมให้มีการศึกษา วิเคราะห์และทำการวิจัยเกี่ยวกับความต้องการของลูกค้าอย่างเป็นระบบและเป็นรูปธรรม เพื่อนำมาใช้เป็นข้อมูลในการกำหนดแนวทางการปฏิบัติทางการตลาดที่ดีที่สุด	5	4	3	2	1
7 กิจการมุ่งเน้นให้มีการบูรณาการข้อมูลเกี่ยวกับลูกค้าอย่างเป็นระบบเพื่อให้สามารถตัดสินใจทางการตลาดได้อย่างมีประสิทธิภาพสูงสุด	5	4	3	2	1
8 กิจการสนับสนุนให้มีการเรียนรู้และทำความเข้าใจ รวมถึงคาดการณ์ความต้องการของลูกค้าทั้งในปัจจุบันและอนาคต เพื่อให้สามารถตอบสนองลูกค้าได้เป็นอย่างดี	5	4	3	2	1
การพัฒนานวัตกรรมผลิตภัณฑ์ (Product innovation development)					
9 กิจการเชื่อมั่นว่าการพัฒนาสินค้าและบริการใหม่ ช่วยผลักดันให้กิจการเป็นผู้นำทางการตลาดได้ทั้งในปัจจุบันและอนาคต	5	4	3	2	1
10 กิจการให้ความสำคัญกับการทำวิจัยและพัฒนาสินค้า/บริการใหม่ อย่างเป็นระบบและเป็นรูปธรรม เพื่อให้เกิดนวัตกรรมผลิตภัณฑ์และบริการออกสู่ตลาดอยู่เสมอ	5	4	3	2	1

ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การบูรณาการทางการตลาดของธุรกิจออฟแวร์ในประเทศไทย (ต่อ)

กลยุทธ์การบูรณาการทางการตลาด	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
11 กิจกรรมมุ่งเน้นให้มีการจัดสรรงบประมาณในการพัฒนานวัตกรรมและผลิตภัณฑ์ใหม่อย่างเพียงพอ เพื่อให้บุคลากรเกิดความคิดสร้างสรรค์และประดิษฐ์คิดค้นผลิตภัณฑ์และบริการใหม่อย่างต่อเนื่อง	5	4	3	2	1
12 กิจกรรมมุ่งมั่นในการพัฒนาและนำเสนอผลิตภัณฑ์ใหม่ออกสู่ตลาด โดยผลักดันให้บุคลากรเกิดความคิดสร้างสรรค์และได้รับการสนับสนุนจากกิจการอย่างต่อเนื่องและเต็มที่	5	4	3	2	1
การมุ่งเน้นถึงการเรียนรู้ด้านการตลาด (Marketing learning orientation)					
13 กิจกรรมเชื่อมั่นว่าความเข้าใจถึงการเปลี่ยนแปลงทางการตลาด สามารถช่วยให้กิจการกำหนดกลยุทธ์การตลาดได้อย่างมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
14 กิจกรรมให้ความสำคัญกับการเข้าร่วมฝึกอบรมและสัมมนาการตลาดสมัยใหม่อย่างต่อเนื่อง เพื่อให้แนวทางการปฏิบัติทางการตลาดมีประสิทธิภาพมากขึ้น	5	4	3	2	1
15 กิจกรรมส่งเสริมให้นำประสบการณ์และความรู้ความเข้าใจทางการตลาดในอดีต มาใช้เป็นแนวทางในการกำหนดวิธีการดำเนินงานในปัจจุบัน	5	4	3	2	1
16 กิจกรรมสนับสนุนให้มีการบูรณาการประสบการณ์ความรู้ของบุคลากรและองค์กรการตลาดเข้าด้วยกัน เพื่อนำมาใช้เป็นแนวทางในการกำหนดวิธีการดำเนินงานทางการตลาดที่มีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
การสร้างสร้างความร่วมมือทางการตลาด (Marketing collaboration creation)					
17 กิจกรรมเชื่อมั่นว่าความร่วมมือทางการตลาด ช่วยให้เกิดการประสบความสำเร็จในการดำเนินงานทางการตลาดในอนาคตได้เป็นอย่างดี	5	4	3	2	1
18 กิจกรรมให้ความสำคัญกับการแสวงหาพันธมิตรในการดำเนินงานทางการตลาด ทั้งภายในและภายนอกองค์กร เพื่อให้วิธีการทางการตลาดเกิดประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
19 กิจกรรมส่งเสริมให้มีการใช้ศักยภาพและความสามารถในการสร้างความสัมพันธ์ทางการตลาด มาช่วยให้การวางแผนกลยุทธ์การตลาดมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
20 กิจกรรมส่งเสริมให้มีการบูรณาการเครือข่าย ความสัมพันธ์และความร่วมมือทางการตลาดทั้งในอดีตและปัจจุบัน มาใช้กำหนดเป็นแนวทางวิธีการในการบริหารงานในปัจจุบันและอนาคตทางการตลาด	5	4	3	2	1

ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การบูรณาการทางการตลาดของธุรกิจออฟแวร์ในประเทศไทย (ต่อ)

กลยุทธ์การบูรณาการทางการตลาด	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
การสื่อสารทางการตลาดเชิงรุก (Proactive marketing communication)					
21 กิจกรรมเชื่อมั่นว่าการสื่อสารทางการตลาดที่ดีกับลูกค้า สามารถช่วยทำให้เกิดการยอมรับในการดำเนินงานทางการตลาดที่มีประสิทธิภาพ	5	4	3	2	1
22 กิจกรรมส่งเสริมและเปิดโอกาสให้มีการสื่อสารข้อมูลทางการตลาดจากองค์กรสู่ลูกค้า และจากลูกค้าสู่องค์กรอย่างต่อเนื่อง ทำให้การดำเนินงานทางการตลาดมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
23 กิจกรรมให้ความสำคัญกับการประยุกต์ใช้เครื่องมือสื่อสารทางการตลาดทุกชนิดเข้าด้วยกัน เพื่อให้รูปแบบการสื่อสารเป็นองค์รวมและบรรลุเป้าหมายเดียวกัน	5	4	3	2	1
24 กิจกรรมมุ่งเน้นให้การสื่อสารทางการตลาด จูงใจและผลักดันให้ลูกค้าและผู้มีส่วนเกี่ยวข้องเกิดการยอมรับในตัวผลิตภัณฑ์และบริการของลูกค้าอย่างต่อเนื่องและตลอดไป	5	4	3	2	1

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานด้านการตลาดของธุรกิจออฟแวร์ในประเทศไทย

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
ความสามารถในการแข่งขันทางการตลาดเชิงพลวัต (Dynamic marketing competitiveness)					
1 กิจกรรมมีศักยภาพในการปรับเปลี่ยนรูปแบบสินค้าหรือบริการได้อย่างรวดเร็วในการตอบสนองต่อความต้องการตลาดที่เหนือกว่าคู่แข่ง	5	4	3	2	1
2 กิจกรรมมีการจัดสรรหรือปรับเปลี่ยนทรัพยากรได้อย่างยืดหยุ่นสอดคล้องกับการเปลี่ยนแปลงของสภาพแวดล้อมภายนอกได้อย่างมีประสิทธิภาพ	5	4	3	2	1
3 กิจกรรมมีความยืดหยุ่นในการปรับเปลี่ยนการทำงานได้ดีและรวดเร็วหากพบว่าการทำงานแบบเดิมที่ทำอยู่ไม่เหมาะสมกับการดำเนินงานของธุรกิจ	5	4	3	2	1
4 กิจกรรมมีการพัฒนาและสร้างสรรค์สินค้า ผลิตภัณฑ์และบริการใหม่ๆ ออกสู่ตลาดอย่างต่อเนื่อง	5	4	3	2	1

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานด้านการตลาดของธุรกิจซอฟต์แวร์ในประเทศไทย (ต่อ)

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
การปฏิบัติทางการตลาดสมัยใหม่ (Modern marketing practice)					
5 กิจการมีการประยุกต์ใช้แนวทางการดำเนินงานการตลาดสมัยใหม่ในการดำเนินงานที่ประสบความสำเร็จและเหนือกว่าคู่แข่ง	5	4	3	2	1
6 กิจการสามารถกำหนดวิถีทางและแนวทางการตลาดได้อย่างครอบคลุม กระบวนการและกิจกรรมทางตลาดทุกด้าน และสามารถตอบสนองต่อลูกค้าคู่แข่ง ได้อย่างมีประสิทธิภาพ	5	4	3	2	1
7 กิจการได้รับการยอมรับว่าเป็นกิจการที่มีการประยุกต์ใช้วิธีการทางตลาดสมัยใหม่มาใช้ในดำเนินงานและกิจกรรมทางการตลาดอย่างต่อเนื่อง เป็นระบบและเป็นรูปธรรม	5	4	3	2	1
8 กิจการสามารถพัฒนารูปแบบและวิธีการทางการตลาดอย่างมีประสิทธิภาพ สอดคล้องกับสถานการณ์ในปัจจุบัน	5	4	3	2	1
ความเป็นเลิศทางการตลาด (Marketing Excellence)					
9 กิจการได้รับการยอมรับจากลูกค้าว่าสินค้ามีศักยภาพโดดเด่น หลากหลาย สามารถตอบสนองความต้องการของตลาดได้ดีทำให้ลูกค้าพึงพอใจอยู่เสมอ	5	4	3	2	1
10 กิจการมีกิจกรรมส่งเสริมการตลาดที่ประสบความสำเร็จ สามารถรักษากลุ่มลูกค้าเดิมและเพิ่มลูกค้าใหม่ได้อย่างต่อเนื่อง	5	4	3	2	1
11 กิจการมีการพัฒนาผลิตภัณฑ์ใหม่ให้มีประสิทธิภาพเหนือความต้องการพื้นฐานของลูกค้าอยู่เสมอ	5	4	3	2	1
12 กิจการสามารถสร้างตลาดใหม่และกลุ่มลูกค้าใหม่ แม้ในสถานการณ์ที่ไม่แน่นอน	5	4	3	2	1
13 กิจการมีการนำเสนอผลิตภัณฑ์ที่มีคุณภาพและราคาที่เหมาะสมมากกว่าผลิตภัณฑ์ของคู่แข่ง	5	4	3	2	1
ความได้เปรียบทางการตลาด (Marketing advantage)					
14 กิจการสามารถนำเสนอผลิตภัณฑ์ใหม่เข้าสู่ตลาดก่อนคู่แข่ง	5	4	3	2	1
15 กิจการสามารถตอบสนองความต้องการของลูกค้าได้ดีเหนือกว่าคู่แข่ง	5	4	3	2	1
16 กิจการมีสินค้าและบริการที่มีคุณภาพสูงกว่ากิจการที่อยู่ในอุตสาหกรรมเดียวกัน	5	4	3	2	1
17 กิจการสามารถสร้างความได้เปรียบในการแข่งขัน โดยมีสินค้าให้ลูกค้าเลือกสรรหลากหลายและโดดเด่น ซึ่งคู่แข่งลอกเลียนแบบได้ยาก	5	4	3	2	1

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานด้านการตลาดของธุรกิจซอฟต์แวร์ในประเทศไทย (ต่อ)

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
18 กิจกรรมสามารถนำเสนอผลิตภัณฑ์ที่มีราคาที่เหมาะสมมากกว่าผลิตภัณฑ์ของคู่แข่ง	5	4	3	2	1
ผลการดำเนินงานทางการตลาด (Marketing outcomes)					
19 กิจกรรมได้รับส่วนแบ่งทางการตลาดเพิ่มสูงขึ้นเมื่อเทียบกับปีที่ผ่านมา	5	4	3	2	1
20 กิจกรรมมียอดขายสินค้าและบริการเพิ่มขึ้นอย่างต่อเนื่องและเป็นไปตามเป้าหมาย	5	4	3	2	1
21 กิจกรรมสามารถสร้างผลกำไรให้เพิ่มมากขึ้น เมื่อเปรียบเทียบการดำเนินงานในอดีต	5	4	3	2	1
22 กิจกรรมได้รับการยอมรับจากลูกค้าว่าเป็นกิจกรรมที่สามารถสร้างสรรค์ผลิตภัณฑ์ใหม่อย่างต่อเนื่องและสามารถตอบสนองความต้องการได้เป็นอย่างดี	5	4	3	2	1
23 กิจกรรมมีผลการดำเนินงานในภาพรวมอยู่ในเกณฑ์ดีและเหนือคู่แข่ง	5	4	3	2	1

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจซอฟต์แวร์ในประเทศไทย

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
วิสัยทัศน์ขององค์กรเพื่อความอยู่รอดทางการตลาด (Corporate vision for marketing survival)					
1 กิจกรรมเชื่อมั่นว่าความพึงพอใจของลูกค้าเป็นสิ่งที่มีความสำคัญ ซึ่งสามารถนำไปสู่การดำรงอยู่ของกิจการทั้งในปัจจุบันและอนาคต	5	4	3	2	1
2 กิจกรรมมุ่งเน้นให้มีการนำหลักการแนวคิดมุ่งเน้นการตลาดมาเป็นกลไกที่สำคัญ เพื่อนำกิจการไปสู่เป้าหมายและผลประกอบการที่ดีทั้งในปัจจุบันและอนาคต	5	4	3	2	1
3 กิจกรรมส่งเสริมให้มีการศึกษาและประเมินคู่แข่งอยู่เสมอ ซึ่งสามารถนำมาใช้เป็นข้อมูลในการกำหนดกลยุทธ์เพื่อใช้ในการแข่งขันในอนาคตให้เกิดประโยชน์สูงสุดต่อกิจการ	5	4	3	2	1

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจซอฟต์แวร์ในประเทศไทย (ต่อ)

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
ความพร้อมของทรัพยากรทางการตลาด (Marketing resource readiness)					
4 กิจการเชื่อมั่นว่ากิจการมีทรัพยากรทางการตลาดที่เพียงพอและสมบูรณ์ จะช่วยให้การวางแผนการดำเนินงานเป็นไปอย่างมีประสิทธิภาพมากยิ่งขึ้น	5	4	3	2	1
5 กิจการมุ่งเน้นให้มีการประยุกต์ใช้ทรัพยากรทางการตลาดต่างๆ ที่มีอยู่ เพื่อให้เกิดประโยชน์อย่างเต็มที่ในการพัฒนาทักษะ ความสามารถเพื่อเพิ่มศักยภาพในการแข่งขัน	5	4	3	2	1
6 กิจการส่งเสริมให้มีการประยุกต์ใช้ทรัพยากรที่มีอยู่อย่างเต็มที่ เพื่อสร้างจุดเด่นและความแตกต่างในการแข่งขัน และการดำเนินงานของกิจการมากกว่ากิจการอื่น	5	4	3	2	1
ความรู้ร่ำรวยของความรู้ด้านการตลาด (Marketing knowledge richness)					
7 กิจการเชื่อมั่นว่าความรู้ทางการตลาดที่หลากหลายและครอบคลุม ช่วยให้กิจการสามารถพัฒนาศักยภาพ ในการสร้างสรรค์โอกาสและความได้เปรียบทางการแข่งขันให้กับองค์กร	5	4	3	2	1
8 กิจการตระหนักเสมอว่าการบูรณาการความรู้จากหลากหลายมิติมารวมกันนำไปสู่การสร้างสรรค์ความรู้ใหม่ๆ ที่เกิดประโยชน์สูงสุดต่อองค์กร	5	4	3	2	1
9 กิจการให้ความสำคัญกับการสะสมความรู้ ประสบการณ์ ที่สร้างความเชี่ยวชาญทางการตลาด เพื่อให้กิจการมีความสามารถที่โดดเด่นและบรรลุเป้าหมายได้อย่างต่อเนื่อง	5	4	3	2	1
ความสามารถทางเทคโนโลยีด้านการตลาด (Marketing technology capability)					
10 กิจการเชื่อมั่นว่าศักยภาพและความสามารถในการใช้เทคโนโลยีที่มีประสิทธิภาพ ทำให้กิจการสามารถตอบสนองต่อสภาพแวดล้อมทางการแข่งขันได้เป็นอย่างดีและมีประสิทธิผล	5	4	3	2	1
11 กิจการสนับสนุนให้มีการประยุกต์ใช้เทคโนโลยีขั้นสูงและทันสมัยในการบริหารงานด้านการตลาดของกิจการ ซึ่งจะช่วยให้เกิดประสิทธิภาพสูงสุด	5	4	3	2	1
12 กิจการมุ่งเน้นให้มีการพัฒนาการเรียนรู้เพื่อผสมผสานการนำเทคโนโลยีมาใช้ในการดำเนินงานทางการตลาดอย่างเป็นระบบและเป็นรูปธรรม	5	4	3	2	1

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจซอฟต์แวร์ในประเทศไทย (ต่อ)

ปัจจัยภายในที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
13 กิจกรรมให้ความสำคัญกับการวิจัยและพัฒนาเทคโนโลยีเพื่อพัฒนาการตลาดให้ลูกค้าเข้าถึงสินค้าและบริการได้อย่างรวดเร็วและทันเวลา ซึ่งทำให้กิจการมีประสิทธิภาพเหนือคู่แข่ง	5	4	3	2	1
14 วัฒนธรรมทางการตลาดขององค์กร (Organizational marketing culture) กิจกรรมตระหนักเสมอว่าการดำเนินงานที่คำนึงถึงความต้องการ และความคาดหวังของลูกค้าเป็นหลัก จะทำให้กิจการสามารถดำเนินงานประสบความสำเร็จตามเป้าหมายที่กำหนดไว้ทั้งในระยะสั้นและระยะยาว	5	4	3	2	1
15 กิจกรรมเชื่อมั่นว่าการกำหนดแนวทางและวิธีการทางการตลาดที่ดี เพื่อใช้เป็นแบบอย่างในการพัฒนาความสามารถของบุคลากรให้ดียิ่งขึ้น	5	4	3	2	1
16 กิจกรรมส่งเสริมให้บุคลากรทำการศึกษาถึงความต้องการของลูกค้าตลาดอย่างต่อเนื่อง เพื่อนำมาใช้เป็นข้อมูลในการวางแผนการตอบสนองลูกค้าได้เป็นอย่างดี	5	4	3	2	1
17 ศักยภาพในการปรับตัวทางการตลาด (Marketing adaptation competency) กิจกรรมเชื่อมั่นว่ากิจการมีความสามารถในการปรับตัวได้อย่างรวดเร็วและเหมาะสมกับการเปลี่ยนแปลงของตลาด ทำให้กิจการอยู่รอดได้	5	4	3	2	1
18 กิจกรรมมุ่งเน้นให้มีการปรับเปลี่ยนวิธีการดำเนินงานทางการตลาดอย่างต่อเนื่อง เพื่อให้ทันต่อเหตุการณ์และมีความสามารถในการตอบสนองต่อความต้องการของลูกค้าและตลาดได้อย่างดีเยี่ยม	5	4	3	2	1
19 กิจกรรมส่งเสริมให้มีการเรียนรู้การผสมผสานการใช้เทคนิคทางการตลาดและเทคโนโลยีใหม่ๆ เข้ามาใช้ในกิจการ จะช่วยเพิ่มศักยภาพทางการแข่งขันได้เป็นอย่างดี	5	4	3	2	1

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่มีผลต่อการดำเนินงานของธุรกิจซอฟต์แวร์ในประเทศไทย

ปัจจัยภายนอกที่มีผลต่อการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สุด
ความซับซ้อนของสภาพแวดล้อมทางธุรกิจ (Business environment complexity)					
1 ในปัจจุบันสภาพแวดล้อมทางธุรกิจมีความผันผวนอย่างมาก ทำให้กิจการต่างๆ ต้องมุ่งเน้นแสวงหารูปแบบกลยุทธ์ใหม่ๆ อยู่เสมอ เพื่อสร้างความโดดเด่นให้กับสินค้าและบริการ	5	4	3	2	1
2 ในปัจจุบันมีการคู่แข่งกันในตลาดจำนวนมาก ทำให้กิจการต่างๆ ต้องมีการพัฒนาระบบการบริหารงานทั้งเชิงรุกและเชิงรับ เพื่อให้สอดคล้องกับการแข่งขันอยู่เสมอ	5	4	3	2	1
3 สถานการณ์การแข่งขันที่มีความซับซ้อนมากยิ่งขึ้น ทำให้กิจการต่างๆ ต้องปรับเปลี่ยนวิธีการดำเนินงานและกลยุทธ์อยู่เสมอ เพื่อที่จะสามารถตอบสนองความต้องการของลูกค้าได้อย่างทันท่วงที	5	4	3	2	1
ความเอื้ออำนวยการของสภาพแวดล้อมทางการตลาด (Marketing environmental munificence)					
4 ในปัจจุบันทรัพยากรทางการตลาดมีความอุดมสมบูรณ์มากขึ้น ทำให้กิจการต่างๆ สามารถดำเนินธุรกิจได้อย่างมีประสิทธิภาพและมีกำไรจากการดำเนินงานทางการตลาดมากขึ้น	5	4	3	2	1
5 นโยบายของรัฐบาลที่สนับสนุนการพัฒนาการค้า จะเป็นการเปิดโอกาสให้กิจการต่างๆ ได้เปรียบทางการแข่งขันในตลาดการค้าได้อย่างต่อเนื่อง	5	4	3	2	1
6 กิจการเชื่อมั่นว่าสามารถตอบสนองต่อการแข่งขันที่รุนแรงและความหลากหลายของกลยุทธ์คู่แข่งได้อย่างรวดเร็ว	5	4	3	2	1
7 กิจการเชื่อมั่นว่าสภาพแวดล้อมที่มีเปลี่ยนแปลงนั้น สามารถรองรับการเจริญเติบโตของกิจการได้อย่างต่อเนื่อง	5	4	3	2	1

ตอนที่ 7 ข้อเสนอแนะ

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ขอขอบพระคุณที่ท่านสละเวลาตอบแบบสอบถามทุกข้อ ได้โปรดพับและใส่ซองที่แนบมาพร้อมกันนี้ ส่งคืนผู้วิจัยตามที่อยู่ที่ได้ระบุ หากท่านต้องการรายงานสรุปผลการวิจัยครั้งนี้ โปรดแนบนามบัตรของท่านมาพร้อมกับแบบสอบถาม ข้าพเจ้ายินดีจัดส่งรายงานสรุปให้แก่ท่านภายหลังเสร็จสิ้นการวิเคราะห์ข้อมูล

APPENDIX F

Cover Letter and Questionnaire: English Version

Questionnaire for the Ph.D. Dissertation Research
“Marketing Integration Strategy and Marketing Outcomes:
Evidence from Software Businesses in Thailand”

Dear Sir,

This research is a part of doctoral dissertation of Ms. Cheewan Thongsodsang at the Maharakham Business School, Maharakham University, Thailand. The objective of this research is to examine the marketing management of software businesses in Thailand. The questionnaire is divided into 7 parts

Part 1: Personal information about marketing director or marketing manager of software businesses in Thailand,

Part 2: General information about software businesses in Thailand,

Part 3: Opinion on marketing management of software businesses in Thailand,

Part 4: Opinion on marketing outcomes of software businesses in Thailand,

Part 5: Opinion on internal environmental operation of software businesses in Thailand,

Part 6: Opinion on external environmental operation of software businesses in Thailand, and

Part 7: Recommendations and suggestions relevant to software businesses in Thailand in the present,

Your answer will be kept as confidentiality and your information will not be shared with any outsider party without your permission.

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly.

Sincerely yours,

(Ms. Cheewan Thongsodsang)
 Ph.D. Student
 Maharakham Business School
 Maharakham University, Thailand

Contact Info:

Office No: 043 – 754333 ext. 3431

Fax No: 043 – 754422

Cell phone: 081 – 662 7317

E-mail: puggad@hotmail.com

Questionnaire for the Ph.D. Dissertation Research
“Marketing Integration Strategy and Marketing Outcomes:
Evidence from Software Businesses in Thailand”

Directions

The objective of this research is to understanding involve marketing management of software businesses in Thailand. For the company enhance effective and efficient and able to achieve goal and objective of software businesses in Thailand.

Thank you for your time to answer all questions correctly and completeness. If you want a summary of this research, please inform requirement along indicate as below. For delivery of such information to you and if you have any questions involve the questionnaire of this research, please contact to the researcher is Ms. Cheewan Thongsodsang at the Mahasarakham Business School, Mahasarakham University, Thailand 44000. Cell phone 081-662 7317 or Tel 043-754333 ext. 6000 or <http://www.acc.msu.ac.th>

Your answer will be kept as confidentiality and your information will not be shared with any outside party without your permission.

Do you want a summary of the results? Yes No

If you want a summary of this research, please indicate your e-mail address or attach your business card with this questionnaire.

(Ms. Cheewn Thongsodsang)
Ph.D. Student
Mahasarakham Business Scholl
Mahasarakham University, Thailand

Contact Info:

E-mail: puggad_@hotmail.com

Cell phone: 081 – 662 7317

Questionnaire to the Ph.D. Dissertation Research
“Marketing Integration Strategy and Marketing Outcomes:
Evidence from Software Businesses in Thailand”

Part 1 General information of marketing director in Thailand

1. Gender

Male Female

2. Age

Less than 30 years 30 – 40 years
 41 -50 years More than 50 years

3. Marital status

Single Married
 Divorced/Separated

4. Level of education

Bachelor’s degree or less than Higher than Bachelor’s
degree

5. Work experience

Less than 5 years 5 -10 years
 11 -15 years More than 15 years

6. Current revenue average per month

Less than 40,000 Baht 40,000 – 55,000 Baht
 55,001 – 70,000 Baht More than 70,000 Baht

7. Current position

Marketing director Marketing manager

Part 2 General information of Software Businesses in Thailand

1. Business forms

- Companies Partnerships

2. Business types

- Enterprise software
 Digital software
 Embedded software
 Others (specific).....

3. Nature of production

- Made to order Production by the business plan

4. Working capital

- Less than 10,000,000 Baht 10,000,000 – 15,000,000 Baht
 15,000,000 – 20,000,000 Baht More than 20,000,000 Baht

5. Operating periods

- Less than 5 years 5 – 10 years
 11 -15 years More than 15 years

6. Value of asset used in business

- Less than 10,000,000 Baht 10,000,000 – 15,000,000 Baht
 15,000,000 – 20,000,000 Baht More than 20,000,000 Baht

7. Number of employees

- Less than 50 persons 50 – 100 persons
 101 – 200 persons More than 200 persons

8. Firm has been awarded of management marketing or other awards

- Yes No

Part 3 Opinions in Market Integration Strategy of Software Businesses in Thailand

Marketing Integration Strategy	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Marketing Flexibility Focus					
1. Firm believes that marketing flexibility can help firm responding to customer needs very well and there are more effectively.	5	4	3	2	1
2. Firm emphasizes on development, improving process of marketing functions continuous to the firm adaptation to consistency with marketing environment.	5	4	3	2	1
3. Firm intends to learning and understanding in situation and event of marketing as well, to apply as approach on develop marketing strategy more effective.	5	4	3	2	1
4. Firm promotes personnel to research and development of marketing continuously and to assign how to market effectively.	5	4	3	2	1
Customer Responsiveness Awareness					
5. Firm believes that the knowledge and understanding the great customer helps firm enhance to determine marketing activity effectively.	5	4	3	2	1
6. Firm promotes to study, analysis, and research relevant to customer demand systematic and concrete to utilize as information on prescribes the best of marketing practices.	5	4	3	2	1
7. Firm focuses on integration of customer information systematic for the firm can decision of the highest marketing effectively.	5	4	3	2	1
8. Firm encourage to learning and understanding along with expectation to customer needs both present and future that to the firm respond to customer very well.	5	4	3	2	1

Part 3 Opinions in Market Integration Strategy of Software Businesses in Thailand (Continued)

Marketing Integration Strategy	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Product Innovation Development					
9. Firm believes that the product development and new service helps support the firm is leadership marketing on present and future.	5	4	3	2	1
10. Firm emphasizes on research and development new product/service is systematic and concrete that firm generates innovation product and service to offers to the market continuous.	5	4	3	2	1
11. Firm focuses on allocate the budget in develop innovation and new product sufficiently that the personnel has creativity and artificial the new products and services continuously.	5	4	3	2	1
12. Firm intends to development and launching new product to the market through firm is driving the personnel incur creativity and supported from the firm continuously and fully.	5	4	3	2	1
Marketing Learning Orientation					
13. Firm believes that understand to marketing change will be helping the firm determine marketing strategy greater effectively.	5	4	3	2	1
14. Firm focuses on participation training and seminar of modern marketing continuous to enhance marketing approach efficiently.	5	4	3	2	1
15. Firm promotes to the experience, knowledge, and insight on marketing in the past brings apply to assign in operations marketing approach in the present.	5	4	3	2	1

Part 3 Opinions in Market Integration Strategy of Software Businesses in Thailand (Continued)

Marketing Integration Strategy	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16. Firm encourages to integration experience and knowledge between personnel and organization together for determine marketing function to greater effectiveness.	5	4	3	2	1
Marketing Collaboration Creation					
17. Firm believes that marketing collaboration can helps firm successful in operations marketing to the future very well.	5	4	3	2	1
18. Firm emphasizes on seeking partner in operations marketing both inside and outside organization to incur effectiveness of marketing approach.	5	4	3	2	1
19. Firm promotes to use potential and capability to create marketing relationship to helps marketing strategy planning greater effective.	5	4	3	2	1
20. Firm promotes to integration network, relationship, and marketing collaboration both the past and present to assign the method of marketing administration in the present and the future.	5	4	3	2	1
Proactive Marketing Communication					
21. Firm believes that the great marketing communication with customer lead to acceptance in operations marketing effectively.	5	4	3	2	1
22. Firm has promote and open opportunity on communication of marketing information from organization to customer and customer to organization continuous that firm has increase operations marketing effective.	5	4	3	2	1

Part 3 Opinions in Market Integration Strategy of Software Businesses in Thailand (Continued)

Marketing Integration Strategy	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
23. Firm emphasizes on applying marketing communication tools of all kinds together for the communication pattern as holistic and achieve unique goal.	5	4	3	2	1
24. Firm focuses on marketing communication, motivation, and reinforce to customer and those participant have acceptance in the product and service continuously and forever.	5	4	3	2	1

Part 4 Opinions in Marketing Outcomes of Software Businesses in Thailand

Marketing Outcomes	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Dynamic Marketing Competitiveness					
1. Firm has potential to improve pattern of product or service is rapid to responding market demand superior competitor.	5	4	3	2	1
2. Firm has allocation or adjustment on resource is flexible that consistency with external environment change effectively.	5	4	3	2	1
3. Firm has flexibility to adapt operation as well and fast when the old operation is inconsistency with operation of business.	5	4	3	2	1
4. Firm has development and create the goods, new product and service offer to the market continuous.	5	4	3	2	1
Modern Marketing Practice					
5. Firm has applies the modern marketing approach in the operation successful and over the rival.	5	4	3	2	1

Part 4 Opinions in Marketing Outcomes of Software Businesses in Thailand
(Continued)

Marketing Outcomes	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6. Firm can determine procedure and marketing approach that cover process and marketing activity of all aspects and firm can responding to competitors effectively.	5	4	3	2	1
7. Firm has been acceptance as business to apply modern marketing approach into operation and marketing activity continuous, systematically, and concrete.	5	4	3	2	1
8. Firm has developing form and marketing approach effective and congruence with situation in the present.	5	4	3	2	1
Marketing Excellence					
9. Firm has been recognized from customer that the product with outstanding potential, diversification, and respond to market demand to create customer satisfaction regularly.	5	4	3	2	1
10. Firm has activity promote marketing successful and retain existing customers and increase new customer continuously.	5	4	3	2	1
11. Firm has new product development effective superior of customer basic needs to continuous.	5	4	3	2	1
12. Firm has ability to create the new market and new target group in situation uncertainty.	5	4	3	2	1
13. Firm has offering product of quality and appropriate price rather than product of competitor.	5	4	3	2	1
Marketing Advantage					
14. Firm has launching new product into the market prior competitors.	5	4	3	2	1
15. Firm can be response to customer needs superior the rivals.	5	4	3	2	1
16. Firm has product and service quality are higher than other firm in the same industry.	5	4	3	2	1

**Part 4 Opinions in Marketing Outcomes of Software Businesses in Thailand
(Continued)**

Marketing Outcomes	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
17. Firm can create competitive advantage by firm has various products and outstanding as the choice for customer which the competitor difficult to imitate.	5	4	3	2	1
18. Firm can offers product is appropriate price rather than product of the rivals.	5	4	3	2	1
Marketing Outcomes					
19. Firm has been increase market share when versus on last year.	5	4	3	2	1
20. Firm have sales and service are higher continuous which is on the target.	5	4	3	2	1
21. Firm can create more profit when compare with operation in the past.	5	4	3	2	1
22. Firm has been acceptances from client that firm can build new product continuous and respond to client are as well.	5	4	3	2	1
23. Firm has overall operation based on great criteria and superior competitor.	5	4	3	2	1

Part 5 Opinions in Internal Environmental Operation of Software Businesses in Thailand

Internal Environmental Factors	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Corporate Vision for Marketing Survival					
1. Firm believes that customer satisfaction is valuable which lead to firm existence in the present to the future.	5	4	3	2	1

Part 5 Opinions in Internal Environmental Operation of Software Businesses in Thailand (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2. Firm intends to utilize principle and concept of marketing focus as the key instrument to the firm bring to the target and the best outcomes both the present and future.	5	4	3	2	1
3. Firm promotes to learning and competitors appraisal continuous which these information to used in determine strategy to competition in the future and the most utilization for the firm.	5	4	3	2	1
Marketing Resource Readiness					
4. Firm believes that the marketing resources are preparedness and completely that can helps firm assignment the operation plan effective.	5	4	3	2	1
5. Firm focuses on applying marketing resource that available to the full benefit of development skills and capability to increase potential in the competition.	5	4	3	2	1
6. Firm promotes to use existing resources fully to create prominent and differentiation in competition and operational of firm rather than other firm.	5	4	3	2	1
Marketing Knowledge Richness					
7. Firm believes that expertise of various marketing and comprehensive that can helps firm develop the potential on creation opportunity and competitive advantage to the firm.	5	4	3	2	1
8. Firm has aware to integration several knowledge together that leads to create new knowledge to the best interest for the firm.	5	4	3	2	1

Part 5 Opinions in Internal Environmental Operation of Software Businesses in Thailand (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
9. Firm emphasizes on accumulation knowledge and experience to generate the expertise marketing which firm has ability outstanding and achieve continuously.	5	4	3	2	1
Marketing Technology Capability					
10. Firm believes that the potential and capability to use efficiency technology that firm has response to environment competition as well and efficiently.	5	4	3	2	1
11. Firm promotes to applying advanced and modern technology in marketing administration of the firm which helps firm has been highest operating effectiveness.	5	4	3	2	1
12. Firm focuses on learning development which firm can combine technology to use in operation marketing systematic and concrete.	5	4	3	2	1
13. Firm emphasizes on research and development of technology to improve marketing to customer can access to products and services rapidly and timely leading to efficiency superior competitors.	5	4	3	2	1
Organizational Marketing Culture					
14. Firm has aware to the main operation should be regard the needs and expectation of customer are critical which firm successful the both in short time and long time.	5	4	3	2	1
15. Firm believes that determine guidelines and procedures of the great marketing to use as pattern in developing ability of personnel for the better.	5	4	3	2	1

Part 5 Opinions in Internal Environmental Operation of Software Businesses in Thailand (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
16. Firm promotes to the personnel learning needs of customer in marketplace continuous which, these information is apply with planning to responds to customer.	5	4	3	2	1
Marketing Adaptation Competency					
17. Firm believes that has ability to adaptation rapidly and consistency with marketing change which bring to firm survive.	5	4	3	2	1
18. Firm focuses on adjustment the marketing functions continuous to suit the current and firm has capability to responds to customer needs and market demand very well.	5	4	3	2	1
19. Firm promotes to learning for combination of marketing technique and new technology used into the firm which helps enhance potential in competition is well.	5	4	3	2	1

Part 6 Opinions in External Environmental Operation of Software Businesses in Thailand

External Environmental Factors	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Business Environment Complexity					
1. The business environment in the present is high volatility which various firm focuses on seeking new strategy continuous for generate distinctive to the product and service.	5	4	3	2	1

Part 6 Opinions in External Environmental Operation of Software Businesses in Thailand (Continued)

External Environmental Factors	Levels of Agreement				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
2. Firm has the many rivals in the market that several firms must be develop administration system to both proactive and reactive to consistency with the competition continuous.	5	4	3	2	1
3. The situation of competitive has more complicated that various firms must be adapt operations and strategy regularly that to the firm can respond to customer needs immediately.	5	4	3	2	1
Marketing Environmental Munificence					
4. The present in marketing resource has more complete which several firms can operational business effectively and increase profit of operations marketing.	5	4	3	2	1
5. The government policy has promotes to commercial development which open opportunity to various firms gain competitive advantage in the market continuously.	5	4	3	2	1
6. Firm believes that respond to intense competition and variety of competitors strategy rapidly.	5	4	3	2	1
7. Firm believes that environment change that firm can accommodate the growth of the firm continuously.	5	4	3	2	1

Part 7 Recommendations and suggestions relevant to software businesses in Thailand in the present

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Thank you

APPENDIX G
Letters to the Experts



บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422

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เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.สุธนา บุญเหลือ

ด้วย นางสาวชีวัน ทองแสงแสง นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “กลยุทธ์การบูรณาการทางการตลาดและผลการดำเนินงานด้านการตลาด หลักฐานจากธุรกิจซอฟต์แวร์ในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.ปพฤกษ์ อุตสาหะวานิชกิจ)
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บันทึกข้อความ

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เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.พรลภัส สุวรรณรัตน์

ด้วย นางสาวชีวัน ทองแสงแสง นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “กลยุทธ์การบูรณาการทางการตลาดและผลการดำเนินงานด้านการตลาด หลักฐานจากธุรกิจซอฟต์แวร์ในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อย และบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

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คณบดีคณะการบัญชีและการจัดการ

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- 2002 Bachelor of Business Computer, North Eastern University,
Khon Kaen, Thailand
- 2005 Master of Business Economics, Ramkhamhaeng University,
Khon Kaen Campus, Thailand
- 2012 Doctor of Philosophy (Management), Mahasarakham University,
Mahasarakham, Thailand

RESEARCH

- 2011 Cheewan Thongsodsang and Phapruek Ussahawanitchakit
“Dynamic Marketing Capability, Marketing Outcomes and
Marketing Growth: Evidence from Foods and Beverages
Businesses in Thailand,” 2011. International Journal of Business
Strategy. vol 11 no. 2, p : 49-66.
- 2012 Cheewan Thongsodsang, Phapruek Ussahawanitchakit, and
Prathanporn Jhundra-indra
“Marketing Integration Strategy and Marketing Outcomes:
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Journal of Strategic Management. (Paper in press)