

**DYNAMIC COMPETITOR MARKETING CAPABILITY AND
MARKETING PERFORMANCE: AN EMPIRICAL
RESEARCH OF FURNITURE BUSINESSES
IN THAILAND**

**BY
CHATCHAI INTHASANG**

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

January 2018

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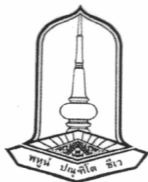
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The examining committee has unanimously approved this dissertation, submitted by Mr. Chatchai Inthasang, as a partial fulfillment of the requirements for the degree of Doctor of Philosophy in Marketing Management at Maharakham University.

Examining Committee

..... <i>Danupol Hoonsopon</i> (Asst. Prof. Dr. Danupol Hoonsopon)	Chairman (External expert)
..... <i>Prathanporn Jhundra-Indra</i> (Dr. Prathanporn Jhundra-Indra)	Committee (Advisor)
..... <i>Pakorn Sujchaphong</i> (Dr. Pakorn Sujchaphong)	Committee (Co-advisor)
..... <i>N. Songsrirote</i> (Asst. Prof. Dr. Nitiphong Songsrirote)	Committee (Faculty graduate committee)
..... <i>Witchuda Porsri</i> (Dr. Witchuda Porsri)	Committee (Faculty graduate committee)

Maharakham University has granted approval to accept this dissertation as a partial fulfillment of the requirements for the degree of Doctor of Philosophy in Marketing Management.

.....*N. Songsrirote*.....
(Asst. Prof. Dr. Nitiphong Songsrirote)
Dean of Maharakham Business School

.....*Pradit Terdtoon*.....
(Prof. Dr. Pradit Terdtoon)
Dean of Graduate School
January 31, 2018



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Chatchai Inthasang



TITLE Dynamic Competitor Marketing Capability and Marketing Performance: An Empirical Research of Furniture Businesses in Thailand

AUTHOR Mr. Chatchai Inthasang

ADVISORS Dr. Prathanporn Jhundra-indra and Dr. Pakorn Sujchaphong

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ABSTRACT

In recent decades, the business environment has changed quickly and the competition has become more intensive. Marketing capability has become an important issue for businesses in the modern organization, as it has received attention in research on dynamic marketing capability and outcomes in organizations.

The main purpose of this research is to investigate the relationship of dynamic competitor marketing capability which has five dimensions: competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration on marketing outcomes that are including: product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. Moreover, the antecedents of dynamic competitor marketing capability are also investigated. Likewise, marketing culture is posited as the moderator of the relationship between antecedents and dynamic competitor marketing capability. The conceptual framework draws on the Dynamic Capability Theory, and the Contingency Theory.

The model is empirically tested by using the collected data of mail surveys from 133 furniture businesses in Thailand. The key informants are the marketing directors or marketing managers of each firm. Indeed, the descriptive statistics, correlation, and multiple regression analyses are utilized to examine and prove the relationships among the antecedents, the consequents, and the moderators of dynamic competitor marketing capability, which are proposed as nineteen testable hypotheses.



The results reveal that each dimension of dynamic competitor marketing capability has a positive association with marketing. For the relationships among the consequents, product innovation growth positively impacts increased market responsiveness, customer participation enhancement, and marketing effectiveness. In addition, product innovation growth and increased market responsiveness have a significant and positive effect on marketing effectiveness. Moreover, marketing effectiveness positively influences marketing performance. The results also show that each antecedent has a positive effect on each dimension of dynamic competitor marketing capability. In addition, market culture appropriately plays a role in the moderating effect among the antecedents and each dimension of dynamic competitor marketing capability; whereas the moderator role of market culture has no significant influences on the relationships between environmental complexity and all dimensions of dynamic competitor marketing capability.

This research provides the directions and suggestions for managers to identify and justify key components of dynamic competitor marketing capability that may be more critical in a rigorously competitive market by generating dynamic competitor marketing capability which focuses on their market, the competitor, and the environment in order to utilize it to enhance marketing performance. This ultimately leads to improved marketing survival and sustained competitive advantage. Furthermore, future research could be conducted on different samples and on a larger scale to widen the generalizability of its findings.



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CHAPTER I

INTRODUCTION

Overview

In recent decades, the business environment has changed quickly and the competition has become more intensive (Smirnova, Naudé, Henneberg, Mouzas, and Kouchtch, 2011). Every organization has to work within a framework of certain environmental forces and there is a continuous interaction between the organization and its environment. Numerous important changes have occurred in the business environment such as rapid advances in the markets, constant changes in customer preferences, rapid change in technology, increasing deregulation, the dismantling of trade barriers, and intense global competition (Alsoboa and Alalaya, 2015). The efficient and successful business is operating in an environment characterized by information, dynamism, and globalization; driving it to be flexible and to react quickly to changes in the market (Sultan and Christian, 2014). A business's reaction is the result of a continuous, accurate, and rapid flow of information possible through the information systems of competitors (Avramović, 2010). For any company to survive and prosper, an organization must be able to assess, be aware of competition, strive to respond continuously to opportunities and threats posed by competitors, and manage with change in the internal and external environment (Brown et al., 2003; Christmann, 2000; Kleinschmidt et al., 2007). Therefore, senior executives have to define strategic priorities for long-term plans, examine the activities of competitors and designate dynamic decisions for sustainable competitive advantage (Faruk, 2012).

In today's knowledge age, the ability of information analysis to allow insights in the response to markets and competitor movements is the core of sustainability. Thus, organizations' success depends on marketing capabilities of competitor analysis and other factors affecting the market (Papulova and Papulova, 2006). Organizations use strategic capabilities contributions for effective market participation, such as effective financials, human resources and marketing management (Greenley, Hooley, and Rudd, 2005). However, marketing capability refers to the process of integrating the companies,



which uses the company's resources and skills to understand the needs of customers and competitors, to create different types of products related to the competition and attain brand superiority (Day, 1994; Song, Benedetto, and Nason, 2007; Song, Droge, Hanvanich, and Calantone, 2005). This means the ability of the company to integrate knowledge, skills and processes to meet the needs of customers and build a market opportunity better than competitors (Tuominen, 1997; Vorhies, 1998). In today's complex and turbulent environment, the need for competitor analysis is widely recognized and is a legitimate source of competitive advantage (Rostami, 2015). This interest is exemplified by Porter's (1980, 1985) influential work, which promotes competitor analysis as a key precursor to informed competitor strategy formation. Companies use strategic marketing capabilities to identify customer needs, the competition, and to create a marketing plan to achieve customer satisfaction, improve company performance and increase profit. Vorhies et al. (2009) classify marketing capabilities as being specialized and architectural. Specialized marketing capabilities reflect task specific marketing activities (e.g., marketing communications, personal selling, pricing, product development); whereas, architectural capabilities provide the planning and coordination mechanism that ensures the effective deployment of these marketing program-level activities. Architectural capabilities are used in this research related to marketing capabilities. In addition, specialized marketing capability then reflects enhanced entrepreneurial interest and satisfies the performance objective of the firm in delivering innovations through effective targeting, positioning, and distribution in the marketplace (Morgan, 2012). Architectural marketing capabilities are used to orchestrate marketing mix capabilities and their resource inputs related to market information management, marketing strategy development and execution (Shin and Aiken, 2012).

Therefore, marketing capabilities are identified by competitor analysis as a driver of superior performance, and the ability of those competitor analyses is to distinguish precisely how resources are being deployed via specialized firms (Bharadwaj, Varadarajan, and Fahy, 1993; Day, 1994). It is also important to note that each marketing capability area is conceptualized as existing relative to competitors (Grant, 1991). The concept of dynamic competitor marketing capability is integrated with that of competitor orientation and competitor accounting (Cadez and Guilding,



2008; Narver and Slater, 1994). Because both concepts were designed to assist the strategist to understand how to analyze information about competitors, it is useful in the strategy development process.

According to Narver and Slater (1990) competitor orientation, as an element of market orientation. Market orientation can be understood from either behavioral (Kohli and Jaworski, 1990) or cultural perspectives (Narver and Slater, 1990). The behavioral perspective concentrates on organizational activities that are related to the generation and dissemination of, and responsiveness to, market intelligence (e.g., Kohli and Jaworski, 1990). The cultural perspective focuses on organizational norms and values that encourage behaviors that are consistent with market orientation (Narver and Slater, 1990). It consists of three behavioral components: customer orientation, competitor orientation, and interfunctional coordination. Competitor orientation posits that firms closely analyze and monitor major competitors' strategic intents and tactical moves (Noble, Sinha, and Kumar, 2002). Competitor orientation can be understood as a firm-wide effort to understand the market or an industry where it is operating in and to continuously monitor the activities of its competitors, and learn from their successes and failures to ensure that its own product will be a real improvement over those of its competitors (Carson and Carson, 2003; Kotler et al., 1999; Li et al., 2010; Narver and Slater, 1990). This research attempts to expand knowledge regarding the importance of the use of competitor orientation in the marketing to survive in an environment of intensive and dynamic competition. Furthermore, Day and Wensley (1988) indicate that competitor orientation may lead to a cost advantage because competitor-oriented businesses tend to watch costs closely, so that they may quickly match the marketing initiatives of competitors.

Similarly, competitor accounting comprises the analysis of information from accounting related to competitor cost assessment, competitor position monitoring, and competitor financial statement performance appraisals (Cadez and Guilding, 2008). It is thereby supposed to gain detailed insight into their present cost and finance situation, to determine one's own competitive position and to predict the future strategic behavior of the competitors (Cadez and Guilding, 2008; Heinen and Hoffjan, 2005). Thus, dynamic competitor marketing capability is defined as an ability of a firm to continuously improve its processes to analyze rival marketing activities or assessment information



from the marketplace for understanding and responding to the strengths, weaknesses, capabilities and strategies of those rivals that lead to the development of a marketing strategy (Im and Workman, 2004; Narver and Slater, 1990). This then allows organizations to continuously develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing performance and profitability that are maintained in order to create a sustainable competitive advantage (BPP, 2005).

According to the above-mentioned, dynamic competitor marketing capability in this research has been developed by applying the concept of competitor orientation and competitor accounting, which focus on development of marketing techniques in response to management under the changing environment. Therefore, dynamic competitor marketing capability is comprised of five new dimensions which are: competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Two dimensions, competitive database development and competitor potentiality analysis orientation, are derived from competitor orientation which is essential information that supports organizations to attain sustainable competitive advantage despite recent global issues (Narver and Slater, 1994). Three dimensions; competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration are derived from competitor accounting with marketing support for strategic decisions to achieve competitive advantages and enhance organizational performance in the changing business environment (Cadez and Guilding, 2008). In this context, dynamic competitor marketing capability with the dimensions above can play a more proactive role, so as to correspond with the turbulent business environment and be able to respond to various situations in today's global market.

The importance of dynamic competitor marketing capability is its principal role in formulating the company's strategies, operations, marketing strategy, evaluation in making business and financial decisions, and strategic success of organizations (Akenbor, 2011; Malinic, Jovanovic, and Jankovic, 2012). Competitor-sensitive firms tend to achieve operational efficiency, as they draw a direct comparison with their close rivals on salient factors such as cost and price (Slater and Narver, 1994b). Dynamic competitor marketing capability can be understood as a firm-wide effort to understand



the market or an industry where it is operating and to continuously monitor the activities of its competitors, learn from their successes and failures to ensure that its own product will be a real improvement over those of its competitors, and deliver superior customer value, which may increase customer satisfaction (Carson and Carson, 2003; Kahn, 2001; Kotler, Ang, Leong, and Tan, 1999; Li et al., 2010; Narver and Slater, 1990).

In addition, this research creates five contributions to the literature on dynamic competitor marketing capability. Firstly, this research applies two theories; namely the dynamic capability of the firm and the contingency theories, which describe the phenomena and support the relationships of the overall constructs in this model. Secondly, the theoretical contributions expand the boundaries of the findings in the prior research and literature of competitor orientation (Narver and Slater, 1994) that lead to dynamic competitor marketing capability which found that the key to success depends on information about major competitors. This is crucial in fulfilling strategic goals and enhancing organizational effectiveness. Thirdly, the development of new dimensions of dynamic competitor marketing capability is created differently from those in the past such as tangible and intangible market resources (Grant, 1996). Fourth, the antecedents and consequences of dynamic competitor marketing capability are new concepts in empirical research. Finally, the outcomes of this research may contribute to managerial practice, concentrating on dynamic competitor marketing capability implementation, the usefulness of dynamic competitor marketing capability to solve the current problems of the furniture business in Thailand, and enhancing its success.

Additionally, this research attempts to identify a gap that is derived from the literature reviews. This research creates a new dimension of dynamic competitor marketing capability and the antecedent factors to enhance marketing outcomes in order to fill a gap in competitive marketing. In addition, it seeks to expand empirical studies of dynamic competitor marketing capability, and to increase the competitive advantage in a Thai context. These research methods are detailed as follows: It uses a questionnaire sent by mail which design is developed from the definition of each construct and the literature reviews. The population and sample chosen are the furniture businesses in Thailand totaling 495 firms. The furniture businesses in Thailand are interesting to investigate because the furniture industry is important to the economy of the country and growth rate which is increasing at five percent (Kasikorn Research Center, 2015).



Furniture businesses face the challenge of competing with numerous local and international competitors, and quickly reacting to dynamic changes in the global economy. The furniture business then needs to change or develop various capabilities to make products successful. Thus, it is necessary in adjusting firm capabilities to respond to worldwide competition, customer needs, and the rapid change of markets and competitiveness that lead to an increase in firm value. Therefore, the furniture business in Thailand is considered appropriate for investigating the relationships among dynamic competitor marketing capabilities that are important, and that add value to the business.

This research can enhance firm credibility through the Thailand Furniture Industry Association. The key participants in this research were marketing executives of each furniture business. For data analysis, both descriptive and inferential statistical techniques consisting of factor analysis, correlation analysis, and regression analysis are employed in this research for validating the quality of instruments and analyzing the empirical data. In addition, a pre-test method is appropriate to estimate the validity and reliability of the questionnaire through the test of non-response bias to ensure good data before analysis and testing of all hypotheses. As aforementioned above, the relationships among the constructs of this conceptual framework are able to assign the purpose of this research, and the research questions are as follows:

Purpose of the Research

The main purpose of the research is to examine the relationships among dynamic competitor marketing capability which are five dimensions (competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration) and marketing performance. The specific research purposes are as follows:

1. To examine the relationships among each dimension of dynamic competitor marketing capability with product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance,



2. To investigate the influences of product innovation growth on increased market responsiveness, customer participation enhancement, and marketing effectiveness,
3. To investigate the influences of increased market responsiveness on marketing effectiveness,
4. To investigate the influences of customer participation enhancement on marketing effectiveness,
5. To investigate the influences of marketing effectiveness on marketing performance,
6. To investigate the impacts of the antecedents (market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity) on each dimension of dynamic competitor marketing capability, and
7. To test the moderating effect of market culture on the relationships of market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity on each of five dimensions of dynamic competitor marketing capability.

Research Questions

A key research question of this research is how dynamic competitor marketing capability (which consists of competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration) has an influence on marketing performance. Also, the specific research questions are presented as follows:

1. How does each dimension of dynamic competitor marketing capability have an effect on product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance?
2. How does product innovation growth have an influence on increased market responsiveness, customer participation enhancement, and marketing effectiveness?



3. How does increased market responsiveness have an influence on marketing effectiveness?
4. How does customer participation enhancement have an influence on marketing effectiveness?
5. How does marketing effectiveness have an impact on marketing performance?
6. How do market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity have an effect on each dimension of dynamic competitor marketing capability?
7. How does market culture moderate the relationships of market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity in each of five dimensions of dynamic competitor marketing capability?

Scope of the Research

There are two theories explaining dynamic competitor marketing capability on marketing performance in this research, namely, the dynamic capability of the firm and contingency theory. These theories illustrate the relationships among dimensions of dynamic competitor marketing capability and its antecedents and consequences, as well as constructs presented in the next chapter. Furthermore, this research proposes both theories to describe relationships of each variable throughout with the attention to examine and answer the research questions and objectives.

In addition, dynamic competitor marketing capability consists of five dimensions, namely, competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Dynamic competitor marketing capability refers to an ability of a firm to continuously improve processes of a firm to analyze rival marketing activities or assessment information from the marketplace for understanding and responding to the strengths, weaknesses, capabilities and strategies of those rivals that lead to the development of a marketing strategy. Simultaneously, the consequences of dynamic competitor marketing capability are composed of product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance.



Mainly, this research aims to investigate the effects of dynamic competitor marketing capability on marketing performance of the furniture businesses in Thailand. The furniture businesses in Thailand are interesting to investigate because the furniture manufacturer, with a total value in exports of more 12.5 billion U.S. dollars in 2015, is important to the economy of the country. The furniture industry faces the challenge of competing with numerous local and international competitors, and quickly reacting to dynamic changes in the global economy. Thus, it is necessary to adjust firm capabilities to respond to global competition, customer needs, and rapid change of markets. Also, factors such as market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity are assumed to be the antecedents of the model. With respect to research objectives and research questions, there are many variables in the research. Dynamic competitor marketing capability is an independent variable, and it has suitable attributes to manage the strategic marketing of the firm. Dynamic competitor marketing capability is explained by competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration as the dependent variables.

Finally, consider the research that consists of six major parts. The first important part is the examination of dynamic competitor marketing capability that influences consequences, product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. The second is to examine the influence of product innovation growth on increased market responsiveness, customer participation enhancement, and marketing effectiveness. The third is to examine the influence of increased market responsiveness and customer participation enhancement on marketing effectiveness. The fourth is to examine the influence of marketing effectiveness on marketing performance. The fifth is to examine the influence of market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity on each dimension of dynamic competitor marketing capability. Finally, this research examines the influence of market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity on dynamic competitor marketing capability via market culture as a moderator.



Organization of the Dissertation

This research is structured in five chapters. Chapter one provides an overview of the research, purpose of the research, research questions, scope of the research and organization of the research. Chapter two reviews the relevant literature, explains the theoretical framework to describe the conceptual framework, and develops the related hypotheses for testing. Chapter three outlines the research methods, including the population selection and data collection procedure, the variable measurements of each construct, the instrumental verification, the statistics and equations to test the hypotheses, and the table of the summary of definitions and operational variables of constructs. Chapter four demonstrates the empirical results and discussion. Finally, chapter five deals with the conclusion, theoretical and practical contributions, limitations, and suggestions for future research directions. The anticipation is to establish the prototype of the relationship between dynamic competitor marketing capability and marketing performance.



CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The prior chapter described an overview of dynamic competitor marketing capability which contains information about the purpose of the research, the research questions, and scope of the research. Accordingly, this chapter provides insights in dynamic competitor marketing capability 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 the research and the research questions.

The main construct of the conceptual framework in this research is dynamic competitor marketing capability. This research attempts to inspect empirical evidence involving factors causing dynamic competitor marketing capability. Therefore, the conceptual framework applies the dynamic capability of the firm and contingency theory to support how dynamic competitor marketing capability affects marketing performance, including the supporting role of the antecedents and consequence constructs in the overall framework. Hence, the prior literature review is reinforced to more deeply understand this occurring phenomenon, which helps to link the relationships among the constructs.

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

Theoretical Foundations

To clearly explain dynamic competitor marketing capability, marketing performance and other relationships, there are two theories utilized to back up these relationships. The theoretical foundation of this research includes the dynamic capabilities and contingency theories which are implemented to explain the



aforementioned relationships. According to dynamic competitor marketing capability and its other factors, the two theories link together with empirical data to explain the research phenomenon. Moreover, these theories are explained to predict, and link all variables together. Each theoretical framework is highlighted to make valuable suggestions about possible sources of dynamic competitor marketing capability as follows:

Dynamic capabilities

Many theories have been developed and have involved the competitive advantage of organizations in that much work is linked to the foundation in the paradigm that consists of competitive forces, conflict, and a strategic powerful paradigm, which has, in turn, given rise to dynamic capabilities (Barney, 1991; Prahalad and Hamel, 1990; Nelson, 1991). Dynamic capabilities has begun the understanding of the complex problem of competitive advantage sustainability in rapidly changing environments (Eisenhardt and Martin, 2000; Teece, Pisano, and Shuen, 1997). Especially, organizational dynamics brings about change in the competency that helps a firm sustain its advantage in the long-term (Helfat and Peteraf, 2003). This research applies dynamic capabilities to explain the relationship between dynamic competitor marketing capability and marketing outcome, which is renovating competencies to achieve an accord with the changing business environment. Dynamic capabilities refers to the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece, Pisano and Shuen, 1997). Dynamic capabilities are combinations of simpler capabilities and related routines, some of which may be foundational to others and so must be learned first (Eisenhardt and Martin, 2000). Indeed, dynamic capabilities refers to an ability of a firm to create, extend, or adjust internal and external resources (Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece, and Winter, 2009); and the antecedent organizational and strategic routines, which managers require to modify resources, integrate, and produce new value-creating strategies (Grant, 1996; Pisano, 1994). The importance for building a conceptual framework based upon dynamic capabilities is to identify building competitive advantages that can be formed, sustained, and improved.



Furthermore, organizational capabilities can be divided into three levels including the functional level that is crucial for a firm's survival, and the maintenance of business processes. The process level relates to product innovations, manufacturing flexibility, and responsiveness to market trends. Lastly, the entrepreneurial level is a firm's ability to develop novel strategies faster than competitors (Collis, 1994). The area of marketing research has applied dynamic capabilities to explain the relationship between dynamic competitor marketing capability and a marketing outcome. For example, the firms with strong alliancing processes access outside knowledge to achieve superior performance (Powell, Koput, and Smith, 1996). Moreover, some firms apply dynamic capabilities to integrate resources such as Toyota which develops its superior product development skills to achieve competitive advantage in the automotive industry (Clark and Fujimoto, 1991). Therefore, dynamic capabilities in the area of marketing relate to decision processes to build, integrate and reconfigure the capacity base over time (Adner and Helfat, 2003). For example, developing, launching and integrating market knowledge focuses on technological knowledge, research, and development capabilities. Hence, when the firms apply dynamic capabilities to respond to a rapidly changing environment, it will help the firms to sustain their long-term advantage (Helfat and Peteraf, 2003).

In this research, the dynamic capabilities suggest that dynamic competitor marketing capability (competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration) is the ability of a firm to create, extend, modify and integrate resources and competencies in a rapidly changing environment, leading to marketing outcomes. In addition, the element of marketing outcomes is assessed by product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance.

Contingency Theory

Since the 1950's, the contingency theory has been developed and is the most popular in the area of management research such as in strategic management, marketing, information systems, international business operators, human resource management,



change management, finance, and accounting. The contingency theory suggests that organizations with superior performance are a result of the proper alignment of external contexts in accordance with organizational characteristics (Lawrence and Lorsch, 1967; Duncan, 1972). Moreover, the organizational theory proposed that the fit between the business environment and the structure of the literature proposes that different levels of change in the environment require varying degrees of decisions and a cover strategy that makes and matches the resources of the organization with the opportunities and threats in the business environment (Aragon-Correa and Sharma, 2003; Miller and Friesen, 1982; Sauser, Reilly and Shenhar, 2009; Venkatraman, 1989). The contingency theory is based on both internal and external factors that are significant for firm survival. Therefore, the contingency theory explains the influences of both internal and external factors (Gordon and Miller, 1976; Anderson and Lanen, 1999). The best way to organize depends on the nature of the environment to which the organization relates (Scott, 2005). Firms can increase effectiveness by focusing on the context of internal and external management, including organizational culture, technology and size of the firm. Hence, all factors in the above are environmental factors which apply in different organizational forms (Lawrence and Lorsch, 1967). The other factors relate to competition, market uncertainty, technology change, and economic conditions that are external environmental factors which have an effect on performance (Sauser, Reilly and Shenhar, 2009).

According to the contingency theory (Lawrence and Lorsch, 1967) and the extant literature (Sauser, Reilly and Shenhar, 2009), this research argues the relationships between the antecedents of dynamic competitor marketing capability (market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity), and dynamic competitor marketing capability. To propose a generic theory of how the characteristics of the general business environment influence the development of the capability of a dynamic competitor marketing capability and its impact on marketing outcome, this research draws upon the contingency theory, which posits that marketing outcome (competitive advantage) is a result of the proper alignment of endogenous organizational design variables with exogenous context variables (Burns and Stalker, 1961; Lawrence and Lorsch, 1967). Another tenet of the contingency theory is that these different levels of environmental variation require different degrees



of strategic formality as a means to match organizational resources with opportunities and threats in the general business environment (Aragon-Correa and Sharma, 2003).

In conclusion, there are two theories that elaborate the phenomena and relationship in this research; namely, the dynamic capabilities and contingency theory. The dynamic capability theory has employed an explanation of the relationship between each dimension of dynamic competitor marketing capability and marketing outcomes. In the same strain, the contingency theory explains that market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity in the business enhance a strategic fit with dynamic competitor marketing capability. Additionally, these theories illustrate the relationships of dynamic competitor marketing capability and its antecedents, consequences, and moderating variables as shown in Figure 1. The next section addresses the literature reviews and proposes the hypotheses of dynamic competitor marketing capability as shown below.

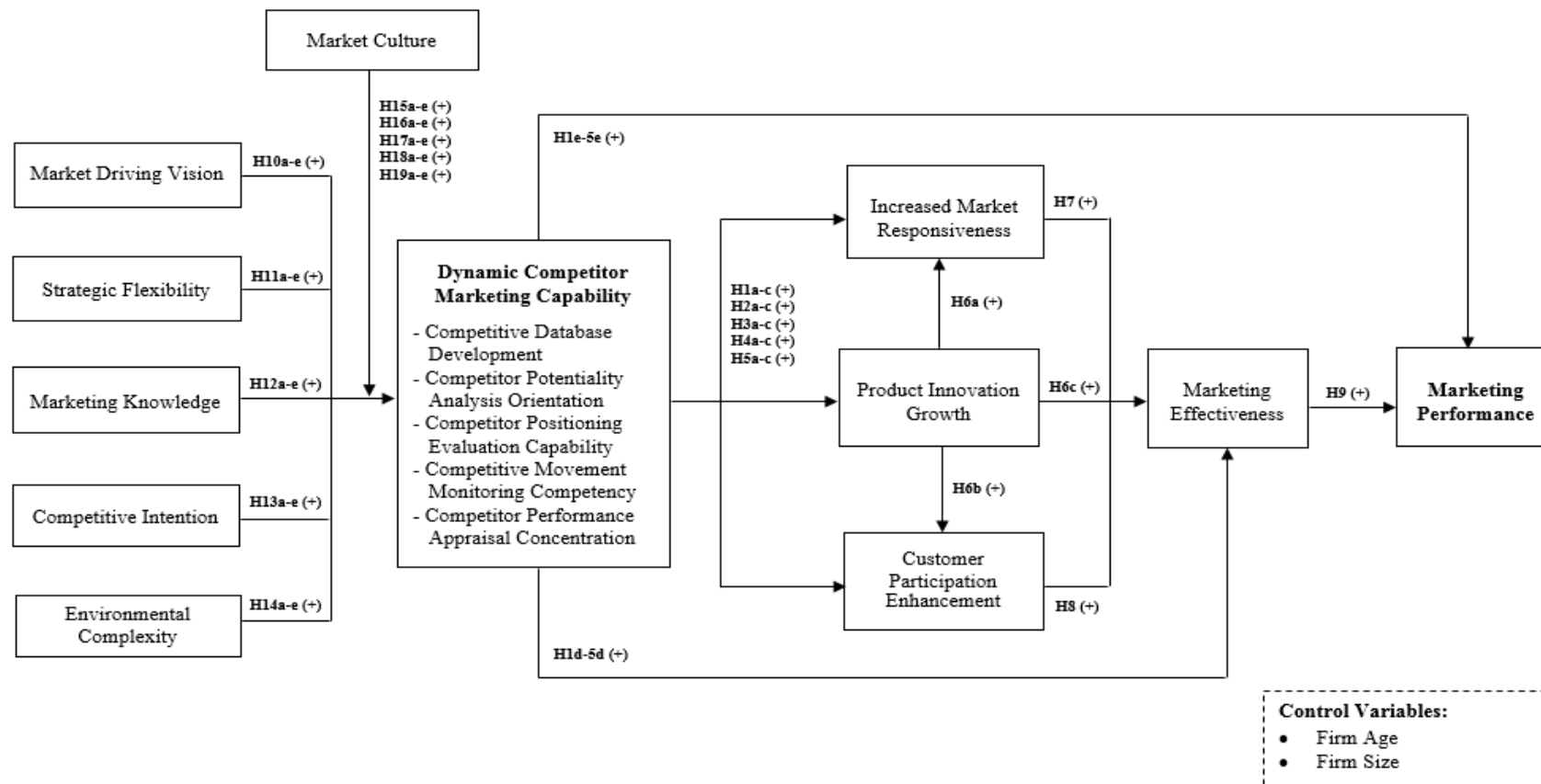
Relevant Literature Reviews and Research Hypotheses

The relevant literature is developed for the conceptual framework as shown in Figure 1 on the basis of extant research. The framework includes a main construct, namely, dynamic competitor marketing capability proposed in five dimensions. There are five influential variables on dynamic competitor marketing capability which are market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity. Moreover, the consequence factors of dynamic competitor marketing capability are product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. The moderating variable is market culture which proposed a positive effect on the relationships of the five antecedent variables, and the dimensions of dynamic competitor marketing capability.

In view of the above-mentioned, this research agenda is proposed and purposed for linking the key theoretical aspects of dynamic competitor marketing capability by highlighting the linkages between the antecedents and consequence factors. The final result is marketing performance. These streams of research can also be viewed in the context of Figure 1.



Figure 1: Conceptual Framework of Dynamic Competitor Marketing Capability and Marketing Performance: An Empirical Research of Furniture Businesses in Thailand



Dynamic Competitor Marketing Capability

Many important changes have occurred in the business environment in the last half century such as rapid advances in the markets, constant changes in customer preferences, and intense global competition. These changes have placed industrial manufacturing companies today under diverse types of pressure requiring them to increasingly improve their competitive priorities including cost reduction, quality, delivery and rapid response to customer demand, flexibility, productivity and innovation to produce new products (Alsoboa and Alduhiate, 2013). Thus, one needs to adopt ongoing marketing strategies to survive better than competitors, by designing and renewing their continued strategies. In today's complex and turbulent environment, the need for competitor analysis is widely recognized and is a legitimate source of competitive advantage (Rostami, 2015). This interest is exemplified by Porter's (1980, 1985) influential work, which promotes competitor analysis as a key precursor to informed competitor strategy formation. Currently, organizations' successes depend on marketing capabilities of competitor analysis and other factors effecting the market (Populova and Populova. 2006). To achieve a position of competitive advantage, businesses must develop capabilities in key functional areas (Prahalad and Hamel, 1990). Moreover, superior capabilities in marketing give the firm the ability to generate and act on information about competitor actions and reactions. This process of generating knowledge and applying it in ways that support delivering superior customer value helps the firm develop the basis for a competitive advantage (Bharadwaj et al., 1993; Narver and Slater, 1990; Tuominen et al., 1997; Woodruff, 1997).

Marketing capability is defined as 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 (Potočan, 2011). Marketing capability is a key to the market-related deployment mechanism that helps an organization to acquire, combine, and transform its market-based resources to assist it to achieve its desired performance (Morgan, Vorhies, and Mason, 2009). Thus, marketing capability is considered to be an important source to enhance the competitive advantage of firms (Rostami, 2015). The marketing capability of a firm is reflected in its ability to differentiate products and



services from competitors and build successful brands and firms with strong brand names that can charge premium prices in foreign markets to enhance their profitability and lead to higher sustained competitive advantage (Weerawardena, 2003). Empirical studies have demonstrated that a firm's marketing capability is considered to be an important factor to innovation and can enhance the competitive advantage of firms (Rostami, 2015). Song et al. (2007) suggest that marketing capability helps a firm to create and retain a strong bond with customers and channel members. Marketing capability creates a strong brand image that allows firms to produce superior performance (Ortega and Villaverde, 2008). Marketing literature suggests that firms use capabilities to transform resources into outputs based on their marketing strategies and such marketing capabilities is linked to their business performance (Vorhies and Morgan, 2005).

Dynamic competitor marketing capability is a key component of this research and it refers to an ability of a firm to continuously improve its processes to analyze rival marketing activities or assessment information from the marketplace for understanding and responding to the strengths, weaknesses, capabilities and strategies of those rivals that lead to the development of a marketing strategy (Im and Workman, 2004; Narver and Slater, 1990). These involve assessing their competitors, and setting goals and strategies to meet all existing and potential competitors (Lamb, Robert and Boyden, 1984). It is the set of managerial decisions and actions that determine the long-term performance of a business.

The search for competitive advantage in turbulent economic times has resulted in many researchers suggesting that marketing capabilities of competitor analyses are the fundamental components of competitive strategic marketing (Subramanian and Ishak, 1998; Zimmerer and Scarborough, 1998). Empirical studies have illustrated that firms with higher competitor orientation outperformed and were more innovative than those with lower competitor orientation (Kohli and Jaworski, 1990; Narver and Slater, 1990). Furthermore, competitor-oriented firms are enthusiastic about accumulating market knowledge to be proactive and stay ahead of the competitors (Im and Workman, 2004). Competitor-oriented organizations must facilitate fast and dynamic information flows through exploring and exploiting market knowledge to be able to respond to dynamic changes in the market (Jaworski and Kohli, 1993). In prior study research,



Subramanian and Ishak (1998) reported evidence suggesting a growth in the application of competitor analysis. They also noted a positive relationship between competitor analysis system application and company performance. Firms with the orientation of competitor-focused accounting (CFA) have a significant, positive relationship with financial performance, and competitor-focused accounting has a positive and significant impact on financial performance (Okoye, Rita, Egbunike, and Odum, 2015). The analysis of competitor accounting within the industry, by assessing and monitoring trends, has a positive relationship with competitor sales, market share, volume, unit costs, and return on sales (Cadez and Guilding, 2008). This information can provide a basis for the assessment of a competitor's market strategy. Hence, a sound knowledge of competitors and an understanding of their competitive position may ensure that an organization's existence and profitability are maintained in order to create a sustainable, competitive advantage (BPP, 2005).

As for this research, dynamic competitor marketing capability refers to the approaches of marketing strategy which lead firms to competitive advantage. These five dimensions of dynamic competitor marketing capability are developed and adapted from the integration between competitor orientation and competitor accounting, namely, competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. They also contribute to marketing outcomes. The following Table 1 summarizes the definition of marketing capability, Table 2 recapitulates key literature reviews on marketing capability, and Table 3 reviews literature of competitor marketing capability all of which are presented as below:



Table 1: Summary of the Definitions of Marketing Capability

Author (s)	Definitions
Day (1994)	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.
Weerawardena (2003)	Marketing capability is ability to differentiate products and services from competitors and build successful brands and firms with strong brand names can charge premium prices in foreign markets to enhance their profitability and lead to higher sustained competitive advantage.
Song, Droge, Hanvanich, and Calantone, (2005)	Marketing capability refer to the attention of companies to integrate of knowledge, skills and processes to understand the needs of customers and competitors and build a market opportunity better than competitors.
Benedetto et al., (2007)	Marketing capability is defined as the integrative process, in which a firm uses its tangible and intangible resources to understand complex consumer specific needs, achieve product differentiation relative to competition, and achieve superior brand equity.
Bruni et al., (2009)	Defined as ability of the company marketing and integration of the knowledge of the market to create and use to respond to changes in technology, competitive and marketing.
Eric Fang and Shaoming Zou, (2009)	Marketing capability is defined as the intention of organization responsiveness and efficiency of crossfunctional business processes for creating and delivering customer value in response to market changes.
Day (2011)	Marketing capabilities has been defined as the processes by which marketing resources, skills, and knowledge are acquired, combined, and transformed into value offerings for customers.



Table 1: Summary of the Definitions of Marketing Capability (continued)

Author(s)	Definitions
Morgan (2012)	Marketing capabilities viewed as planning-related processes involved in formulating strategic marketing goals, gathering market-intelligence, and coordinating available knowledge and other resources for transforming these into value offerings for customers.



Table 2: Summary of Key Literature Reviews on Marketing Capability

Authors	Title	Key Issue Examined	Main Finding
Day (1994)	The capabilities of market-driven organizations	This research examine the role of capabilities in creating a market-oriented organization.	Marketing capabilities can be usefully sorted into three categories; outside-in capabilities, inside-out capabilities, and spanning capabilities depending on the orientation and focus of the defining processes.
Weerawardena (2003)	The role of marketing capabilities in innovation-based competitive advantage	This paper examines the role of marketing capabilities in innovation-based competitive strategy.	Results suggest that marketing capabilities (entrepreneurship, market-focused learning capability, organizational innovation) lead to higher both the innovation intensity and sustained competitive advantage of the firm.
Vorhies and Morgan (2005)	Benchmarking marketing capabilities for sustainable competitive advantage	This article addresses important gaps in knowledge regarding the benchmarking of marketing capabilities.	Marketing capabilities positively and directly relating to firm performance. The marketing capabilities include product development, pricing, channel relationship management, marketing communications, selling, market information management, marketing planning, and marketing implementation.

Table 2: Summary of Key Literature Reviews on Marketing Capability (continued)

Authors	Title	Key Issue Examine	Main Finding
Vorhies, Morgan, and Autry (2009)	Product-market strategy and the marketing capabilities of the firm: Impact on market effectiveness and cash flow performance	This paper propose a clear and tractable definition and measurement of marketing capabilities.	Marketing capabilities are classified as specialized and architectural. Specialized marketing capabilities reflect task specific marketing activities whereas architectural capabilities provide the planning and coordination mechanism that ensures the effective deployment of these marketing program-level activities.
Genc, Ozbag, and Esen (2013)	Resource based view and the impacts of marketing and production capabilities on innovation	This study investigated the possible relationships among production capabilities, marketing capabilities and innovation.	Marketing capability consists of the bundles of interrelated routines such as pricing, product, distribution, selling, advertising, promotion, marketing communication, and marketing planning, all of which effect the success of the new product and innovation.

Table 2: Summary of Key Literature Reviews on Marketing Capability (continued)

Authors	Title	Key Issue Examine	Main Finding
Karanja, Muathe, and Thuo (2014)	Marketing capability and the performance of mobile service provider intermediary organizations in Nairobi county, Kenya	This paper studying on marketing capability and the performance of mobile service provider intermediary organizations.	The marketing capabilities contributed significantly to organisations' performance. The study suggested that the management should improve their marketing capabilities through training in areas of marketing research, effective pricing, new product and range extension, channel management and promotions to increase performance.
Rostami (2015)	Examining the relationship between marketing capability and innovation	The main goal of study was relationship between capability marketing and innovation.	According to the findings of this study, innovation will be enhanced by capability marketing. Capability marketing is the antecedent of innovation. Organizations can use of capability marketing for innovation which in turn led to sustainable competitive advantage.

Table 2: Summary of Key Literature Reviews on Marketing Capability (continued)

Authors	Title	Key Issue Examine	Main Finding
Mu (2015)	Marketing capability, organizational adaptation and new product development performance	This study aimed at helping to narrow the gap between what little is known about marketing capability from an outside-in perspective and its potential importance to new product development performance.	The results suggest that marketing capability (An outside-in perspective: market sensing, customer engaging, and partner linking) is positively associated with new product development performance. The results suggest that marketing capability is important for the firm to adapt to external changes as long as the firm aligns organizational structural factors with the requirement of marketing capability for exploitation and exploration in product innovation.

Table 3: Summary of Key Literature Reviews on Competitor Marketing Capability

Authors	Title	Independent Variables	Dependent Variable	Results
Li, Chau, and Lai (2010)	Market Orientation, Ownership Type, and E-Business Assimilation: Evidence from Chinese Firms	Customer orientation Competitor orientation Interfunctional Coordination	E-Business Assimilation	The result reveals that a firm's customer orientation and competitor orientation had significant impacts on e-business assimilation.
Li Ling-yee (2010)	Antecedents and effect of internet implementation for trade shows	Customer orientation Competitor orientation Inter-functional coordination Website information content Legitimacy motive	Achievement of trade show object	This research report that dynamic capability and institutional perspectives can enhance their achievement objective with concern on influence of customer and competitor orientation. The firm's interfunctional coordinating capabilities that capitalize on internet connectivity in support of superior customer services encourage the usage of company website for post-show follow up.
Lewrick, Omar, and Williams, Jr (2011)	Market Orientation and Innovators' Success: an Exploration of the Influence of Customer and Competitor Orientation	Customer Centric Competitor Orientation Market Dynamism Customer Intelligence	Innovation Performance	The results illustrate the differences in both types of company and reveals new insights with regard to market orientation and its constituent elements and its relationship with both incremental and radical innovations. Key research results are that strong competitor orientation, a key ingredient of market orientation, has positive relationship to incremental innovation for start-up companies but it is contra productive for mature companies. In mature organizations a strong customer orientation is associated with radical innovation.



Table 3: Summary of Key Literature Reviews on Competitor Marketing Capability (continued)

Authors	Title	Independent Variables	Dependent Variable	Results
Wong and Tong (2011)	The Mediating Effects of Customer and Competitor Orientations on New Product Success	Customer orientation Competitor orientation	New product successes	This research was found that customer and competitor orientations have a mediating effect on the association between research and development and marketing cooperation and new product success.
Kam Sing Wong and Tong (2012)	The influence of market orientation on new product success	Customer orientation Competitor orientation	New product successes	The result that new product success (NPS) is driven by R&D-Marketing cooperation, customer and competitor orientations in the electronics industry in China. Also, the association between R&D-Marketing cooperation and new product success is moderated by customer and competitor orientations.
Theodosiou and Katsikea (2012)	Antecedents and performance of electronic business adoption in the hotel industry	Top management emphasis Organizational learning ability Customer orientation Competitor orientation Customer power Normative pressures Adhocracy culture	Organization performance	This result show top management emphasis organizational learning ability, adhocracy culture, normative pressures, customer power significant positive but customer orientation, competitor orientation, and intensity of e-business adoption racy culture significant negative influence on organization performance. The study findings suggest that companies that use the internet more extensively to perform a range of value - chain activities achieve superior e - business performance, and e - business performance has a significant positive effect on organizational performance.

Table 3: Summary of Key Literature Reviews on Competitor Marketing Capability (continued)

Authors	Title	Independent Variables	Dependent Variable	Results
Lengler, Sousa, and Marques (2013)	Exploring the linear and quadratic effects of customer and competitor orientation on export performance	Customer orientation Competitor orientations	Export profit	This research reveals customer orientation has a U-shaped relationship with export sales; the competitor orientation export profit relationship is linear. The results also provide evidence that the positive quadratic relationship between customer orientation and export profit is mediated by export sale.
Foreman, Donthu, Henson, and Poddar (2014)	The Performance Implications of Planning, Implementation, and Evolution of Firms' Customer and Competitor orientation	Customer orientation Competitor orientation	Firm performance	The results show that customer orientation leads to superior financial performance, with the type of firm, managerial heterogeneity, and firm size as significant moderators. Surprisingly, competitor orientation does not relate positively to firm performance, nor are the moderating results significant.
Seilov, G. A. (2015)	Does the adoption of customer and competitor orientations make small hospitality businesses more entrepreneurial?	Customer and competitor orientations	Hospitality businesses entrepreneurial	The study showed that hospitality in small businesses needs to embrace a new way of thinking and adopt a strategic approach to their entrepreneurial activities through proactively responding to constantly changing customer needs and competitors 'moves. The findings of the study demonstrated that there is a positive relationship between customer and competitor orientations and the entrepreneurial orientation of small hospitality businesses in Kazakhstan.

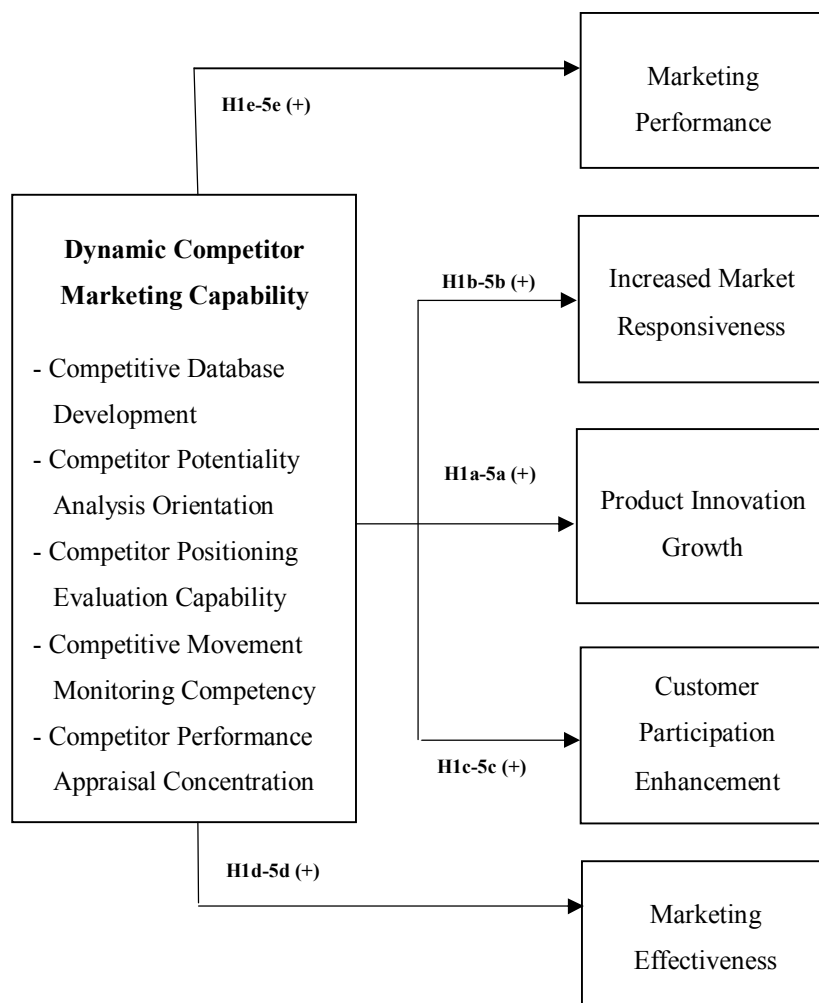
Table 3: Summary of Key Literature Reviews on Competitor Marketing Capability (continued)

Authors	Title	Independent Variables	Dependent Variable	Results
Alsoboa and Alalaya. (2015).	Practices of competitive accounting and its influence on the competitive advantages: An empirical study in Jordanian manufacturing company.	competitor cost assessments, competitor position monitoring, and competitor financial statement performance appraisals	financial performance, products, customers, and overall performance	The results show that two variables were competitive position monitoring, and competitor appraisal based on published financial statements have a statistically significant positive effect on all indicators of competitive advantages of Jordanian manufacturing companies which are financial performance, products, customers, general performance, and the overall indicators of competitive advantage. Competitor cost assessment has not a statistically significant positive effect on two of indicators of competitive advantages of Jordanian manufacturing companies which are products and customers.
Okoye, Rita, Egbunike, and Odum. (2015).	Modeling for the effects of competitors focused accounting on financial performance in selected manufacturing companies listed on Nigeria stock exchange	competitor cost assessments, competitor position monitoring, and competitor financial statement performance appraisals	financial performance	The result of the study revealed among others that competitor cost assessment, competitor position monitoring and competitor financial statement performance appraisal all demonstrate significant positive relationship with financial performance. Manufacturing firms in Nigeria should give priority to strategic management accounting and its sub-divisions especially competitors focused accounting in order to enhance its competitive edge over competitors.

The Impacts of Dynamic Competitor Marketing Capability on Its Consequences

This section investigates the effects of five dimensions of dynamic competitor marketing capability (DCMC) consisting of competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration on five consequents comprising product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. These relationships are presented as shown in Figure 2 below.

Figure 2: The Impact of Dynamic Competitor Marketing Capability on Its Consequences



Competitive Database Development

In every industry, firms gather information from the industry and competitors to understand and respond to that knowledge. Management of companies have relied on competitive intelligence information to support decisions to give them an edge over their competitors (Cynthia, Kofi, and Michael, 2014). Companies use intelligence information to stay abreast and be in tune with the business environment. Competitive intelligence is information about an organization's external environment compiled through a continuous systematic collection process. This information is obtained from both internal and external information sources and are analyzed in concert with an organization's internal data. A competitive database provides as complete and as accurate an understanding of the external environment as possible and helps minimize the uncertainty associated with managerial decisions (Hohhof, 1994). Viviers and Muller (2004) posit that South African companies have confirmed that competitive information influences and "positively enhances competitiveness." The study overall affirms the importance of competitive information as a business process in South Africa that goes beyond customer and industry analysis to the entire external environment. Cavalcanti (2005) also confirms the positive relationships between competitive information and company success.

A database is the core of almost every application as it provides support to customer services, internal processes, sales and marketing. A competitive database system helps managers to stay abreast of the market, the competition, and world events. Often, information technology (IT) is used to help organizations keep ahead of their competition. The characteristics of information efficiency are changing quickly in competitive information system environments. The increasing availability of information sources, the wide presence of information technologies throughout organizations, and unrelenting needs for current and changing information are at the highest organizational levels (Bauwens, 1993).

In this research, competitive database development refers to the ability of the firms for improvement and advancement in collection of competing information. Examples are: systematically gathering, processing, analyzing, and distributing information about products, customers, competitors, application of technology, and research and development needed to support executives and managers making strategic



decisions for an organization (Hohhof, 1994). The process of gathering this information, filtering, and putting it in a form so that management can use the knowledge to its advantage is an important step for most firms (Cynthia et al., 2014). Most firms collect a competitive database as part of a continuous process to help with planning and strategizing. Brouard (2006) linked competitive database development and environmental scanning in the development of an instrument to measure companies' environmental scanning capability. In summary, the rational model of strategic decision-making suggests the need for informational and environmental scanning in order to align the organization's strategy with its environment. A competitive database is a special form of market intelligence as it typically involves sourcing and gathering information on a continuous basis to enable one to keep track of who are one's competitors, and what they are doing and planning. Competitive database development provides competitor intelligence database facilities for collecting, storing and sharing information about competitors.

In previous research, it was found that a competitive database and intelligence information generation are critical for the performance of insurance business in the Nigerian business environment (Hamadu, Obaji, and Ogbojafor, 2011). Cavalcanti (2005) also confirms the positive relationships between competitive database and company success. Gounaris and Arlonitis (2001) suggested that, having made this information available, a company-wide mobilization to satisfy customers' needs and wants should follow. Thus, availability of information on customers' needs and wants at a company-wide level becomes a major issue in the development of market orientation (Narver and Slater, 1990; Kohli and Jaworski, 1990). A notable study by Nasri (2010) in Tunisia explored the competitive database knowledge in companies and concluded that firms are "conscious" of its importance in that it helps firms achieve success in globally competitive markets. Slater and Narver (2000) found that there is competitive information about competitors and the external environment of companies that lead to product quality, new product success, and customer satisfaction. Kohli and Jaworski (1990) suggested that market intelligence generation leads to satisfied customers who spread the good word regarding the product and keep purchasing the product on a continuous basis. This means that market intelligence generation leads to greater customer satisfaction as well as to repeat business. Souitaris (2002) finds that



information and communications between science-based Greek companies and external organizations are positively associated with innovation performance. Freel (2003) finds that, in the case of innovative companies, sources of competitive database and intelligence information from external organizations are necessary for successful innovation.

Based on the literature reviewed above, competitive database development is hypothesized to be able to enhance product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. Thus, the hypotheses are proposed as follows.

Hypothesis 1a: Competitive database development will positively relate to product innovation growth.

Hypothesis 1b: Competitive database development will positively relate to increased market responsiveness.

Hypothesis 1c: Competitive database development will positively relate to customer participation enhancement.

Hypothesis 1d: Competitive database development will positively relate to marketing effectiveness.

Hypothesis 1e: Competitive database development will positively relate to marketing performance.

Competitor Potentiality Analysis Orientation

Today, it is a fact that firms need to know their competitors' needs so that they come to a competitive advantage and maintain survival, including increasing the number of competitors to add analysis units to their operations. Competition analysis refers to operational information about the external business environment that could affect an organization's competitive position (Teo and Choo, 2001). Similarly, Rouach, and Santi (2001) defined competition analysis as an art of collecting, processing, and



storing information to be made available to business people to help shape their future, protect against the current competitive threat, and respect the code of ethics. According to Peyrot, Childs, Doren, and Allen (2002), competitive behavior is a main focus of wide managerial theory, practice, and a response to an enacted environment. In addition, competition analysis is an essential element in developing the strategies of the firms, and many firms accomplish this via learning about the competitor to find the information and monitoring rivals' behaviors (Lisboa, Skarmeas, and Lages, 2011).

In this research, competitor potentiality analysis orientation is defined as a firm's emphasis on the process of examining what the rival is up to and staying one step ahead of it, by gathering information about the competitiveness of rivals from the marketplace. Examples are: business development, tactics in different sectors or new development, market penetration, patent registration, research activity and so on; and then applying this information in a strategic plan (short, and long term).

Moreover, Shih, Liu, and Hsu, (2010) found that the amount of obtaining sufficient competitor analysis is a critical factor in helping business managers gain and maintain a competitive advantage. Peyrot, Childs, Doren, and Allen (2002) found that many factors had relationships with competitor analysis, both direct and indirect, such as in environmental characteristics, organizational characteristics, managerial perception of competitor analysis, and competitor analysis information. Competitive potential analysis is the set of legal and ethical methods an organization uses to benefit from information that helps firms achieve success in globally competitive markets (Colakoglu, 2011). It means learning as much as possible, as soon as possible, about one's industry in general, and one's competitors. Competitor orientation leads a firm to adopt an external focus and commitment to innovation, ultimately to sustain superior performance (Slater and Narver, 1994). Consistent with this, Hurley and Hult's (1998) research asserts that customer orientation, competitor orientation and inter-functional coordination can be a significant part of the initiation stage of innovation. Previous research indicated that a firm with a combination of entrepreneurship and market orientation more positively influences firm performance (Matsuno, Mentzer, and Özsomer, 2002). Pirithiviraj and Kajendra K.'s (2010) research asserts that there is a positive relationship between competitor orientation and corporate social responsibility. Previous research indicated that competitor analysis has a positive impact on financial



and non-financial business performance in knowledge-intensive industries (Ekaterina and Utz, 2014). Ekaterina and Utz (2014) show the findings that market orientation provides a firm with a better understanding of its environment and customers, which can lead to more satisfaction of customers. Previous research indicates that a greater emphasis on competitor orientation increases the introduction of me-too products and reduces the launching of line extensions and new-to-the-world products (product innovation) (Lukas and Ferrell, 2000; Atuahene-Gima and Ko, 2001).

Based on the literature reviewed above, competitor potentiality analysis orientation is hypothesized to be able to enhance product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. Thus, the hypotheses are proposed as follows.

Hypothesis 2a: Competitor potentiality analysis orientation will positively relate to product innovation growth.

Hypothesis 2b: Competitor potentiality analysis orientation will positively relate to increased market responsiveness.

Hypothesis 2c: Competitor potentiality analysis orientation will positively relate to customer participation enhancement.

Hypothesis 2d: Competitor potentiality analysis orientation will positively relate to marketing effectiveness.

Hypothesis 2e: Competitor potentiality analysis orientation will positively relate to marketing performance.

Competitor Positioning Evaluation Capability

Mostly successful businesses are looking, monitoring, positioning, and learning, closest to their competitors' performance, as well as adapting their own strategy based on the competitive environment (Leaf, 1978). Similarly, He, Zha, and Li (2013) stated that the success of a company should be in the ability to analyze all the rich information



related to the product price of a market and competitor, a review of product and service, marketing positioning strategy, and a customer's opinion to determine what has happened, and predict what will happen in the future, both in short-term and long-term periods.

In today's highly competitive business environment, companies have to find better ways to create and deliver value-added services to the customers by focusing on their core competencies. For example, the effective functioning of the practice regarding customers and competitors are those associated with a reliance on measures of non-financial information (Seal, 2001). At the same time, competitive positioning evaluation emerges as an important element in business planning and control, which will help in the identification and ranking of the competitiveness of the company. There are four important benefits of the evaluation of position competition (Francis, 1994) as follows: (1) Industry benchmarking–The company compares itself with similar companies in the same industry, to identify its strengths and weaknesses. (2) Learning from competitors–The company markets a similar study; for example, a company provides a mobile phone plan comparison for each other for the planned promotion of new services. (3) Positioning–The company is trying to identify the strengths of the competitors in the race by choosing how to launch a new product or service as to the expertise, products, or cutting down the price of goods for the exercise as a price leader. An example is the first China-based mover to SNS, in which QQ is put into a leading position in the industry. (4) Identifying opportunities and threats–The company will take advantage of the strengths, weaknesses, opportunities, and traditional threats in a SWOT analysis for managing both business opportunities and threats.

Identifying the competitors is an important function in many fields. In the organization of industrial economics, it is associated with the work of the market as the meaning is important for antitrust policies and regulations. Marketing supports policy analysis, pricing, product design, development, positioning strategy, communication and distribution channels. Management strategy is the basis for the analysis of the industrial structure of competition, competitive environment, and a competitive advantage. Competitive positioning refers to a process through which marketers try to establish an image or identity in the minds of their target market in regards to their product, brand or company. It is an act of designing a firm's product and image to attain



a significant place in the minds of its target market (Cant, Strydom and Jooste, 2009). A competitive position can be expressed with the help of different product elements such as its appearance, brand name, slogan, the place where it is sold, and in several other ways (Cant, Strydom and Jooste, 2009).

Competitor orientation requires an organization to identify the optimum market position and strive to take a larger portion of it than the competitor. In this research, competitor positioning evaluation capability refers to the ability of the firm to identify the place a rival occupies in the mind of the target audience, which has significance for the development of successful, competitive strategy (Simkin and Cheng 1997).

Evaluation of the competitive position entails extensive analysis of the competition which, besides market share, also includes turnover, return on sales, brand image, distinguishing features of a product, target market, quality and value of a product, and price premiums for essential competitors (Simmonds, 1986). Organizations should analyze their competitors and build models of how they might react based on their future goals, assumptions, capability, and their current situation (BPP, 2005).

Particularly, market orientation is defined as an organization that has understanding, and satisfies clients along with other relevant stakeholders (Day, 1994; Narver and Slater, 1990). Consistent with Kohli and Jaworski (1990), it is stated that the implementation of the marketing concept of a firm stresses responsiveness to customers and other stakeholders in order to be profitable. Competitive positioning strategies have yielded improved performance. The study recommends that Kenya Airways and indeed other airlines should continue positioning themselves favorably within the global market to enable them to earn high profits. Temporal (2002) directly connected market positioning to management when he asserted that positioning takes the features of the product and uses them to build an image about the product in the customers' minds. According to Boyd, Walker, and Larreche (1998), there are competitive positioning strategies which can be used by firms to gain competitive advantage and firm success. Previous research indicated that a differentiated market position positively and significantly moderates the relationship between product innovation and performance (Charles, Gary, and Timothy, 2015). In addition, empirical research agreed that strategic competitive positioning of service delivery within an organization has a positive impact on customer satisfaction (Asaph and Moses, 2015). Siudak (2001) argued that a good



competitive position can be achieved by creating value in the effective enterprise and market.

Based on the literature reviewed above, competitor positioning evaluation capability is hypothesized to be able to enhance product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. Thus, the hypotheses are proposed as follows.

Hypothesis 3a: Competitor positioning evaluation capability will positively relate to product innovation growth.

Hypothesis 3b: Competitor positioning evaluation capability will positively relate to increased market responsiveness.

Hypothesis 3c: Competitor positioning evaluation capability will positively relate to customer participation enhancement.

Hypothesis 3d: Competitor positioning evaluation capability will positively relate to marketing effectiveness.

Hypothesis 3e: Competitor positioning evaluation capability will positively relate to marketing performance.

Competitive Movement Monitoring Competency

Competitive monitoring is a marketing and strategy management process wherein all avenues of the business landscape are monitored and evaluated. The most prominent of these avenues are the business competitors and their various activities such as events, product development, product launches, and product prices. Knowing what the competition will do next puts the business in the position of being able to plan how to counter it or how to do better than the competition.

The main goal of competitor monitoring is to place the business above the competition. Competitive monitoring is the process of examining all of the competition's moves, especially market and product prices. With this, a business can change its prices



along with the market and the competition in order to retain or gain new customers. Holding onto prices for a long time means that competitors could already have lowered theirs, attracting some of the business' customers. Competitive monitoring provides: 1) relevant and timely information about competitors in a relatively short time, 2) an improvement in business responsiveness and the assessment of a competitor's market strategy, and 3) better knowledge of potential threats (Bromwich, 1990; Cinquini and Tenucci 2010).

Competitor examination breeds innovation and new products (Augusto and Colho, 2009). Voss and Voss (2000) found that fully-coordinated competitor monitoring within a firm increases expenses more than sales for the firm. In addition, a highly competitor-centered firm focuses on beating its competitors by responding quickly to competitors' moves. If all the units are coordinated to respond quickly to competitors, the organization-wise plans need to change frequently to adapt to competitors' new schemes (Armstrong and Collopy, 1996; Day and Nedungadi, 1994). Furthermore, competitor-oriented firms are enthusiastic about accumulating market knowledge to be proactive and stay ahead of the competitors (Im and Workman, 2004). In addition, a focus on competitors and the willingness to outperform them requires being innovative and introducing new products and services to the market before the competitors (Matsuno, Mentzer, and Özsomer, 2002). As a fundamental practice, marketing companies must thoroughly understand their competitors' strengths and weaknesses. This means more than making sweeping generalizations about the competitors. It means basing intelligent marketing decisions on facts about how competitors operate, as well as determining how best to respond.

In this research, competitive movement monitoring competency refers to the ability of the firms to continuously observe marketing activities and strategic management processes wherein are all avenues of the competition landscape. The effect of competitor orientation indicates that this orientation can be helpful for innovation of new products and it includes statements of Li and Calantone (1998) who found that a competitor's knowledge is always correlated with advantages of a new product. A competitor's knowledge enables identification of all of the available and developing technology collections, allows orientation timing on the consumer's behavior, and also flourishes the innovation of new products (Augusto and Coelho, 2009). These activities



may have a lower or higher complexity, but all relate to organizing, processing, extracting and analyzing a large volume of information such as in an interaction perspective which is conducive to effective and efficient marketing performance (Popa and Sasu, 2008). Pitta and Fowler (2005) suggest that competitor monitoring through online social networks assists firms to increase the success in marketing effectiveness. Singh and Ranchhod (2004) investigated the relationship between market orientation and business performance in the context of the British machine tool industry. Findings suggest that customer orientation, competitor orientation and customer satisfaction orientation have a stronger impact on performance than the other dimensions, and departmental responsiveness did not appear to be significantly related to the business performance.

Based on the literature reviewed above, competitive movement monitoring competency is hypothesized to be able to enhance product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. Thus, the hypotheses are proposed as follows.

Hypothesis 4a: Competitive movement monitoring competency will positively relate to product innovation growth.

Hypothesis 4b: Competitive movement monitoring competency will positively relate to increased market responsiveness.

Hypothesis 4c: Competitive movement monitoring competency will positively relate to customer participation enhancement.

Hypothesis 4d: Competitive movement monitoring competency will positively relate to marketing effectiveness.

Hypothesis 4e: Competitive movement monitoring competency will positively relate to marketing performance.



Competitor Performance Appraisal Concentration

Performance appraisal is very important in an organization because it supports phenomena in ways that affect one's observations and explanations, which in turn, affect decisions and actions (Johns, 2006). Furthermore, this assessment model is helping organizations to design future strategies and set up performance objectives of a business in order to attain the final target of the complete organization. When a business is competitively oriented, it constantly reassesses its strengths and weaknesses relative to its competitors. A performance evaluation may include production efficiency, pricing, delivery times, customer satisfaction, innovation, employee retention and market share. Jaworski and Kohli (1996) revealed that there are four outcomes of market orientation: customer consequences, innovation consequences, employee consequences and organizational performance.

In this research, competitor performance appraisal concentration is defined as firm attention toward the assessment of rivals in marketing accomplishment that allow the organization to develop and plan to make improvements and aim for best practice. Therefore, competitor performance appraisal is based on published financial statements which are the numerical analyses of published financial information (Guilding, 1999). It is the perception of the firm pertaining to achievement outcomes in terms of market share, sales growth, customer satisfaction, customer acceptance, and overall performance (Day and Wensley, 1988). The performance appraisal system serves many organizational objectives and goals. Besides, it encourages a high level of performance. These are the activities that are clearly instrumental in achieving corporate plans and long-term growth. Typical appraisal systems in most organizations have been focused on short-term goals.

Previous research indicated that competitor appraisal has a positive significant impact on the profitability of a manufacturing firm. Based on the above, it was recommended that a manufacturing firm in Nigeria should give priority to the practice of competitor appraisal to enhance its corporate profitability and gain competitive edge over its competitors (Akenbor and Okoye, 2011). In addition, the findings show that competitor appraisal, based on published financial statements, have a statistically significant, positive effect on all indicators of competitive advantages of Jordanian manufacturing companies, whether it was in financial performance, products, customers,



and general performance, or the combination of all these four variables (Alsoboa and Alalaya, 2015). Competitor appraisal can enhance a high-tech firm's ability to analyze and respond to a competitor's strategy, thus allowing it to offer innovative products that differ from those of its competitors (Zhou, Kin, and Tse, 2005). Competitor orientation in high-tech firms are arguably well-positioned to anticipate and respond to the emerging needs of their customers and the market (Joshi and Sharma, 2004). Thus, without competitor knowledge or competitor appraisal, a high-tech firm's managers cannot identify the best courses of action to enhance their innovation performance. Competitor analysis is more effective in markets that are economically developing, have poor local business conditions, and face resource scarcity (Zhou, Brown, Dev, and Agarwa, 2007).

Based on the literature reviewed above, competitor performance appraisal concentration is hypothesized to be able to enhance product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. Thus, the hypotheses are proposed as follows.

Hypothesis 5a: Competitor performance appraisal concentration will positively relate to product innovation growth.

Hypothesis 5b: Competitor performance appraisal concentration will positively relate to increased market responsiveness.

Hypothesis 5c: Competitor performance appraisal concentration will positively relate to customer participation enhancement.

Hypothesis 5d: Competitor performance appraisal concentration will positively relate to marketing effectiveness.

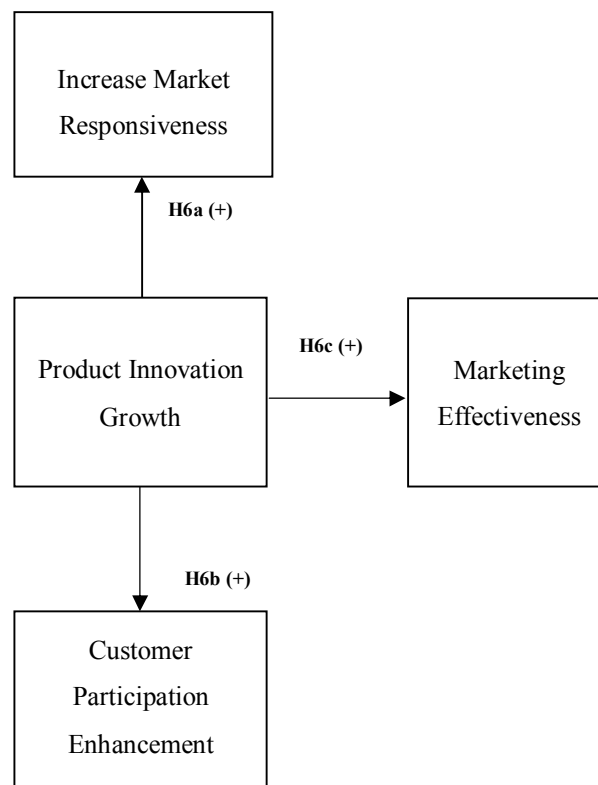
Hypothesis 5e: Competitor performance appraisal concentration will positively relate to marketing performance.



The Effects of Product Innovation Growth on Increased Market Responsiveness, Customer Participation Enhancement, and Marketing Effectiveness

This section investigates the effects of product innovation growth on increased market responsiveness, customer participation enhancement, and marketing effectiveness. These relationships are predicted as a positive influence as illustrated in Figure 3.

Figure 3: The Effects of Product Innovation Growth on Increased Market Responsiveness, Customer Participation Enhancement, and Marketing Effectiveness



Product Innovation Growth

An innovation is defined as an idea, a product or process, or a system perceived to be new to an individual, a group of people, firms, an industrial sector, or a society as a whole (Vakola and Rezgui, 2000). Santos-Rodrigues and others (2010) propose that innovation is a product, process, marketing method or organizational method when it significantly improves the firm. Roos and others (1997) defined innovation as an



intellectual agility, tightly linked to competence; the ability to use knowledge and skills; or the ability to build on previous knowledge and generate new knowledge. This implies that innovativeness engages the creation of new knowledge, or a novel rearrangement of existing knowledge.

Product innovation is defined as a new technology, and a combination of technologies, introduced commercially, to meet market requirements (Kessler and Chakrabarti, 1996). Product innovation involves the generating of new ideas or new creative elements which reflect on the changes of products or services (Cozzarin and Percival, 2006). Innovation is the key factor of the firm growth of any business venture (Kuczmarski, 1996). Additionally, innovation is part of the orientation, and influences performance. Academics define innovation as a process leading to a competitive advantage (Branzei and Vertinsky, 2006). Particularly, product innovation will enhance developing products and services differently (Naidoo, 2010). Moreover, previous research indicates that the result of product innovation is a strong indicator of financial performance under modern production and value creation (Goedhuys and Veugelers, 2011). The executive needs to believe in innovation that can increase earnings, stock price, satisfaction of customers and employees, and global competitiveness which brings potential for the firm's growth and long-term investment of business (Kuczmarski, 1996). Innovation is considered a key contributor to both the long-term survival and development of superior competitiveness in new technology-based firms (O'Regan and Ghobadian, 2006).

In this study, product innovation growth refers to the progress of the company due to advancement in new product development competency where products are continuously created. Product innovation affects business strategy on firm performance (Hjalager, 2010). On the contrary, Caminsón and Monfort-Mir (2012) state that innovation growth is the increase in the firm's innovation under sufficient existing knowledge, in order to save costs and reduce the firm's risk. Alam (2007) reveals that the value-added activities of the firm have a positive impact on market orientation and firm performance. Whereas, Lievens and Moenaert's (2000) suggest that product innovation performance positively influences firm success. Furthermore, Chen, Tsou and Huang (2009) indicate that policy-makers realize that the importance of product innovation has an effect on the improvement of the firm's financial and non-financial



performance. Moreover, Agarwal and Selen (2011), and Sadikoglu and Zehir (2010) propose research findings, concluding that the growth of innovation in the business affects firm success in a way that meets with customers' requirements, new market development and better performance. Product innovation has a considerable impact on corporate performance by producing an improved market position that conveys competitive advantage and superior performance (Walker, 2004). A meta-analysis of 159 studies examined the innovation performance relationship, a positive and strong relationship between innovation and firm value (e.g. stock market performance, market capitalization), market position (e.g. sales growth, market share, customer satisfaction), and financial position (e.g. profitability, ROI) (Rubera, G. and Kirca A. H., 2012).

Based on the literature reviewed above, product innovation growth is hypothesized to be able to enhance increased market responsiveness, customer participation enhancement, and marketing effectiveness. Thus, the hypotheses are proposed as follows.

Hypothesis 6a: Product innovation growth will positively relate to increased market responsiveness.

Hypothesis 6b: Product innovation growth will positively relate to customer participation enhancement.

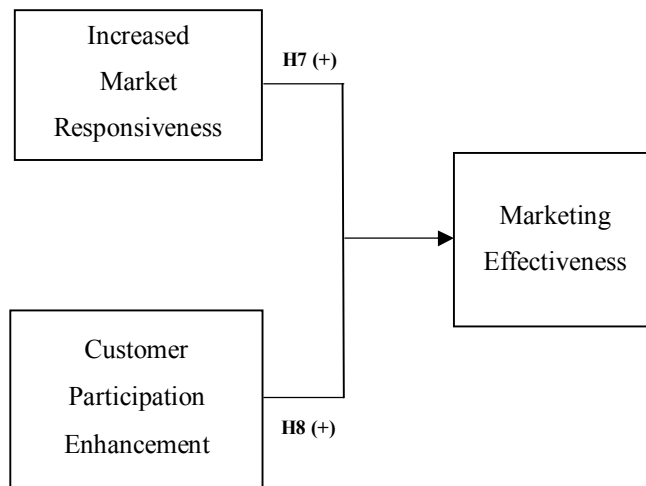
Hypothesis 6c: Product innovation growth will positively relate to marketing effectiveness.

The Effects of Increased Market Responsiveness and Customer Participation Enhancement on Marketing Effectiveness

This section investigates the effects of increased market responsiveness and customer participation enhancement on marketing effectiveness. These relationships are predicted as a positive influence as illustrated in Figure 4.



Figure 4: The Effects of Increased Market Responsiveness and Customer Participation Enhancement on Marketing Effectiveness



Increased Market Responsiveness

Holweg (2005, P. 605) defines market response as “the ability to react purposefully and within an appropriate time scale to customer demands or changes in the marketplace, and to bring about or maintain competitive advantage.” It means that an organization should respond to a customer’s need with accurate times, places, and customer value, leading to increasing customer satisfaction that maintains a marketing advantage, derived from high service quality. Likewise, it allows an organization to react quickly to changing market demands (Garrett, Covin, and Slevin, 2009; Randall, Morgan, and Morton, 2003), flexibility in reaction to changing demands, and flexibility of production for rapidly and accurately delivering service that fits with market demands (Tseng, 2005). Holweg (2005) suggests that there are three elements of responsiveness. Firstly, a product relates to product customization, product variety, and the life cycle of the product. Secondly, a process involves production lead-time, and supply chain response time. Lastly, volume covers order-to-delivery lead times, variability of demand, and customer expectation. Thereby, market response enables a firm to create, develop, and introduce the new customer value that satisfies customers’ preferences in terms of high quality and delivery speed that depend on the ability of delivery, production, and inventory turnover (Roh, 2009).



Thus, in this research, increased market responsiveness is referring to more effective expansion that reacts quickly to customer change in order to attract new users, retain loyal customers, maintain greater customer satisfaction, be flexible in unique offerings, and bring novelty faster than competitors (Garrett, Covin, and Slevin, 2009; Meesuptong and Jhundra-indra, 2014; Tseng, 2005). Enterprises with strong market responsiveness are likely to have efficiency and effectiveness in products and delivery because they have a better ability in sensing, interpreting and acting on market stimuli, allowing them to become the first mover (Garrett, Covin, and Slevin, 2009). Firms with robust market response are more likely to achieve their profitability and sustainable marketing advantage through quickly reacting to changing demands, and are flexible in unique offerings that are faster than a competitor, making for increased customer satisfaction. According to a study by Jones and Sasser (1995), it was stated that market response has shown a direct effect on the market shares of the firm, which enables more profit and low marketing expenditures. Therefore, market response capabilities enable firms to create, improve and introduce new products that respond to customers' needs and preferences, which competency includes high quality, delivery speed, and effective marketing (Joshi and Roh, 2009).

Based on the literature reviewed above, increased market responsiveness is hypothesized to be able to enhance marketing effectiveness. Thus, the hypothesis is proposed as follows.

Hypothesis 7: Increased market responsiveness will positively relate to marketing effectiveness.

Customer Participation Enhancement

Companies are increasingly rethinking the fundamental ways in which they generate ideas and bring them to market (Chesbrough, 2003). Customers are sources of information and knowledge (Normann and Ramí'ez, 1994; Rothwell, Freeman, Horsley, Jervis, Robertson, and Townsend, 1974; Von Hippel, 1988), and that customer participation can enhance product concept effectiveness (Brown and Eisenhardt, 1995). The possibility to influence the design and the consumption itself is assumed to be of great importance for a customer's buying decisions and loyalty.



Customer participation is defined as “the degree to which the customer is involved in producing and delivering the service” (Dabholkar 1990, p. 484). Customer participation is defined as “the extent to which the customer is involved in the manufacturer’s new product development process” (Fang, 2008). Customer participation can be defined as the specific behaviors, degree of a consumer’s effort and involvement, both mental and physical, that relate to the production and delivery of a service (Cermak, File and Prince, 1994; Silpakit and Fisk, 1985). Customer participation identifies and develops ways to involve customers in the business and product development process, such as in design, marketing, sales, and customer service. The degree of customer participation enhancement can be as far as to make the customer a part of the product, experience, and delivery. Customer participation can offer substantial benefits to service organizations. It helps increase productivity as customers become partial employees of the firms (Lovelock and Young, 1979).

File, Judd, and Prince (1992) state that participation refers to the types and levels of behavior in which buyers actually engage in connection with the definition and delivery of what they seek; whereas, customer participation means customers have to contribute a certain amount of effort or information in the process of purchasing products or services. In this study, customer participation enhancement can be defined as organizational marketing activities which encourage a degree of a consumer’s effort and involvement that relate to co-creating better ideas, products, and services that create the potential for marketing effectiveness (Cermak, File and Prince, 1994; Silpakit and Fisk, 1985). Zeithaml, Parasuraman and Berry (1990) stated that customer participation is vital in some services for good quality and a satisfactory outcome. The prior research on customer participation finds that customer participation is important to corporate image, a corporation being well-known, and firm survival such as in consumer-oriented companies that can be expected to exhibit greater concern. Furthermore, customer participation could raise organizational productivity and efficiency (Fitzsimmons, 1985), and improve service performance (Mills et al, 1983). Pitta and Fowler (2005) suggest participation through online social media as consumer communities assist firms to increase success in marketing effectiveness.

Based on the literature reviewed above, customer participation enhancement is hypothesized to be able to enhance marketing effectiveness. Thus, the hypothesis is proposed as follows.

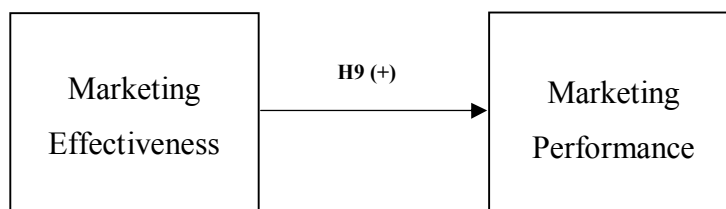


Hypothesis 8: Customer participation enhancement will positively relate to marketing effectiveness.

The Effects of Marketing Effectiveness on Marketing Performance

This section investigates the effects of marketing effectiveness on marketing performance. These relationships are predicted as a positive influence as illustrated in Figure 5.

Figure 5: The Effects of Marketing Effectiveness on Marketing Performance



Marketing Effectiveness

Effectiveness refers to the quantity of practices that enhance a company to be best in utilizing its inputs, such as reducing defects in products or more quickly developing better, new products (Porter, 1990). Marketing implementation effectiveness is the achievement of strategic goals through appropriate action (Cespedes and Piercy, 1996). Moreover, effective marketing has not only characteristic results but also its organizational processes adopt a marketing strategy to create sustainable growth (Kumar and Gulati, 2010). Likewise, marketing effectiveness involved studying the market in order to seize numerous opportunities, selecting the most appropriate segments of the market, and fitting the capability of the firm to operate in an endeavor to offer greater value to meet the selected requirements of customers (Kotler, 1977). Consistent with Nwokah and Ahiauzu (2008), it is indicated that marketing effectiveness is about improving functions of how marketers go to market with the goal of suiting marketing spending to achieve even better results of both the short and long-term objectives. It combines customer philosophy, integrated marketing organization, adequate marketing information, strategic orientation, and operational efficiency.



Likewise, Kotler (1977) defines marketing effectiveness as an ability of firms to learn about the market, identify opportunities, and select target markets to offer superior value to customers. The marketing effectiveness of a company may be the result of a combination of five factors: 1) customer philosophy, 2) integrated marketing organization, 3) adequate marketing information, 4) strategic orientation, and 5) operational efficiency (Kotler, 1977).

This research provides the definition of marketing effectiveness as marketing operations that obtain a greater outcome of marketing objectives, both short and long-term, under appropriate marketing strategy, which is distinguished from its competitors, and is difficult for competitors to imitate (Kumar and Gulati, 2010; Nwokah and Ahiauzu, 2008; Meesuptong and Jhundra-indra, 2014). Particularly, a firm with high marketing effectiveness is more likely to have an impact on robust market orientation, increasing customer satisfaction, strong market orientation, better competitive advantage, stable long-term growth, superior firm performance, and outstanding organizational profitability (Ussahawanitchakit and Intakhan, 2011). The results express that higher marketing effectiveness is positively related to greater customer satisfaction and better firm performance. In addition, Ussahawanitchakit (2012) found that marketing effectiveness has a strong influence on customer satisfaction, market orientation, long-term growth, organizational profitability, and firm performance.

Based on the literature reviewed above, market effectiveness is hypothesized to be able to enhance marketing performance. Thus, the hypothesis is proposed as follows.

Hypothesis 9: Marketing effectiveness will positively relate to marketing performance.

Marketing Performance

Marketing performance assessment is significant in an organization, because it relates to evaluation and reflection of output and input aspects (O'Sullivan and Abela, 2007). In terms of performance, marketing performance can separate into two types, namely, financial performance and non-financial performance (Schmid and Kotulla, 2011). However, in prior research, there is some research that refers to the meaning and measurement of marketing performance. For instance, marketing performance is



defined as a firm's emphasis on success which consists of marketing adaptation capability and response capability to customer demands in environmental change (Arthurs and Busenitz, 2006; Gao, 2010). Additionally, Morgan (2012) argues that marketing performance can also define the firm's capability to increase firm activities and sales volumes which are the ultimate organizational goals in terms of financial performance.

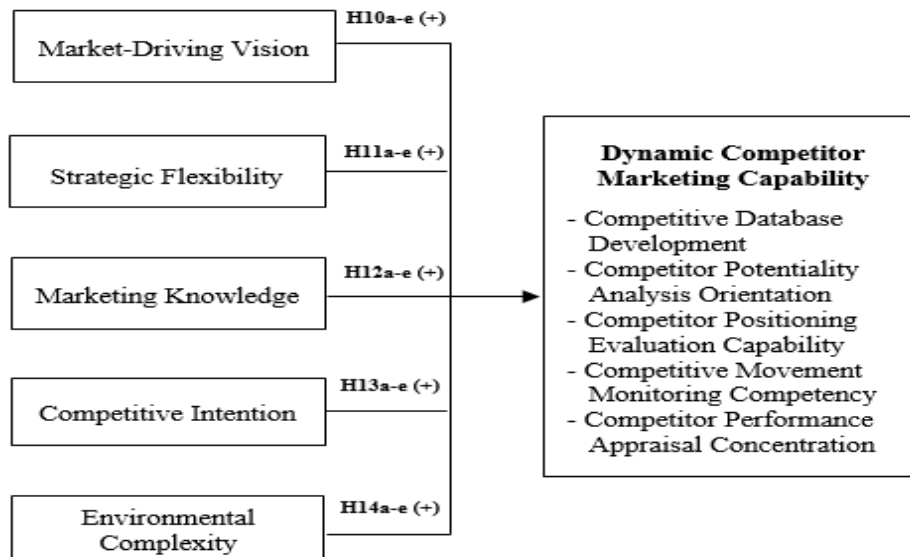
Meanwhile, in this research, marketing performance is defined as the increase in firm revenue and sales volumes which are the ultimate organizational goals in terms of financial and non-financial performance of the firm, including sales growth, market share, and overall performance (Panomjerasawat and Jhundra-indra, 2015; Mishra and Shan, 2009). Apparently, market performance is the outcome of market strategy toward customers, the marketplace, and the reputational benefits of the reputation for the firm. More clearly, comprehensive performance conceptualization and performance comprises financial and non-financial measurements, which help marketers to completely understand how the strategies affect the performance (Varadarajan and Jayachandran, 1999). Particularly in the area of marketing, marketing performance (as performance assessment) reflects their marketing outcomes. Also, marketing performance is an outcome of marketing strategies for the value of customers and the reputation of the firm. Additionally, a marketing performance measure of profitability, market share, and market growth will affect marketing success. As a result, these seem to involve profitability and market performance. Therefore, marketing performance plays a key role in evaluating the achievement of firm objectives.

The Effects of Antecedents on the Dimensions of Dynamic Competitor Marketing Capability

This section considers the effects of the antecedents of dynamic competitor marketing capability that comprise market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity as shown in Figure 6.



Figure 6: The Effects of Antecedents on the Dimensions of Dynamic Competitor Marketing Capability



Prior research suggested that a good management strategies fit can also lead to best practices for greater firm success. The one key of firm performance is management strategy appropriate to the environment. The contingency theory in strategy literature holds that an appropriateness of strategies is contingent on competitive settings of businesses. It is based on both internal and external factors that are significant for firm performance. The appropriate needs of social and environmental strategy can increase business success which increases firm performance. Therefore, the contingency theory may be explained by several variables in the model with respect to the environment, strategy, situation, technology and the systems of the firm (Delaney and Guilding, 2011). This research expects that the accomplishment of dynamic competitor marketing capability instituted by a firm will vary depending on internal factors (market-driving vision, strategic flexibility, marketing knowledge, competitive intention), and external factors (environmental complexity). Consistent with Baines's and Langfield-Smith's (2003) work, they examine the relationships between the changing competitive environments, as antecedents to competitor accounting. The results indicate that an increasingly internal and external environment has resulted in an increased focus on differentiation strategies. This, in turn, has influenced changes in organizational design,



advanced manufacturing technology and advanced management marketing practices. Previous research agreed that market vision enables shaping the values and orientation of an organization and helps them develop their marketing plan (Webster 1988). Also, prior research suggested that flexibility helps organizational learning and has the ability to respond well to market demands and changes in the competitive environment (Santos-Vijande, Lopez-Sanchez, and Trespalacios, 2012). Quite obviously, several findings found that the combination of recently achievable resource and coordination flexibilities is argued to have transformed the competitive environments of many product markets, leading to new kinds of product strategies, new organizational forms, and a new dominant logic for competing (Sanchez, 1995). These antecedents act as drivers or obstacles of competitor marketing capability, resulting in some organizations being more competitor-oriented than others.

Market-Driving Vision

Vision is important to the organizational operation, because it is the starting point of an organization's administration, and it affects firm success. Vision is the frame of mind for future direction, and it is enabled through resources. Then, it is constrained by the pattern of existing relationships in which the firm is embedded, and by the history of past investments in them (Wilkinson and Young, 2002). Furthermore, vision is related to enhanced firm performance (Yeunyong and Ussahawanitchakit, 2009), for it is described as the plan of a firm to attain the goals of the organization following its policies. Moreover, the proper alignment of strategy development and organizational vision will improve the opportunity for increasing a competitive advantage (McGivern and Tvorí, 1998). Therefore, clear aspirations and expectations need to be set and shared from the beginning, and the vision needs to be embedded in the firms' strategic goals (Mazzawi, 2002). Market-driving is referred to as a pro-active approach of a firm in creating a leap in customer value, and in influencing the behavior of customers and the market structure by offering a higher standard of value to customers (Ghauri, Tarnovskaya, and Elg, 2008). Tuominen et al. (2004) also found that a market-driving approach requires collaborative learning and a close partnership with important actors in the vertical chain. According to Kumar et al. (2000), successful market-driving firms have developed a unique internal business system that offers customers a leap in the value proposition in terms of, for example, a new price or a superior service level.



Thus, this research incorporates the two terms into market-driving vision, which is defined as the perspective of a firm that emphasizes encouraging changes in the behavior of customers and rivals, as well as the marketing structure in general (Ghauri et al., 2008). Market-driving firms may also shape the behavior of key actors such as customers or competitors by educating them or influencing their incentives and preferences. Organizations use vision for planning methods that are used for achieving objectives and goals (Ozmen and Sumer, 2011). Furthermore, the vision provides support, strategy, planning, and design appropriate for action. Especially, strong vision as a fundamental value creates creditability for the stakeholders (Bonn and Fisher, 2011). Consequently, the organization should integrate its vision of ongoing products and services in order to generate customer satisfaction toward customer loyalty with market vision that is about competitive situations (Srinivasan, Anderson and Ponnnavolu, 2002). With respect to predicting future events or foresight relevant to market needs and competitive situations, the information is then adopted to guide marketing (Avison, Eardley and Powel, 1998). Whereas creating new market vision is considered in a large change occurring in a worldwide environment such as in the business environment, it is a source of information that creates signals in the industry such as a focusing on scanning competitors, the market, the customers and the stakeholders to assess competitive situations on how to extend the market (Xu, Kaye and Duan, 2003). The key components of strategic planning include an understanding of an entity's vision, mission, values and strategies. Additionally, a firm attempts to adjust marketing strategy consistent with environmental uncertainty to achieve its competitive advantage, customer response and product development (Ushijima, 2005).

Based on the literature reviewed above, market-driving vision is hypothesized to be able to enhance competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Thus, the hypotheses are proposed as follows.

Hypothesis 10a: Market-driving vision will positively relate to competitive database development.



Hypothesis 10b: Market-driving vision will positively relate to competitor potentiality analysis orientation.

Hypothesis 10c: Market-driving vision will positively relate to competitor positioning evaluation capability.

Hypothesis 10d: Market-driving vision will positively relate to competitive movement monitoring competency.

Hypothesis 10e: Market-driving vision will positively relate to competitor performance appraisal concentration.

Strategic Flexibility

Today, global competition and expanding customer expectations foster the organization to develop new products, respond to needs, and stay ahead of competitors. To achieve competitive advantage within this dynamic environment, an organization has to create flexibility ability which varies in action (Sanchez, 1995). Flexibility is an organizational ability that enables firms to respond to the variations and uncertainties of environmental change (Martínez-Sánchez, Vela-Jiménez, Pérez-Pérez, and de-Luis-Carnicer, 2009; Sanchez, 1995). Shimizu and Hitt (2004) stated that strategic flexibility quickly responds to highly uncertain and changing environments. At the same line, Upton (1995) defined flexibility as the ability to change with little time, effort, cost or performance, to respond to environmental change. Grenier, Giles, and Bélanger (1997, p. 684) mentioned that “flexibility involves an effort to make social institutions and organizations more responsive, thus better able to adjust and adapt to an ever-changing environment.” There are two strategies that respond to uncertainty: proactive and reactive (Butler and Ewald, 2000; Grewal and Tansuhaj, 2001). Proactive strategy is a way that organizations understand and are responsible for changes by making adjustments based on information or observed activity. On the other hand, reactive strategy is a way that organizations respond to visible changes which are unpredictable. For example, in the case of economic crises, reactive strategic flexibility is useful to handle the extent, nature, and timing of crises which are hard to predict (Grewal and Tansuhaj, 2001).



The concepts of strategic flexibility in dynamic product markets are resource flexibility and cooperation flexibility (Grewal and Tansuhaj, 2001; Sanchez, 1995). Resource flexibility is a level of available resources (e.g., technology flexibility, product development flexibility, production flexibility, and distribution and marketing flexibility), and can give an organization options to pursue alternative courses of action (Sanchez, 1995). Strategic flexibility is an ability to maximize the use of resources by redefining product strategies, reconfiguring a chain of resources, and redeploying the reconfigured chain of resources (Sanchez, 1995). Butler and Ewald (2000) also propose tactics for implementing flexibility such as awareness of the external environment and relationships, as well as improving employees' knowledge and skills.

Therefore, in this research, strategic flexibility is defined as the firm that emphasizes a variety of managerial capabilities and the speed of control capabilities to respond to both the external and internal environmental changes to changing market conditions. This is done by modifying, refining operational practices, and continuously improving organizational processes to reposition itself in the market (Caron and Pratoom, 2014; Volberda, 1996). Previous research agreed that the combination of recently achievable resource and coordination flexibilities is argued to have transformed the competitive environments of many product markets, leading to new kinds of product strategies, new organizational forms, and a new dominant logic for competing (Sanchez, 1995). Hatch and Zweig (2001) argued that the success of small firms depends on their "ability to quickly adapt by modifying their competitive positioning, adjusting their value propositions and targeting different customer segments," as well as to "quickly perceive the need for change and make it happen" (p. 45). To achieve this requires options in strategic decision-making to be generated, and competitive adaptation to take place. Hence, some form of strategic flexibility is necessary (Greenley, Hooley and Saunders, 2004) and this needs to be market-focused (Johnson, Lee, Saini, and Grohmann, 2003).

Moreover, strategic marketing flexibility focus involves cooperation for the firm's capability to integrate operations effectively and efficiently, 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). Also, flexibility helps organizational learning and has the ability to



respond well to market demands and changes in the competitive environment (Santos-Vijande, Lopez-Sanchez, and Trespalacios, 2012). Firms use marketing flexibility to determine marketing activities and dissemination of marketing knowledge to access customers and competitors (Combe and Greenley, 2004). It is a distinctive advantage because the firm has the capability to adapt to a marketing situation rapidly, continuously developing and retaining the advantage (Zhang, 2005). Flexibility is the most significant instrument for reacting in ambiguous conditions in order for the business to survive in competition (Fredericks, 2005). The firm's flexibility can cause balance and an ability to cope with uncertainty competition (Dreyer and Gronhaug, 2004).

Strategic flexibility enables the firm to modify its resource base and capacities to respond to dynamic changes in the environment that has valuable capability for acting in the face of environmental changes and marketing competition (Hitt, Keats and DeMarie, 1998). Strategic flexibility has the greater the positive effect on organizational commitment to competition in organizational performance (Roca-Puig, Beltrdn-Martin, Escrig-Tena, and Bou-Llusal, 2005). Strategic flexibility is positively related to emerging market firms' international venturing and competition (Liu, Jiang, Zhang, and Zhao, 2013).

Based on the literature reviewed above, strategic flexibility is hypothesized to be able to enhance competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Thus, the hypotheses are proposed as follows.

Hypothesis 11a: Strategic flexibility will positively relate to competitive database development.

Hypothesis 11b: Strategic flexibility will positively relate to competitor potentiality analysis orientation.

Hypothesis 11c: Strategic flexibility will positively relate to competitor positioning evaluation capability.



Hypothesis 11d: Strategic flexibility will positively relate to competitive movement monitoring competency.

Hypothesis 11e: Strategic flexibility will positively relate to competitor performance appraisal concentration.

Marketing Knowledge

Marketing knowledge refers to the ability of the firm involving the acquisition, learning, integration, and utilization of heterogeneous and diversified knowledge from outside and within the firm; and, improving the skills, capabilities, expertise, and experience in order to generate new marketing activities, develop new products and services, and create superior customer value which lead to improved firm performance and a competitive advantage (Dierickx and Cool, 1989; Kim and Atuahene-Gima, 2010; Narver and Slater, 1990). Srivastava, Shervani and Fahey (1999) suggest that the concept of marketing knowledge is regarding fundamental marketing tasks, and incorporates market information that creates customer value. Similarly, Ogorean, Herciu and Belascu (2009) suggest that a marketing knowledge set regards the understanding of how the organization fits into the business environment, which includes the firm's strategies and products, and the organizational resources to track market opportunities.

Thus, in this research, marketing knowledge is defined as the accumulated marketing experience from the past through the present; and specialization about customers, competitors, and the marketplace. Marketing knowledge is acquired by an organization in the process of marketing its products and/or services to customers, and it can be about consumers, competition, and marketing-mix strategies (Roth, Jayachandran, Dakhli, and Colton, 2009). Firms utilize marketing knowledge to gain awareness of customer needs, create new products and services, generate customer values, improve processes, and design marketing strategies better than their competitors who are less experienced. Therefore, knowledge is considered a strategically important resource of a firm (Chini 2004; Foss and Pedersen, 2002; Haas and Hansen 2005). Additionally, Holm and Sharma (2006) found that the results indicate a strong relationship between subsidiary marketing knowledge and the subsidiary's influence on development of the capabilities of other multi-national corporation units' technology



and expansion in their markets, which in turn, positively influences the performance of the multi-national corporation. 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). The firm has marketing knowledge richness that is deemed as an ability that is difficult to imitate and distinguishes it, leading to competitive advantage and defending the competitive positions of the firm (Day, 1994). The firm manages various marketing knowledge that incurs usefulness with integration among marketing knowledge and other technical knowledge to enhance the potential of the competition (Ghingold and Johnson, 1997).

Based on the literature reviewed above, marketing knowledge is hypothesized to be able to enhance competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Thus, the hypotheses are proposed as follows.

Hypothesis 12a: Marketing knowledge will positively relate to competitive database development.

Hypothesis 12b: Marketing knowledge will positively relate to competitor potentiality analysis orientation.

Hypothesis 12c: Marketing knowledge will positively relate to competitor positioning evaluation capability.

Hypothesis 12d: Marketing knowledge will positively relate to competitive movement monitoring competency.

Hypothesis 12e: Marketing knowledge will positively relate to competitor performance appraisal concentration.



Competitive Intention

In a strategic perspective, a competitive strategy is one of the factors that have a major influence on goal achievement. To develop an effective competitive strategy is a challenging task for a business operating in intense competition, rapid changes in customers' demands, and undifferentiated service/product offerings (Nandan, 2005). Competition emerges when there are more than two suppliers in a particular market. Competition can exist through several means, such as competition in materials, persons, pricing, distribution, products, and promotion (Hoque, 2011). Firms attempt to track competitor actions, acquire effective management tools, and develop new marketing planning to capture competitive advantage and to survive in a competitive environment (Jermias, 2008; Hoque, 2011; Prempre and Ussahawanitchakit, 2013). A competitive situation is when the rivals are considered as obvious, and each firm is forced to comprehend its own competitive position in the market. To take advantage of rivals, a firm must develop more attractive proposals for customers than its rivals (Miyazaki, 2003).

Hamel and Prahalad (1989) asserted that "strategic intent" was the key to success rather than to seek "strategic fit" in the competitive environment. A firm that wishes to analyze competitors' behaviors needs to infer its intention. To infer intentions among competitors, the strategist must establish a practical understanding of the dynamic competitive environment. Encouraged by the discernment of competitors' intentions, the company can follow with a further favorable step. A common technique is to create detailed profiles on each major competitor. These intentions give an in-depth description of the competitor's background, finances, products, markets, facilities, personnel, and strategies.

Thus, in this research, competitive intention is defined as a firm commitment to assess rivalry strategy, techniques, forecasting, and potent capabilities to be able to predict a rival's probable future actions. The goal of competitive intention is to provide the strategy with the means needed to achieve that result. Voss and Voss (2000) found that a fully coordinated competitor focus within a firm increases expenses more than sales for the firm. As competitor focus places beating competitors as a central tenet, a high level of inter functional coordination may create extra tasks for all the functional departments in fulfilling that common goal. Empirical studies have illustrated that firms



with higher competitor orientation outperformed and were more innovative than those with lower competitor orientation (Kohli and Jaworski, 1990; Narver and Slater, 1990). Furthermore, competitor-oriented firms are enthusiastic about accumulating market knowledge to be proactive and stay ahead of the competitors (Im and Workman, 2004). Previous research indicated that the focus on competitors and the willingness to outperform them requires being innovative and introducing new products and services to the market before the competitors (Matsuno et al., 2002).

Based on the literature reviewed above, competitive intention is hypothesized to be able to enhance competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Thus, the hypotheses are proposed as follows.

Hypothesis 13a: Competitive intention will positively relate to competitive database development.

Hypothesis 13b: Competitive intention will positively relate to competitor potentiality analysis orientation.

Hypothesis 13c: Competitive intention will positively relate to competitor positioning evaluation capability.

Hypothesis 13d: Competitive intention will positively relate to competitive movement monitoring competency.

Hypothesis 13e: Competitive intention will positively relate to competitor performance appraisal concentration.

Environmental Complexity

Environmental complexity as an external characteristic plays an important role for decision-making processes of the firm for tracking and responding as well as it becomes a difficult period for the firm to deal with. Its effort is to select and design



appropriate marketing strategies and actions in order to achieve or maintain a sustainable competitive advantage, especially faced with changing habits and needs of customers (Dilts and Prough, 2001). 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). In addition, environmental complexity positively moderates the effects of lean procedures and gains on performance (Azadegan, Patel, Zangouinezhad and Linderman, 2013). However, this complexity arises in part from an exponential increase in organizational information processing capabilities, an increasingly dynamic and global business environment, and growing amounts of information about both the content and structure of this environment (Satish, 1997). However, complexity relates to the ability to forecast the effects of environmental trends of the firm, the ability to examine the effects of organizational decisions, and the utility of environmental information in expectations which affect decision-making (Boyd and Fulk, 1996).

In this research, environmental complexity is only one external variable that will affect dynamic competitor marketing capability. Environmental complexity is defined as the level of variation in business conditions that has ambiguity, instability, or heterogeneity of the externals that have affected strategic decision-making (Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013; Nicolau, 2005). Environmental complexity focuses an organization's complex operations on many factors for deliberate, considerable, and new information to be processed. The firm must capitalize on opportunities in the environment while avoiding threats. 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 rapidly and efficiently to a changing environment (Lainema and Nurmi, 2006). Accordingly, environmental variability is the most important factor to business adaptation in respect to the appropriate marketing approach and competition (Duncan, 1972). The business environment relevant to customers, suppliers, competitor, forwarders, and firms links trade together, and the firm intends to retain these relationships in the long-term (O'Brien and Head, 1995).



Furthermore, prior research suggested firms that match their situation to the environment can improve their performance, while those that do not court failure (Miles and Snow, 1994). Strategies are formulated to adapt to, respond to, or shape the environment (Johnson and Scholes, 1999). With any significant change in the level of uncertainty, a change in strategy is necessary to keep the organization in harmony with its environment. Environmental complexity plays a central role in strategy formulation, for it affects not only the availability of resources to the firm and the value of its competencies and capabilities, but also customer needs and requirements, as well as the competition (Jabnoun. N, Khalifah. A, and Yusuf. A, 2003). With the continuing rise in environmental dynamism and complexity, the environment in which businesses operate will also become increasingly uncertain. The management of complexity, therefore, will continue to be the main task of management involving the development of mechanisms to reduce, absorb, counter, or avoid it completely (Jauch and Kraft, 1986). However, the firm emphasizes marketing integration and coordination of all marketing functions to blend well with all other corporate functions, although the market and environment is complex (Tse and others, 2003). Prempre and Ussahawanitchakit (2012) suggest that the firm needs to learn about environmental complexity to understand, improve, or develop organizational operations to its competitive potential. Also supported by Kittikunchotiut, Ussahawanitchakit, and Pratoom (2013) it was revealed that environment complexity has influenced value-added working system enhancement from the exporting fashion accessories businesses in Thailand. Russell and Russell (1992) confirm that dynamic environments encourage high levels of competitiveness and business performance. The environment is important to analyzing the effects of absorptive capacity because different environments imply different valuations of dynamic capabilities (Eisenhardt and Martin, 2000). The external environment affects the organization's capabilities available in market information, input supply, the competing trends, and new organizational and managerial changes (Voiculet, Belu, Elena and Rizea, 2010). Based on the literature reviewed above, environmental complexity is hypothesized to be able to enhance competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Thus, the hypotheses are proposed as follows.



Hypothesis 14a: Environmental complexity will positively relate to competitive database development.

Hypothesis 14b: Environmental complexity will positively relate to competitor potentiality analysis orientation.

Hypothesis 14c: Environmental complexity will positively relate to competitor positioning evaluation capability.

Hypothesis 14d: Environmental complexity will positively relate to competitive movement monitoring competency.

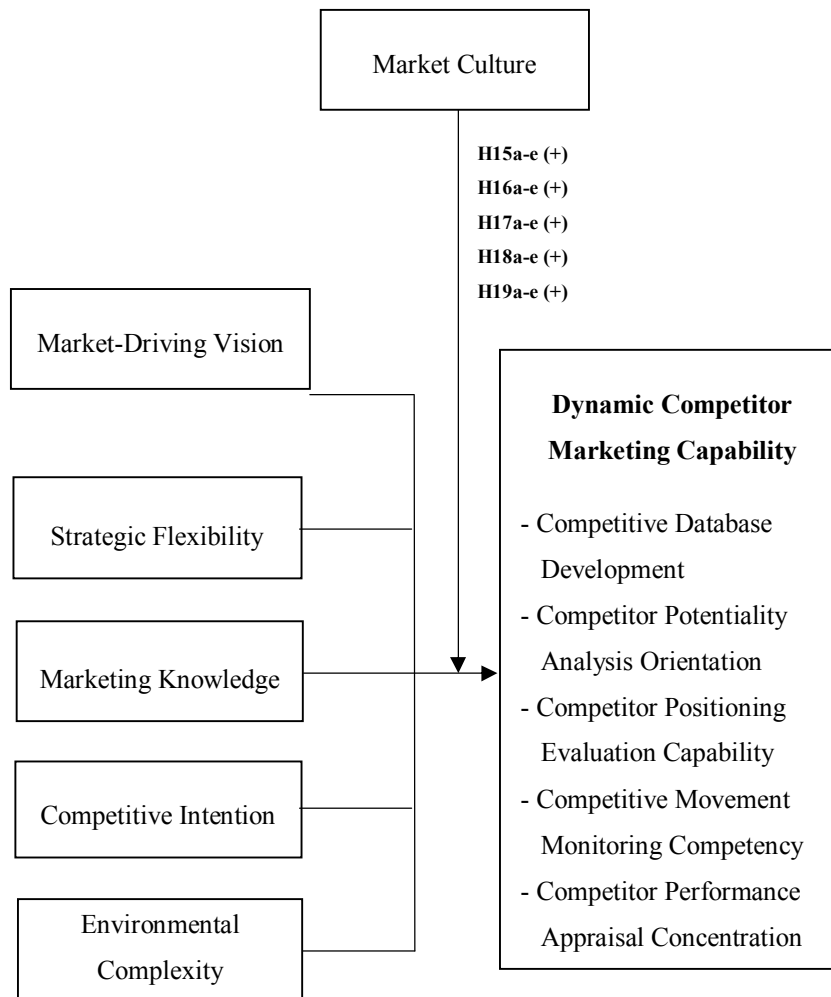
Hypothesis 14e: Environmental complexity will positively relate to competitor performance appraisal concentration.

The Moderating Effect of Market Culture

This section emphasizes the moderating effect of market culture on the relationships between dynamic competitor marketing capability and its antecedents including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity as shown in Figure 7.



Figure 7: The Moderating Effect of Market Culture



Market Culture

Organizational culture has been a major area for organizational research, particularly in the management field (Jarratt and O'Neill, 2002). There is no consensus about the definition of organizational culture and it is contingent on the discipline investigated, such as shared values/beliefs, organizational behaviors, or artifacts/symbols (Beugelsdijk, Koen, and Noorderhaven, 2009). However, a common definition of organizational culture relies on the notion that it is shared and learned assumptions, values, beliefs, and ideas which then provide norms for behavior (Jarratt and O'Neill, 2002). Furthermore, the concept of culture has been extended to apply in the marketing context. The significant work introduced by Narver and Slater (1995) conceptualizes



market orientation from a cultural view, which defines it as a culture that places importance on profitability and customer value maintenance as well as stakeholders' interests through developing a norm for behavior to enhance and respond to market information. In other words, market knowledge is derived from analyzing the customer and competitor, and disseminating knowledge throughout the organization (Kumar, Jones, Venkatesan, and Leone, 2011).

In this research, market culture is defined as behavioral shared values of organizations, which creates the behavior of employees, conferring exceptional value to the customer of a company's goods, and enables achieving excellent business results, most effectively and profitably (Jarratt and O'Neill, 2002; Syers and Ussahawanitchakit, 2012). A market culture is said to have an external focus, where the organization's personnel work towards common goals, a competitive advantage and market superiority. In addition, marketing culture has been defined as a multifaceted construct that encompasses the importance placed on product or service quality, interpersonal relationships, the selling task, organizations, internal communications, and innovativeness (Webster, 1995). The basic rationale is that people who have similar values or beliefs incline to perceive and behave in a similar way (Harris and de Chernatony, 2001). Similarly, the model of strategy formulation explains that market-oriented values drive market-oriented behaviors (e.g. strategy formulation) and then affect firm performance. This logic indicates the importance of culture that can be a tool for managers to implement strategies or to direct the organization in a favorable direction (Gainer and Padanyi, 2005). In particular, market culture that strongly focuses on a superior understanding of customer needs, competitive strengths/weaknesses, and market trends, tends to enable a market-oriented firm to identify and develop strategies that are essential for creating long-term performance (Kumar et al., 2011).

Indeed, the firm believes that marketing culture helps various departments understand the needs of more customers and competitors toward retail and service development that influence the brand attitude and loyalty of the consumer (Merrilees, McKenzie, and Miller, 2007). The firm emphasizes exploring the needs of customers and competitor analysis 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). Besides, organizational



market culture is important for linking the relationship between developing new products and services together with organizational culture, causing cooperation in work through team development, training, and the supporting reward, leading to product innovation (Lau and Ngo, 2004). Thus, the firm has assigned market 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 market culture that is intended to enhance competitive advantage and that is superior to its competitors.

Based on the literature reviewed above, market culture is predicted to be likely to promote firms to achieve their competitive database development, competitor potentially analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. Thus, the hypotheses are proposed as follows.

Hypothesis 15a: Market culture positively moderate the relationships between market-driving vision and competitive database development.

Hypothesis 15b: Market culture positively moderate the relationships between market-driving vision and competitor potentiality analysis orientation.

Hypothesis 15c: Market culture positively moderate the relationships between market-driving vision and competitor positioning evaluation capability.

Hypothesis 15d: Market culture positively moderate the relationships between market-driving vision and competitive movement monitoring competency.

Hypothesis 15e: Market culture positively moderate the relationships between market-driving vision and competitor performance appraisal concentration.

Hypothesis 16a: Market culture positively moderate the relationships between strategic flexibility and competitive database development.



Hypothesis 16b: Market culture positively moderate the relationships between strategic flexibility and competitor potentiality analysis orientation.

Hypothesis 16c: Market culture positively moderate the relationships between strategic flexibility and competitor positioning evaluation capability.

Hypothesis 16d: Market culture positively moderate the relationships between strategic flexibility and competitive movement monitoring competency.

Hypothesis 16e: Market culture positively moderate the relationships between strategic flexibility and competitor performance appraisal concentration.

Hypothesis 17a: Market culture positively moderate the relationships between marketing knowledge and competitive database development.

Hypothesis 17b: Market culture positively moderate the relationships between marketing knowledge and competitor potentiality analysis orientation.

Hypothesis 17c: Market culture positively moderate the relationships between marketing knowledge and competitor positioning evaluation capability.

Hypothesis 17d: Market culture positively moderate the relationships between marketing knowledge and competitive movement monitoring competency.

Hypothesis 17e: Market culture positively moderate the relationships between marketing knowledge and competitor performance appraisal concentration.

Hypothesis 18a: Market culture positively moderate the relationships between competitive intention and competitive database development.

Hypothesis 18b: Market culture positively moderate the relationships between competitive intention and competitor potentiality analysis orientation.



Hypothesis 18c: Market culture positively moderate the relationships between competitive intention and competitor positioning evaluation capability.

Hypothesis 18d: Market culture positively moderate the relationships between competitive intention and competitive movement monitoring competency.

Hypothesis 18e: Market culture positively moderate the relationships between competitive intention and competitor performance appraisal concentration.

Hypothesis 19a: Market culture positively moderate the relationships between environmental complexity and competitive database development.

Hypothesis 19b: Market culture positively moderate the relationships between environmental complexity and competitor potentiality analysis orientation.

Hypothesis 19c: Market culture positively moderate the relationships between environmental complexity and competitor positioning evaluation capability.

Hypothesis 19d: Market culture positively moderate the relationships between environmental complexity and competitive movement monitoring competency.

Hypothesis 19e: Market culture positively moderate the relationships between environmental complexity and competitor performance appraisal concentration.

Summary

This chapter describes the conceptual framework of dynamic competitor marketing capability and marketing outcomes which is supported by the theoretical frameworks including the dynamic capability and the contingency theories. In addition, this chapter provides the relevant literature review, hypotheses development, and a set of 19 testable hypotheses. Dynamic competitor marketing capability is the key construct



of this research in which the research intends to prove its effect on marketing performance through its consequences, including product innovation growth, increased market responsiveness, customer participation enhancement, and marketing effectiveness. This research also proposes the antecedents of dynamic competitor marketing capability, including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity to test their impact on dynamic competitor marketing capability. In addition, market culture is proposed as the moderator to prove its effect on the relationships between dynamic competitor marketing capability and its five antecedents. Table 4 demonstrates the summary of all hypothesized relationships.

The next chapter will present the research methods used in this research, including the population and sample selection, data collection procedure, data measurement of each construct, the development and verification of the survey instrument by testing reliability and validity, and the statistics and equations to test the hypotheses and operational definitions.

Table 4: Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships
H1a	Competitive database development will positively relate to product innovation growth.
H1b	Competitive database development will positively relate to increased market responsiveness.
H1c	Competitive database development will positively relate to customer participation enhancement.
H1d	Competitive database development will positively relate to marketing effectiveness.
H1e	Competitive database development will positively relate to marketing performance.
H2a	Competitor potentiality analysis orientation will positively relate to product innovation growth.



Table 4: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H2b	Competitor potentiality analysis orientation will positively relate to increased market responsiveness.
H2c	Competitor potentiality analysis orientation will positively relate to customer participation enhancement.
H2d	Competitor potentiality analysis orientation will positively relate to marketing effectiveness.
H2e	Competitor potentiality analysis orientation will positively relate to marketing performance.
H3a	Competitor positioning evaluation capability will positively relate to product innovation growth.
H3b	Competitor positioning evaluation capability will positively relate to increased market responsiveness.
H3c	Competitor positioning evaluation capability will positively relate to customer participation enhancement.
H3d	Competitor positioning evaluation capability will positively relate to marketing effectiveness.
H3e	Competitor positioning evaluation capability will positively relate to marketing performance.
H4a	Competitive movement monitoring competency will positively relate to product innovation growth.
H4b	Competitive movement monitoring competency will positively relate to increased market responsiveness.
H4c	Competitive movement monitoring competency will positively relate to customer participation enhancement.
H4d	Competitive movement monitoring competency will positively relate to marketing effectiveness.
H4e	Competitive movement monitoring competency will positively relate to marketing performance.



Table 4: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H5a	Competitor performance appraisal concentration will positively relate to product innovation growth.
H5b	Competitor performance appraisal concentration will positively relate to increased market responsiveness.
H5c	Competitor performance appraisal concentration will positively relate to customer participation enhancement.
H5d	Competitor performance appraisal concentration will positively relate to marketing effectiveness.
H5e	Competitor performance appraisal concentration will positively relate to marketing performance.
H6a	Product innovation growth will positively relate to increased market responsiveness.
H6b	Product innovation growth will positively relate to customer participation enhancement.
H6c	Product innovation growth will positively relate to marketing effectiveness.
H7	Increased market responsiveness will positively relate to marketing effectiveness.
H8	Customer participation enhancement will positively relate to marketing effectiveness.
H9	Marketing effectiveness will positively relate to marketing performance.
H10a	Market-driving vision will positively relate to competitive database development.
H10b	Market-driving vision will positively relate to competitor potentiality analysis orientation.
H10c	Market-driving vision will positively relate to competitor positioning evaluation capability.



Table 4: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H10d	Market-driving vision will positively relate to competitive movement monitoring competency.
H10e	Market-driving vision will positively relate to competitor performance appraisal concentration.
H11a	Strategic flexibility will positively relate to competitive database development.
H11b	Strategic flexibility will positively relate to competitor potentiality analysis orientation.
H11c	Strategic flexibility will positively relate to competitor positioning evaluation capability.
H11d	Strategic flexibility will positively relate to competitive movement monitoring competency.
H11e	Strategic flexibility will positively relate to competitor performance appraisal concentration.
H12a	Marketing knowledge will positively relate to competitive database development.
H12b	Marketing knowledge will positively relate to competitor potentiality analysis orientation.
H12c	Marketing knowledge will positively relate to competitor positioning evaluation capability.
H12d	Marketing knowledge will positively relate to competitive movement monitoring competency.
H12e	Marketing knowledge will positively relate to competitor performance appraisal concentration.
H13a	Competitive intention will positively relate to competitive database development.
H13b	Competitive intention will positively relate to competitor potentiality analysis orientation.



Table 4: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H13c	Competitive intention will positively relate to competitor positioning evaluation capability.
H13d	Competitive intention will positively relate to competitive movement monitoring competency.
H13e	Competitive intention will positively relate to competitor performance appraisal concentration.
H14a	Environmental complexity will positively relate to competitive database development.
H14b	Environmental complexity will positively relate to competitor potentiality analysis orientation.
H14c	Environmental complexity will positively relate to competitor positioning evaluation capability.
H14d	Environmental complexity will positively relate to competitive movement monitoring competency.
H14e	Environmental complexity will positively relate to competitor performance appraisal concentration.
H15a	Market culture positively moderate the relationships between market-driving vision and competitive database development.
H15b	Market culture positively moderate the relationships between market-driving vision and competitor potentiality analysis orientation.
H15c	Market culture positively moderate the relationships between market-driving vision and competitor positioning evaluation capability.
H15d	Market culture positively moderate the relationships between market-driving vision and competitive movement monitoring competency.
H15e	Market culture positively moderate the relationships between market-driving vision and competitor performance appraisal concentration.
H16a	Market culture positively moderate the relationships between strategic flexibility and competitive database development.



Table 4: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H16b	Market culture positively moderate the relationships between strategic flexibility and competitor potentiality analysis orientation.
H16c	Market culture positively moderate the relationships between strategic flexibility and competitor positioning evaluation capability.
H16d	Market culture positively moderate the relationships between strategic flexibility and competitive movement monitoring competency.
H16e	Market culture positively moderate the relationships between strategic flexibility and competitor performance appraisal concentration.
H17a	Market culture positively moderate the relationships between marketing knowledge and competitive database development.
H17b	Market culture positively moderate the relationships between marketing knowledge and competitor potentiality analysis orientation.
H17c	Market culture positively moderate the relationships between marketing knowledge and competitor positioning evaluation capability.
H17d	Market culture positively moderate the relationships between marketing knowledge and competitive movement monitoring competency.
H17e	Market culture positively moderate the relationships between marketing knowledge and competitor performance appraisal concentration.
H18a	Market culture positively moderate the relationships between competitive intention and competitive database development.
H18b	Market culture positively moderate the relationships between competitive intention and competitor potentiality analysis orientation.
H18c	Market culture positively moderate the relationships between competitive intention and competitor positioning evaluation capability.
H18d	Market culture positively moderate the relationships between competitive intention and competitive movement monitoring competency.
H18e	Market culture positively moderate the relationships between competitive intention and competitor performance appraisal concentration.



Table 4: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H19a	Market culture positively moderate the relationships between environmental complexity and competitive database development.
H19b	Market culture positively moderate the relationships between environmental complexity and competitor potentiality analysis orientation.
H19c	Market culture positively moderate the relationships between environmental complexity and competitor positioning evaluation capability.
H19d	Market culture positively moderate the relationships between environmental complexity and competitive movement monitoring competency.
H19e	Market culture positively moderate the relationships between environmental complexity and competitor performance appraisal concentration.



CHAPTER III

RESEARCH METHODS

The previous chapter illustrates a comprehensive review of the relevant literature detailing dynamic competitor marketing capability, theoretical foundations, antecedents, consequences, moderators, and the hypothesis development. Consequently, this chapter demonstrates the research methods that help to clarify the understanding of the hypothesis testing process. Thus, this chapter is organized into five sections as follows. Firstly, the sample selection and data collection procedures, including population and sample, data collection, and test of non-response bias are elaborated. Secondly, the variable measurements are operationalization in each variable. Thirdly, the evidence of instruments composing both validity and reliability are verified. Fourthly, the statistical analyses are manifest, including variance inflation factors (VIF's), correlation analysis, and regression equations. Finally, the table of summary of definitions and operational variables of constructs is included.

Sample Selection and Data Collection Procedure

Population and Sample

To empirically investigate the role of dynamic competitor marketing capability, the research focuses on companies in Thailand's furniture industry as the population. The population is selected from the list of the Thailand Furniture Industry Association. For this research, the population and sample chosen are the furniture businesses in Thailand totaling 495 firms. The furniture industry in Thailand is interesting to investigate because the furniture industry is important to the economy of the country and the growth rate is increasing at five percent (Kasikorn Research Center, 2015). The first major reason is that the furniture industry in Thailand represents highly competitive industries. With respect to Kasikorn Research, Thailand is the in ASEAN of furniture manufacturers, with the total value in export of more 12.5 billion U.S. dollars in 2015, an increase of 10 percent over the previous year, and expects revenue of 13.5 billion U.S. dollars this year. Secondly, the furniture industry in Thailand has an important



place in the economic system, and the industrial base of the country, due to export value, creating entrepreneurship, job creation, the use of local raw materials, and mostly 90 % are Thai entrepreneurs. Thirdly, currently, the furniture of Thailand can export to the ASEAN market, especially to CLMV (Cambodia, Laos, Myanmar, Vietnam), resulting in a 5-10% increase in furniture demand. Therefore, the Thai furniture businesses have played a significant role in helping to increase and expand the Thai economy in terms of economic growth and stability. Finally, with regard to globalization, the furniture businesses in Thailand face the challenge of competition among a number of competitors, both local and international. Thus, for a firm to succeed, an organization must attempt to respond continuously to opportunities and threats posed by competitors. (Cui, Griffith and Cavusgil, 2005). The industry needs to create competitive advantage by depending on the usage of dynamic competitor marketing capability for providing relevant information in order to maintain competitive position, lower costs, creating high performance, and high standards of safety and quality to create more potential to compete in the global marketplace to lead in firm growth. Due to the importance and characteristics of the Thailand furniture industry as mentioned above, the selected sample is appropriate for the investigation of the relationships among dynamic competitor marketing capability phenomena. This research can enhance firm credibility from the Thailand Furniture Industry Association. The key proposed participants are marketing executives.

The sample is retrieved from an online database of the Thailand Furniture Industry Association. This research is collected through a select list of 495 businesses. The sample was selected by using Yamane (1967) to calculate the sample size. This formula was used to calculate the sample sizes for a population with a 95% confidence level; and a 5% sample error was also considered. The calculation of the sample size is proposed as follows:

$$\text{Formula} \quad n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Number of population



$$\begin{aligned}
 e &= \text{Acceptable error (0.05)} \\
 \text{Thus, } n &= (495) / [1 + (495 \times (0.05)^2)] \\
 n &= 222
 \end{aligned}$$

The sample size was calculated to be 222 firms. According to Aaker, Kumer and Day (2001), the acceptable response rate of social science research will accept a 20% or greater response rate for a questionnaire mailing survey without an appropriate follow-up procedure. Therefore the formula was used to calculate the sample size to send questionnaires by using the acceptable response rate for a population as follows:

$$\begin{aligned}
 n &= \text{Sample size / accepted response rate} \\
 &= (222 \times 100) / 20 \\
 &= 1,110
 \end{aligned}$$

This study was required to send questionnaires totaling 1,110 firms, for acceptance at a 20% or greater response rate for a questionnaire mailing survey. However, the online database of the Thailand Furniture Industry Association provided a total of 495 firms. Thus, the source of the data utilized in this research was collected through a population of 495 furniture businesses in Thailand.

Data Collection

The questionnaires are appropriate tools to collect data in this research. This is a widely-used method for large-scale data collection in strategic marketing and organizational research. The advantage of a questionnaire mailing is that a representative sample can be collected from the chosen population in a variety of locations at low cost (Kwok and Sharp, 1998; Pongpearchan and Ussahawanitchakit, 2011). The questionnaire was directly distributed to the key informants: marketing executives, marketing managers, or marketing director of furniture businesses in Thailand.

The design of the questionnaire for the study covers major areas within the conceptual framework and hypotheses; i.e. five dimensions of dynamic competitor marketing capability, its antecedents, and consequences. Reliability and validity self-



administered questionnaires were comprised of seven sections. In the first section, respondents are requested to provide their personal information such as gender, age, education level, work experience, and current position. The second section questions the organizational characteristics; for example, business type, number of employees, and annual revenues. For the third to sixth sections, respondents are to consider their perceptions toward dynamic competitor marketing capability, its consequences, antecedents, and other influences. Moreover, a Likert five-point interval scale, ranging from 1 = strongly disagree, to 5 = strongly agree, is employed.

To be more specific, the third section collects the key concepts of dynamic competitor marketing capability dimensions: competitive database development, competitor potentially analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. The fourth section presents questions concerning the consequences of dynamic competitor marketing capability, including product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. The fifth section includes questions regarding the antecedents of dynamic competitor marketing capability including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity. The sixth section consists of a set of questions relating to market culture that affect the relationships among dynamic competitor marketing capability and its antecedents. Finally, the seventh section provides an open-ended question to gather key respondent suggestions and opinions. Comprehensively, there are 64 items in the rating scale of the questionnaire. Also, the detail of the questionnaire is attached in the Appendix F(English version) and Appendix E (Thai version).

The total number of questionnaires sent were 495 packages that were sent by mail in the middle of June 2017. The questionnaire provided not only a notification letter explaining the objective of this research, but was also together with a cover letter explaining the importance of the study, which promised strict confidentiality of responses, and postage to return the envelope questionnaire. A letter from the university was also attached to confirm that the researcher came from the cited academic institution, and to ask for cooperation from the participants. All participants were offered a free copy of the summary results as a non-monetary incentive if they



completed and returned the valid questionnaire and emphasized the fact that the survey was fully supported by the upper management of furniture businesses. (Sittimalakorn and Hart, 2004). Moreover, a follow-up technique was also utilized for a high response rate. The planned schedule to collect the data was within six weeks. At the first stage, the questionnaire was answered and sent to the researcher within the first two weeks after the first mailing. After two weeks, to increase the response rate, a follow-up postcard was sent to confirm for those who had not yet replied, to remind them to complete the questionnaire and to request them to cooperate in answering it. For the convenience of a follow-up mailing, each questionnaire was assigned a coded number at the left corner on the back of the fifth page. Four weeks after the preliminary mailing, a follow-up telephone call was conducted for those individuals who had not returned the surveys (Lamberti and Noci, 2010). With regard to the questionnaire mailing, 27 surveys were undeliverable because some firms were no longer in business or had moved to an unknown location. Deducting the undeliverable from the original 495 mailed, the valid mailing was 468 surveys. As a result, a total of 139 questionnaires were received. Due to 6 that were found incomplete and with response errors, they were deducted from further analysis of the surveys completed and received, so that only 133 were usable. Thus, the effective response rate was approximately 28.41 percent. According to Aaker et al. (2001), a 20% response rate for a mail survey, without an appropriate follow-up procedure, is considered acceptable. Also, the details of the questionnaire mailing are demonstrated in Table 5.

Table 5: The Details of Questionnaire Mailing

Details	Numbers
Amount of questionnaires mailed	495
Number of undelivered questionnaires	27
Number of successful questionnaires mailed	468
Received questionnaires	139
Unusable questionnaires	6
Usable questionnaires	133
Response Rate (133/468) x 100	28.41%



Test of Non-Response Bias

Due to the response of the mail survey from the sample, the survey could not receive all of them. The non-response bias is required to claim that all participants can be inferred as representative all of the population (Lewis, Hardy, and Snaith, 2013). Thus, the non-response bias is evaluated to ensure that it is not a worrisome problem in this research. In order to verify the non-response bias, the comparisons between responders and non-responders on basic characteristics of the sample such as firm size, firm age, business owner type, and firm capital were retested by the t-test statistics, comparing early versus late responders (Armstrong and Overton, 1977). To separate the sample into early and late groups, the earlier of the first 50 percent is determined as the early group, and later responders in last 50 percent are determined as the late group. As a result, t-test statistics have no significance between those groups. It is presumed that the returned questionnaires are without a non-response bias problem (Armstrong and Overton, 1977; Thompson, Loveland, and Fombelle, 2014).

A total of 133 return questionnaires are divided into two groups: the first 66 responses are stored as the early respondents and the other 67 responses are stored as the late respondents. T-test statistics is employed to verify the difference of business demographics in terms of business type, period of time in business operation, number of employees, average annual incomes, firm capital, and target market of the business.

The results are illustrated as follows: the business type ($t = .55, p > .05$), period of time in business operation ($t = -.30, p > .05$), number of employees ($t = -1.28, p > .05$), average annual incomes ($t = -.73, p > .05$), firm capital, ($t = -.46, p > .05$) and the target market of the business ($t = -.91, p > .05$). The results indicated that there were no statistically significant differences between early and late groups at a 95% confidence level. Therefore, it can be stated that the non-response bias is not a problem in this research (Armstrong and Overton, 1977). The results of non-response bias are demonstrated in Appendix A.



Measurements

In measuring each construct in the conceptual framework, multiple item measurement processes were developed. Since constructs are abstractions that cannot be directly measured or observed, they should be measured by multiple items (Churchill, 1979). Moreover, using multiple items provides a wider range of content in the conceptual definition and improvement of reliability (Neuman, 2006). In this research, all constructs are transformed into operational variables to gain more accuracy in measuring the research constructs. All variables are derived from the definition and previous literature and measured, by a five-point Likert scale, ranging from 1 (strongly disagree), to 5 (strongly agree). In summary, all operational definitions of each construct which are comprised of the dependent variable, the independent variables, the moderating variables, and the controlled variables are described below.

Dependent Variable

Marketing performance. Marketing performance is defined as the increase of firm revenue and sales volumes which are the ultimate organizational goals in terms of financial and non-financial performance. This construct is measured by the level of marketing performance over the prior year, such as sales growth, market share, net profit, and overall marketing performance. This measurement is developed from the definition and literature review, and is adapted from Panomjerasawat and Jhundra-indra, (2015), including a four-item scale.

Independent Variables

This research consists of 14 independent variables which are separated into three categories: core construct, consequential variables, and antecedent variables. Firstly, dynamic competitor marketing capability is the center and core construct of this research. It can be measured through five distinctive attribute dimensions: competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. These attributes reflect the good characteristics of dynamic competitor marketing capability. The measure of each attribute depends on its definition which is detailed below.



Competitive database development. Competitive database development is the ability of the firms for improvement and advancement in collection of competing information. This construct is measured by the degree to which one can assess the firm database development, budget, application of technology, and research and development database for competition. Thus, the measure is created with a four-item scale developed from the definition and literature review.

Competitor potentiality analysis orientation. Competitor potentiality analysis orientation is defined as the firm's emphasis on the process of examining what the rival is up to, and staying one step ahead of it, by gathering information about the competitiveness of rivals from the marketplace. This construct is measured by the degree of evaluation of the rival competence, the continuous research in potential and progress of a competitor and forecasting a competitor's marketing performance. So, this construct is developed as a new scale from the definition and literature review which includes a four-item scale.

Competitor positioning evaluation capability. Competitor positioning evaluation capability is the ability of the firm to identify the place a rival occupies in the mind of a target audience which is significant in the development of successful competitive strategy. This construct is measured by the degree to which one can assess the rival positioning to understand the position evaluation, position analysis, and benchmarking; and can investigate and forecast customer perception on a competitor's positioning. Hence, the measure is created, and based on its definition and literature review, which includes a four-item scale.

Competitive movement monitoring competency. Competitive movement monitoring competency is the ability of the firm to continuously observe marketing activities and strategic management processes, wherein are all avenues of the competition landscape. This construct is measured by the degree to which one evaluates the competition as to competitor movement monitoring, exploring attitudes of customers towards the product, changes in marketing operation, and investigating a competitive situation. The developing of competitor movement monitoring competency



measurement, as a new scale, includes a four-item scale, and is based on its definition and literature.

Competitor performance appraisal concentration. Competitor performance appraisal concentration is the firm's attention toward the assessment of a rival's marketing accomplishments that allow the organization to develop and plan to make improvements and aim for best practices. This construct is measured by the degree to which one assesses the rival's achievement as to monitoring rival performance, inquiries from customers, and analyzing competitor accomplishment from past to present. Thus, the measure is created with a four-item scale, and is developed from the definition and literature review.

Consequential Variables

The second category is the consequences of dynamic competitor marketing capability, namely, product innovation growth, increased market responsiveness, customer participation enhancement, and marketing effectiveness. The measure of each consequential variable conforms to its definition and relative literature, and is discussed as follows.

Product innovation growth. Product innovation growth is the progress of the company due to advancement in new product development competency where products are continuously created. This construct is measured by the level of the firm to create and develop new products, differentiate products, have product uniqueness, and research and develop products with novelty. Thus, the measure is created with a four-item scale, which is developed from the definition and literature review.

Increased Market Responsiveness. Increased market responsiveness refers to a more effective expansion that reacts quickly to customer change in order to attract new users, retain loyal customers, maintain greater customer satisfaction, be flexible in unique offerings, and bring novelty faster than competitors. This construct is measured by the level of the firm to be responsive to customer needs, and management, adapt the changing marketing environment, customer retention and customer acquisition increase.



This measurement is developed from the definition and literature review; and is adapted from Meesuptong and Jhundra-indra(2014), which includes a four-item scale.

Customer participation enhancement. Customer participation enhancement refers to the organization's marketing activities which encourage a degree of a consumer's effort and involvement that relate to the co-creation of better ideas, products, and services that create the potential for marketing effectiveness. This construct is measured by the level of the firm to build marketing activities that allow customers to participate, bring customer suggestions for improvement, is capable to communicate marketing information to the customer, and encourages customer acceptance from past to present. This measurement is developed from the definition and literature review; and is adapted from Akkarawimut and Ussahawanitchakit (2011), including a four-item scale.

Marketing effectiveness. Marketing effectiveness refers to the marketing operations that obtain a greater outcome of marketing objectives, both short and long-term, under appropriate marketing strategy, which is distinguished from its competitors. This construct is measured by the degree to which the firm is recognized as a market professional, is recognized for outstanding market implementation, its corporate reputation, and awards related to success in marketing operations. This measurement is developed from the definition and literature review; and is adapted from Meesuptong and Jhundra-indra(2014), including a four-item scale.

Antecedent Variables

Lastly, the third category is the five antecedents of dynamic competitor marketing capability comprised of market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity. All antecedent variables align with their definitions and prior the literature. The measure of each variable is discussed as follows.

Market-driving vision. Market-driving vision refers to the perspective of a firm that emphasizes encouraging changes in the behavior of customers and rivals as well as the marketing structure in general. This construct is measured by the firm's intention to



operate policy that is focused on the market leader, creating and developing marketing innovation, application modern technology, and commitment to development.

Therefore, this construct measurement is adapted from Chuwiruch and Jhundra-indra (2015), including a four-item scale.

Strategic flexibility. Strategic flexibility is the firm's emphasis in a variety of managerial capabilities and the speed of control capabilities to respond to both the external and internal environmental changes and to changing market conditions. This construct is measured by the level of ability of a firm's rapid adaptation to the situation, exchange of information, coordination with other personnel, and resource integration in an organization. The measurement of this construct is developed from the definition and literature review; and is adapted from Caron and Pratoom (2014), including a four-item scale.

Marketing knowledge. Marketing knowledge is the accumulated marketing experience from the past through the present, and a specialization about customers, competitors, and the marketplace. This construct is measured by the level of the firm's marketing knowledge management, system development, using past experience for operations, and encouraging continuous learning. The measurement scale of this construct is adapted from Siriyota, Jhundra-indra and Muenthaisong (2014), including a four-item scale.

Competitive intention. Competitive intention is the firm commitment to assess rival strategy, techniques, forecasting, and potent capabilities to be able to predict a rival's probable future actions. This construct is measured by the level of ability of a firm's analysis of the marketing environment, examining and predicting the competitive situation, and committing to the development of knowledge of the competition. The measurement of the four-item scale was developed, based on its definition and relevant literature reviews.

Environmental complexity. Environmental complexity is defined as the level of variation in business conditions that has ambiguity, instability, or heterogeneity in the



externals which have affected strategic decision-making. This construct is measured by the degree of a firm's ability to create new strategy, process improvement, combine personnel and technology with and analyses; and understand management with unpredictable and rapid changes to the firm's surroundings. The measurement of this construct is developed from the definition and literature review; and is adapted from Kittikunchotiut, Ussahawanitchakit, and Pratoom (2013), including a four-item scale.

Moderating Variables

Drawing on the contingency theory, there are proposed moderators in this research. Market culture is the internal point of view which moderates the relationships among dynamic competitor marketing capability and its antecedents. These moderators are grounded by their definitions and the previous literature. The measure of each moderating variable is discussed as follows.

Market culture. Market culture is the behavioral shared values of organizations, which creates the behavior of employees, conferring exceptional value to the customer of a company's goods, and enables achieving excellent business results, most effectively and profitably (Jarratt and O'Neill, 2002; Syers and Ussahawanitchakit, 2012). This construct is measured by the degree of the organizational culture on market orientation, customer focus, emphasis on the development and modern marketing techniques, and seeking the needs and customer expectations. The measurement of this construct is developed from the definition and literature review; and is adapted from Syers and Ussahawanitchakit (2012), including a four-item scale.

Control Variables

Two control variables are included in this research. Firm age and firm size are the characteristics that may influence the hypothesized relationships. Therefore, this research includes two control variables: firm age and firm size. The measurement of each control variable is detailed as follows.

Firm Age. Firm age is measured by the number of years that a firm operates in business (Zhou et al., 2005). Firm age is a control variable that may affect the firm's capability to manage learning market knowledge, perform diversified marketing



practices, and achieve marketing performance (Phokha and Ussahawanitchakit, 2011). A firm operating in business for a long time has the ability to allocate and manage organizational resources more effectively than the late entrants (Lau et al., 2008). With regard to market-focused strategy, resource identified capability is building a portfolio of marketing resources with competitive advantage (Johnson et al., 2003). The firm must be able to obtain and accumulate these resources either through internal development or external sources. As a result, firm age may affect dynamic competitor marketing capability. In this research, firm age is represented by a dummy variable including 0 (less than or equal to 10 years), and 1 (more than 10 years).

Firm size. Firm size can be measured by the number of employees currently working and registered in the firm as a proxy. However, in this research, firm size is defined as the operating capital of the firm. It is a significant variable affecting strategic innovation capability. Prior research suggested that the large and complex firms will have greater resources and capabilities than smaller firms (Walter, and Ritter, 2006). According to Leiblein, Reuer and Dalsace (2002), large firms may also have greater marketing power or positional advantages compared to their smaller rivals, and larger firms often have superior finances. Moreover, size has a major influence in determining the adoption of newly-developed practices (Joshi, 2001). Cadez and Guilding (2008) claimed that increased company size signifies increased complexity and a greater call for managing the complexity. Moreover, firm size also affects organizational dynamic capability. It is the preferred measure in this industry because many firms do not have positive capability that would allow more than a traditional size to be measured (Rothaermel and Deeds, 2006). Hence, in this research, firm size is a dummy variable in which 0 means a firm has an operational capital lower than or equal to 30,000,000 baht, and 1 means a firm has an operational capital of more than 30,000,000 baht (Rothaermel and Deeds, 2006; Sriboonlue and Ussahawanitchakit, 2015).

Methods

In this research, most of the constructs in the conceptual framework are newly-developed. Consequently, a pre-test method is appropriately conducted to assert the validity and reliability of the questionnaire. Firstly, the questionnaire will be double-



checked by a specialist and experienced scholars. Later, the rationale of the pre-test will be conducted to check for a clear and accurate understanding of the questionnaire before using real data collection.

Validity and Reliability

Validity reflects the accuracy of the measurement that evinces the concept of consideration (Hair, Babin, and Anderson, 2010). In this research, in order to verify the research instrument accuracy and validity, two types of validity, comprising content validity and construct validity, are tested.

Content validity. Content validity involves "the systematic examination of the test content to determine whether it covers a representative sample of the behavior domain to be measured" (Anastasi and Urbina, 1997: 114). It refers to the degree to which the essence of the scale represents the construct being measured (Thoumrungroje, 2013). Content validity requires two or more experts in academic research to review and suggest better solutions to ensure that all questions are sufficient to cover the domain of variable content. In order to have content validity sufficiency, this study employs two experts as distinguished scholars. The details of expertise are shown in Appendix G.

Construct validity. Construct validity refers to a set of measured items that actually reflect the theoretical latent construct that those items are designed to measure (Hair, Anderson, Tatham, and Black, 2006). If the scale really reflects and indicates its designated construct then convergent validity and discriminant validities should be established. Confirmatory factor analysis (CFA) enables one to test how well the measured variables represent the constructs and assess construct convergent and discriminant validity. Convergent validity demonstrates items that are indicators of a specific construct convergence or share a high proportion of variance in common (Hair et al., 2010). Construct reliability was applied to test the convergence validity of the constructs. Construct reliability has considered the factor loadings greater than 0.4 for good reliability and validity (Ertz, Karakas and Sarigollu, 2016). Discriminant validity is the degree to which measures of different constructs do not correlate highly, indicating that a construct is truly distinct from other constructs (Hair et al., 2010).



A test of discriminant validity is to test whether the variance extracted estimates of the evaluation and discussing processes scales exceed the square of the correlation between the two constructs (Fornell and Larcker, 1981; Netemeyer, Johnston, and Burton, 1990). The average variance extracted indicated the amount of variance captured by the construct's measures relative to measurement error and the correlations among the latent constructs in the model. This research uses the approach compared the variance-extracted estimates for each pair of constructs with the square of the correlations between the two constructs.

Reliability. Reliability is the degree to which the measurement is trusted and error-free (Hair et al., 2010). In this research, Cronbach's alpha coefficient will be used to test the internal consistency of each construct. Internal consistency is an approach to evaluate the consistency or reliability within a collection of multiple items that represent the scale (Thoumrungroje, 2013). Coefficient alpha or Cronbach's alpha will be employed to estimate the reliability. Accordingly, Cronbach's alpha should be greater than 0.70 to ensure internal consistency (Nunnally and Bernstein, 1994; Hair et al., 2006).



Table 6: Results of Validity and Reliability Testing

Variables	Factor Loadings	Average Variance Extracted	Cronbach's Alpha
Competitive Database Development(CDD)	.497-.947	.511	.705
Competitor Potentiality Analysis Orientation (CPAO)	.520-.922	.542	.809
Competitor Positioning Evaluation Capability (CPEC)	.435-.904	.566	.824
Competitive Movement Monitoring Competency (CMMC)	.584-.900	.553	.777
Competitor Performance Appraisal Concentration (CPAC)	.752-.878	.652	.878
Product Innovation Growth (PIG)	.830-.886	.718	.908
Increased Market Responsiveness (IMR)	.528-.952	.548	.817
Customer Participation Enhancement (CPE)	.578-.788	.517	.792
Marketing Effectiveness (ME)	.574-.936	.604	.841
Marketing Performance (MP)	.662-.802	.558	.831
Market-Driving Vision (MDV)	.749-.895	.643	.875
Strategic Flexibility (SF)	.655-.788	.503	.776
Marketing Knowledge (MK)	.729-.890	.656	.883
Competitive Intention (CI)	.731-.820	.593	.851
Environmental Complexity (EC)	.716-.878	.605	.851
Market Culture (MC)	.616-.871	.602	.745

Table 6 shows the results of factor loading, average variance extracted and Cronbach's alpha. The constructs have a construct reliability range of factor loading as 0.435 - 0.952, which exceeds 0.4 for good reliability and validity (Ertz, Karakas and Sarigöllu, 2016). Moreover, the findings reveal that both variance extracted estimates for each pair of constructs were greater than their squared correlations, in support of their discriminant validity (Hair et al., 2006). In the same vein, Cronbach's alpha is between .705 and .908, which exceeds 0.70, to indicate high reliability (Appendix C).



Statistical Techniques

Before hypotheses testing, all of the raw data were checked, encoded, and recorded in a data file. In order to avoid error in the result of regression analysis, the underlying assumption is employed to verify, such as the outlier, missing data, normality, linearity, and multicollinearity which were tested (Osborne and Waters, 2001) (See Appendix D). Furthermore, there are statistical techniques composed of descriptive analysis, factor analysis, variance inflation factors (VIF's), correlation analysis, and multiple regression analysis that are mentioned as below.

Descriptive Analysis. Descriptive analysis provides basic verification data that is obtained from the profile of key informants and e-commerce firms. Generally, to check the input data from respondents that are correct within the range, both frequency and percentage are simplified by testing. Moreover, the analysis regarding standard deviation is measured by a score spread from the average (Trainor et al., 2014).

Factor Analysis. Factor analysis was initially utilized to investigate the understanding of relationships of a large number of items and determine whether they can be reduced to a smaller set of factors (Hair et al., 2010). To avoid higher correlation between independent variables, the factor scores are considered by OLS regression using exploratory factor analysis, common factor analysis, and varimax rotation. However, the factor loading illustrates that a strong relationship exists between an item and its construct. The higher the factor loading is, the greater items that represent their key construct. The recommended factor loading is promoted from Nunnally and Bernstein (1994) that is equal to, or more than 0.40, which is the criteria condition in this research.

Variance Inflation Factor. In this research, the variance inflation factor (VIF) is used to check potential problems relating to multicollinearity, which is non-orthogonality among independent variables that inflate standard errors. In order to eliminate a multicollinearity problem, the VIF score is a value that can explain it. Accordingly, Hair et al., (2010) suggested that multicollinearity is not a serious problem in a regression analysis if the VIF is lower than 10; then multicollinearity is not a concern.



Correlation Analysis. The Pearson product-moment correlation coefficient, or what is known as Pearson's correlation technique, is commonly used to examine the correlation among all variables, and a correlation matrix will be provided to show the intercorrelations among all variables for the initial analysis. Accordingly, Hair et al. (2010) suggested a criterion to check the multicollinearity problem. The correlation coefficient must not exceed 0.8 on the scales. Consequently, factor analysis will be used to group highly-correlated variables together, and the factor score of all variables are prepared to avoid the multicollinearity problem.

Multiple Regression Analysis. The Ordinary Least Squares (OLS) regression analysis is considered to examine all the postulated hypotheses. Since both dependent and independent variables in this research are categorical data and interval data, OLS is an appropriate method for examining the hypothesized relationships (Hair et al., 2010). In order to avoid error in the result of regression analysis, the underlying assumption is employed to verify factors such as linearity, normality, multicollinearity, auto-correlation, and heteroscedasticity (Osborne and Waters, 2001) (See Appendix D). Consequently, all proposed hypotheses in this research are transformed into nineteen statistical equations that guide the steps to regression analysis. Each equation conforms to the hypothesis development described in the previous chapter. Moreover, the statistical equations are separated into sections as follows.

The first section contains statistical equations examining the relationships among dynamic competitor marketing capability on product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance.

$$\text{Equation 1: } PIG = \alpha_1 + \beta_1 CDD + \beta_2 CPAO + \beta_3 CPEC + \beta_4 CMMC + \beta_5 CPAC + \beta_6 FA + \beta_7 FS + \varepsilon_1$$

$$\text{Equation 2: } IMR = \alpha_2 + \beta_8 CDD + \beta_9 CPAO + \beta_{10} CPEC + \beta_{11} CMMC + \beta_{12} CPAC + \beta_{13} FA + \beta_{14} FS + \varepsilon_2$$

$$\text{Equation 3: } IMR = \alpha_3 + \beta_{15} PIG + \beta_{16} FA + \beta_{17} FS + \varepsilon_3$$

$$\text{Equation 4: } CPE = \alpha_4 + \beta_{18} CDD + \beta_{19} CPAO + \beta_{20} CPEC + \beta_{21} CMMC + \beta_{22} CPAC + \beta_{23} FA + \beta_{24} FS + \varepsilon_4$$

$$\text{Equation 5: } CPE = \alpha_5 + \beta_{25} PIG + \beta_{26} FA + \beta_{27} FS + \varepsilon_5$$



$$\text{Equation 6: } ME = \alpha_6 + \beta_{28}CDD + \beta_{29}CPAO + \beta_{30}CPEC + \beta_{31}CMMC + \beta_{32}CPAC + \beta_{33}FA + \beta_{34}FS + \varepsilon_6$$

$$\text{Equation 7: } ME = \alpha_7 + \beta_{35}PIG + \beta_{36}IMR + \beta_{37}CPE + \beta_{38}FA + \beta_{39}FS + \varepsilon_7$$

$$\text{Equation 8: } MP = \alpha_8 + \beta_{40}CDD + \beta_{41}CPAO + \beta_{42}CPEC + \beta_{43}CMMC + \beta_{44}CPAC + \beta_{45}FA + \beta_{46}FS + \varepsilon_8$$

$$\text{Equation 9: } MP = \alpha_9 + \beta_{47}ME + \beta_{48}FA + \beta_{49}FS + \varepsilon_9$$

The second section shows statistical equations examining the effects of the antecedent variables on dynamic competitor marketing capability. In addition, the influences of market culture, as a moderator, are also included as shown below.

$$\text{Equation 10: } CDD = \alpha_{10} + \beta_{50}MDV + \beta_{51}SF + \beta_{52}MK + \beta_{53}CI + \beta_{54}EC + \beta_{55}FA + \beta_{56}FS + \varepsilon_{10}$$

$$\text{Equation 11: } CDD = \alpha_{11} + \beta_{57}MDV + \beta_{58}SF + \beta_{59}MK + \beta_{60}CI + \beta_{61}EC + \beta_{62}MC + \beta_{63}(MC * MDV) + \beta_{64}(MC * SF) + \beta_{65}(MC * MK) + \beta_{66}(MC * CI) + \beta_{67}(MC * EC) + \beta_{68}FA + \beta_{69}FS + \varepsilon_{11}$$

$$\text{Equation 12: } CPAO = \alpha_{12} + \beta_{70}MDV + \beta_{71}SF + \beta_{72}MK + \beta_{73}CI + \beta_{74}EC + \beta_{75}FA + \beta_{76}FS + \varepsilon_{12}$$

$$\text{Equation 13: } CPAO = \alpha_{13} + \beta_{77}MDV + \beta_{78}SF + \beta_{79}MK + \beta_{80}CI + \beta_{81}EC + \beta_{82}MC + \beta_{83}(MC * MDV) + \beta_{84}(MC * SF) + \beta_{85}(MC * MK) + \beta_{86}(MC * CI) + \beta_{87}(MC * EC) + \beta_{88}FA + \beta_{89}FS + \varepsilon_{13}$$

$$\text{Equation 14: } CPEC = \alpha_{14} + \beta_{90}MDV + \beta_{91}SF + \beta_{92}MK + \beta_{93}CI + \beta_{94}EC + \beta_{95}FA + \beta_{96}FS + \varepsilon_{14}$$

$$\text{Equation 15: } CPEC = \alpha_{15} + \beta_{97}MDV + \beta_{98}SF + \beta_{99}MK + \beta_{100}CI + \beta_{101}EC + \beta_{102}MC + \beta_{103}(MC * MDV) + \beta_{104}(MC * SF) + \beta_{105}(MC * MK) + \beta_{106}(MC * CI) + \beta_{107}(MC * EC) + \beta_{108}FA + \beta_{109}FS + \varepsilon_{15}$$

$$\text{Equation 16: } CMMC = \alpha_{16} + \beta_{110}MDV + \beta_{111}SF + \beta_{112}MK + \beta_{113}CI + \beta_{114}EC + \beta_{115}FA + \beta_{116}FS + \varepsilon_{16}$$

$$\text{Equation 17: } CMMC = \alpha_{17} + \beta_{117}MDV + \beta_{118}SF + \beta_{119}MK + \beta_{120}CI + \beta_{121}EC + \beta_{122}MC + \beta_{123}(MC * MDV) + \beta_{124}(MC * SF) + \beta_{125}(MC * MK) + \beta_{126}(MC * CI) + \beta_{127}(MC * EC) + \beta_{128}FA + \beta_{129}FS + \varepsilon_{17}$$



$$\text{Equation 18: CPAC} = \alpha_{18} + \beta_{130}MDV + \beta_{131}SF + \beta_{132}MK + \beta_{133}CI + \beta_{134}EC + \beta_{135}FA + \beta_{136}FS + \varepsilon_{18}$$

$$\text{Equation 19:CPAC} = \alpha_{19} + \beta_{137}MDV + \beta_{138}SF + \beta_{139}MK + \beta_{140}CI + \beta_{141}EC + \beta_{142}MC + \beta_{143}(MC * MDV) + \beta_{144}(MC * SF) + \beta_{145}(MC * MK) + \beta_{146}(MC * CI) + \beta_{147}(MC * EC) + \beta_{148}FA + \beta_{149}FS + \varepsilon_{19}$$

Where;

CDD	=	Competitive Database Development
CPAO	=	Competitor Potentiality Analysis Orientation
CPEC	=	Competitor Positioning Evaluation Capability
CMMC	=	Competitive Movement Monitoring Competency
CPAC	=	Competitor Performance Appraisal Concentration
PIG	=	Product Innovation Growth
IMR	=	Increased Market Responsiveness
CPE	=	Customer Participation Enhancement
ME	=	Marketing Effectiveness
MP	=	Marketing Performance
MDV	=	Market-Driving Vision
SF	=	Strategic Flexibility
MK	=	Marketing Knowledge
CI	=	Competitive Intention
EC	=	Environmental Complexity
MC	=	Market Culture
FA	=	Firm Age
FS	=	Firm Size
α	=	Constant
β	=	Regression Coefficient
ε	=	Error Term



Summary

This chapter summarizes the research methods used in the investigation for this research, from simple selection to data gathering, examining all constructs purposed in the conceptual framework, and to answer the research questions. To be specific, there are four main parts in this chapter: (1) sample selection and data collection procedures, (2) measurement of variables, (3) verification of the instrument not only of content validity but also construct validity, and (4) statistical techniques. A total list of 495 furniture businesses in Thailand were provided by the Thailand Furniture Industry Association. In addition, the data collection procedure is a mailed questionnaire survey sent to the marketing executives, marketing directors or marketing managers of each furniture business in Thailand. They are proposed to be the key participants. Moreover, a valid and reliable questionnaire is the primary instrument of data collection. Furthermore, this chapter also provides the variable measurements of each construct in the model, which are based on the existing literature. For multiple regression analysis, testable nineteen statistical equations are formulated. Finally, a summary of the constructs' definitions and the operational explanation is given in Table 7.



Table 7: Definitions and Operational Variables of Constructs

Construct	Definition	Operational Variables	Scale Source
<i>Dependent variable</i>			
<i>Marketing Performance (MP)</i>	The increase firm revenue and sales volumes which are the ultimate organizational goals in terms of financial and non-financial performance.	The level of marketing performance over the prior year, such as sale growth, market share, net profit, and overall marketing performance.	Panomjerasawat and Jhundra-indra, (2015)
<i>Independent variables</i>			
<i>Competitive Database Development (CDD)</i>	The ability of the firms for improvement and advancement in collection of competing information.	The degree to assess the firm database development, budget, application of technology, and research and development database to competition.	New Scale
<i>Competitor Potentiality Analysis Orientation (CPAO)</i>	Firm's emphasis on the process of examining what the rival is up to and staying one step ahead of it, by gathering information about the competitiveness of rivals from the marketplace.	The degree to evaluate the rival competence, continuously research in potential and progress of competitor and, forecast competitor marketing performance.	New Scale

Table 7: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Independent variables (Con.)</i>			
<i>Competitor Positioning evaluation Capability (CPEC)</i>	The ability of the firm to identify the place a rival's occupies in the mind of target audience which is significance in development of successful competitive strategy.	The degree to assess the rival positioning to understand the position evaluation, position analysis, benchmarking, and investigate and forecast the customer perception on competitor's positioning.	New Scale
<i>Competitive Movement Monitoring Competency (CMMC)</i>	The ability of the firms to continuously observe marketing activities and strategic management processes wherein are all avenues of the competition landscape.	The degree to evaluate the competition to competitor movement monitoring, explore attitude of customers towards the product, changes in marketing operation, and investigate a competitive situation.	New Scale
<i>Competitor Performance Appraisal Concentration (CPAC)</i>	The firm attention toward the assessment of rivals marketing accomplishment that allow the organization to develop and plan to make improvement and aim for best practice.	The degree to assess the rival achievement to monitoring rival performance, inquiries from customers, analyzing competitor accomplishment from past to present.	New Scale

Table 7: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Mediating variables</i>			
<i>Product Innovation Growth (PIG)</i>	The progress of the company due to advancement in new product development competency where product are continuously created.	The level of the firm to creation and development of new products, products differentiation, product uniqueness, and research and develop products with novelty.	New Scale
<i>Increased Market Responsiveness (IMR)</i>	The expansion more effectively that reacts quickly to customer change in order to attract new users, retain loyal customers, maintain greater customer satisfaction, be flexible in unique offerings, and bring novelty faster than competitors.	Level of the firm to response to customer needs, management, adapt the changing marketing environment, customer retention and customer acquisition increase.	Meesuptong and Jhundra-indra (2014)
<i>Customer Participation Enhancement (CPE)</i>	The organization marketing activities which encourage a degree of a consumer's effort and involvement that relate to the co-create better ideas products and service that creates the potential for marketing effectiveness.	The level of the firm to build marketing activities allow customers to involve, bring customer suggestions to improve, capable to communicate marketing information to the customer and customer acceptance from past to present.	Akkarawimut and Ussahawanitchaki (2011)

Table 7: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Dependent variable</i>			
<i>Marketing Effectiveness (ME)</i>	The marketing operations that obtain a greater outcome of marketing objectives, both short and long-term, under appropriate marketing strategy, which is distinguished from its competitors.	The degree of the firm to recognized as a market professional, recognized to outstanding market implementation, corporate reputation, and awards related to success in marketing operations.	Meesuptong andJhundra-indra (2014)
<i>Antecedent variables</i>			
<i>Market-Driving Vision (MDV)</i>	The perspective of firm that emphasizes on encouraging changes in the behavior of customers and rivals as well as marketing structure in general.	The firm's intention to operation policy is focused on market leader, creation and develop marketing innovation, application of modern technology, commitment to development.	Chuwiruch andJhundra-indra (2016)
<i>Strategic Flexibility (FS)</i>	The firm emphasizes in variety of managerial capabilities and the speed of control capabilities to respond to both the external and internal environmental changes to changing market conditions.	The level ability of firm's to adaptation rapidly to the situation, exchange of information, cooperation with other personnel, and resource integration in organization.	Caron and Pratoom (2014)

Table 7: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Antecedent variable (Con.)</i>			
<i>Marketing Knowledge (MK)</i>	The accumulated marketing experience from the past through the present and specialization about customers, competitors, and the marketplace.	Level of the firm to marketing knowledge management, system development, use experience in the past for operations, and encourage continuous learning.	Siriyota and Jhundra-indra (2014)
<i>Competitive Intention (CI)</i>	The firm commitment to assess on rivalry strategy, techniques, forecasting, and potent capabilities to be able to predict a rival's probable future actions.	The level of the firm's ability to analysis of the marketing environment, examine and predict the competitive situation, and committed to the development of knowledge in the competition.	New Scale
<i>Environmental Complexity (EC)</i>	The level of variation in business conditions that has ambiguity, instability, or heterogeneity of external have affected strategic decision-making.	The degree of firm's ability to create new strategy, process improvement, combination of personnel and technology, and analysis and understanding to manage with unpredictable and rapid changes to the firm's surroundings.	Kittikunchotiwut, Ussahawanitchakit, and Pratoom(2013)

Table 7: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Moderating variables</i>			
<i>Market Culture (MC)</i>	The behavioral shared values of organizations, which creates the behavior of employees, conferring exceptional value to the customer of a company's goods, and enables achieving excellent business results, most effectively and profitably	Degree of the organization culture on market orientation, customer focus, emphasis on the development and modern marketing techniques, and seeking the needs and customer expectations.	Syers and Ussahawanitchakit(2012)
<i>Control variables</i>			
<i>Firm Age (FA)</i>	The measurement as the number of years that the firm is in operation.	Dummy variable 0 = less than 10 years 1 = 10 years or more	Tuntrabundit and Ussahawanitchakit (2010)
<i>Firm Size (FS)</i>	Value of business operational capitals.	Dummy variable 0 = below and equal to 30,000,000 Baht, 1 = higher than 30,000,000 Baht	Rothaermel and Deeds(2006)

CHAPTER IV

RESULTS AND DISCUSSION

The prior chapter has presented the research method, including population and sample selection, the data collection procedure, and the development of measurements. Likewise, statistics, which are properly used to analyze the data, are suggested. This chapter presents the results of the data analysis and is organized as follows. Firstly, the respondent characteristics, firm characteristics, and correlation analysis are elaborated. Secondly, the bivariate correlation between all pairs of variables is shown to explore the degree of statistical relationships that might represent a multicollinearity problem. Thirdly, the results of the hypothesis testing are concluded and detailed. Finally, the comprehensiveness of all hypotheses outcomes is provided in a table format.

Respondent Characteristics and Descriptive Statistics

In this research, the unit of analysis is furniture businesses in Thailand. The marketing directors or marketing managers of each firm are set as key informants.

Respondent Characteristics

Table 1B (Appendix B) shows the demographic characteristics of the 133 participants with returned questionnaires, showing that about 51.90 percent respondents are female and 48.10 percent are male. A plurality of age span of respondents is between 30-40 years old (44.40 percent). The respondents are generally married (65.40 percent). The education level of the majority of respondents is higher than a bachelor's degree (51.10 percent). In addition, 33.10 percent of respondents have worked in the field for between 11 and 15 years. Moreover, most respondents receive an average monthly income of less than 50,000 baht (45.10 percent). Finally, the majority of the respondents hold the position of marketing manager (72.20 percent).

Furniture Business Characteristics

The characteristics of the furniture businesses that responded to the survey are shown in Table 2B (Appendix B). The results indicate that most respondents are a



limited company (97.70 percent), and more are wholly-owned (94.00 percent). Most respondents have been in the business more than 15 years (66.90 percent), and the number of employees are 50 to 100 people (37.60 percent). The average annual income is between 25,000,000 and 50,000,000 baht (41.40 percent). The operating capital is lower than 10,000,000 baht (36.00 percent). Finally, the major market of the business is domestic (77.40 percent).

Correlation Matrix of Variables Analysis

This research uses the Pearson correlation for verifying a multicollinearity problem and explores the relationship between any pair of the variables. The results of the correlation analysis are presented in Table 8. The Pearson correlation can identify multicollinearity problems between any pair of the variables by observing the degree of the relationship that is shown as a correlation value. The boundary of the correlation values ranges from -1 to 1. The absolute higher degree of correlation represents the higher level of the relationship, while the absolute degree of correlation close to zero value represent the lower level of the relationship. Therefore, multicollinearity will be identified when the value of bivariate correlation of the two same level variables is higher than .8 (Hair et al., 2006).

For correlation analysis, the empirical evidence suggests that there are relationships among the five dimensions of dynamic competitor marketing capability ($r = .466 - .726$, $p < .01$). Likewise, the correlations among the same level of consequents, including product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance are positively significant. ($r = .342 - .634$, $p < .01$). Moreover, there are positive relationships among the antecedents including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity ($r = .440 - .758$, $p < .01$). Accordingly, the results of correlation between the same level of variables indicate that all concerned bivariate correlation values do not exceed .8. In other words, no problem with multicollinearity was found.



Table 8: Correlation Matrix of Dynamic Competitor Marketing Capability, Its Consequents, Antecedents, and Moderating Variables

Variable	CDD	CPAO	CPEC	CMMC	CPAC	PIG	IMR	CPE	ME	MP	MDV	SF	MK	CI	EC	MC	FA	FS
Mean	4.224	4.109	4.252	4.178	3.930	3.626	3.836	3.643	3.734	3.580	3.674	3.632	4.146	3.796	3.776	4.203	.842	.285
SD	.500	.609	.553	.545	.669	.484	.619	.582	.584	.517	.565	.628	.531	.577	.609	.622	.366	.453
CDD	1																	
CPAO	.511**	1																
CPEC	.530**	.568**	1															
CMMC	.481**	.587**	.726**	1														
CPAC	.466**	.632**	.648**	.662**	1													
PIG	.524**	-.184*	.415**	.383**	.393**	1												
IMR	.287**	-.292**	.462**	.207**	.254**	.342**	1											
CPE	.497**	.298**	.327**	.248**	.359**	.361**	.535**	1										
ME	.464**	.366**	.441**	.341**	.435**	.634**	.486**	.418**	1									
MP	.208*	.331**	.461**	.260**	.237**	.412**	.613**	.393**	.615**	1								
MDV	.527**	.259**	.538**	.449**	.336**	.686**	.550**	.430**	.566**	.529**	1							
SF	-.428**	.232**	.597**	-.303**	.295**	.418**	-.602**	.643**	.367**	.404**	.593**	1						
MK	.595**	-.206**	-.558**	.408**	.398**	.604**	.264**	.484**	.481**	.294**	.692**	.705**	1					
CI	-.551**	-.461**	.713**	.511**	.551**	-.497**	.463**	.426**	.555**	.481**	.758**	.660**	.662**	1				
EC	.345**	-.249	.370**	-.274**	.216*	.266**	.231**	.223**	.253**	.120	.440**	.536**	.574**	.476**	1			
MC	.481**	-.158	.456**	.318**	.224**	.615**	.488**	.518**	.521**	.488**	.775**	.688**	.726**	.752**	.533**	1		
FA	-.038	-.045	-.167	.203*	.168	-.182	.130	.158	.136	.055	-.125	-.075	.017	.176**	.262**	.140	1	
FS	-.271**	.063	-.215**	.385**	-.089	-.207*	.167	.009	.041	.116	-.251**	-.124	-.292	.212*	-.058	-.227**	.274**	1

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed)



Hypothesis Testing and Results

The Ordinary Least Squares (OLS) regression analysis was used to analyze the data. OLS is an appropriate method for testing the hypothesized relationships because it can best explain and predict the dependent variable from the combination of several independent variables. All hypotheses were transformed into 19 linear regression equation models. In addition, all equations included two dummy variables generated from two control variables, namely, firm age and firm size as follows.

The Effects of Dynamic Competitor Marketing Capability on Its Consequences

The effects of the dimensions of dynamic competitor marketing capability, including competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration on its consequents, consisting of product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance are based on hypotheses 1(a-e) to 5(a-e). All relationships between the five dimensions of dynamic competitor marketing capability and its consequents were hypothesized to be positively correlated. These hypotheses were analyzed from the regression equation models 1, 2, 4, 6, and 8 as described in Chapter III.



Figure 8: The Impact of Dynamic Competitor Marketing Capability on Its Consequences

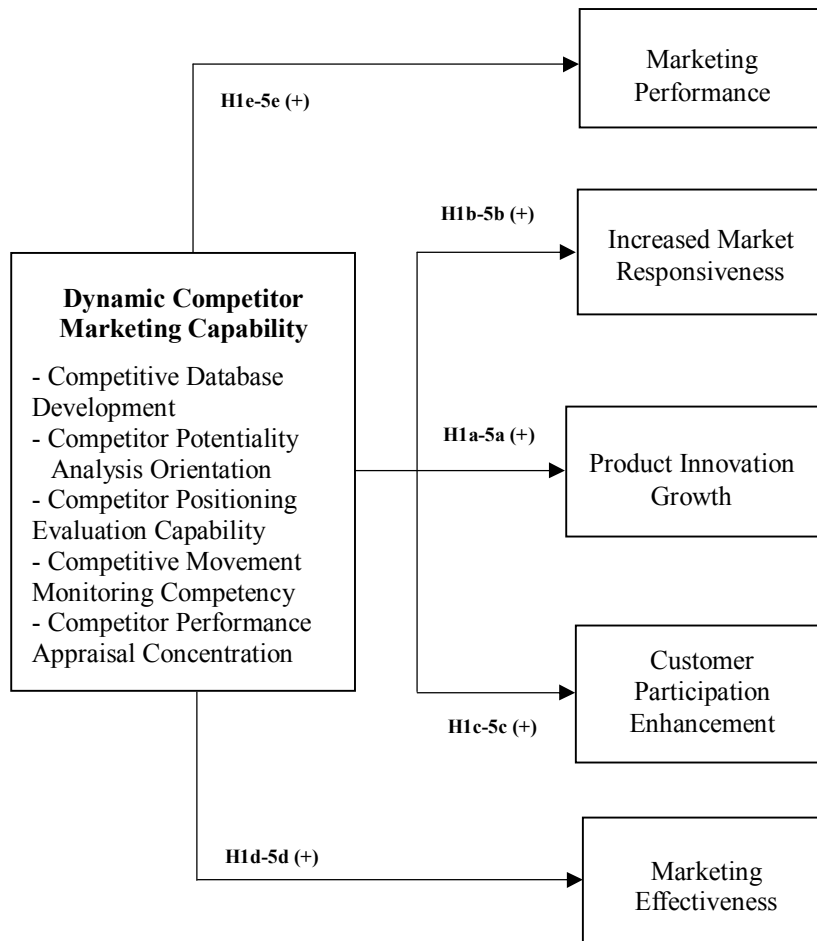


Table 9: Correlation Matrix of Effects of Dynamic Competitor Marketing Capability on Its Consequences

Variable	CDD	CPAO	CPEC	CMMC	CPAC	PIG	IMR	CPE	ME	MP	FA	FS
Mean	4.224	4.109	4.252	4.178	3.930	3.626	3.836	3.643	3.734	3.580	.842	.285
SD	.500	.609	.553	.545	.669	.484	.619	.582	.584	.517	.366	.453
CDD	1											
CPAO	.511**	1										
CPEC	.530**	.568**	1									
CMMC	.481**	.587**	.726**	1								
CPAC	.466**	.632**	.648**	.662**	1							
PIG	.524**	-.184*	.415**	.383**	.393**	1						
IMR	.287**	-.292**	.462**	.207**	.254**	.342**	1					
CPE	.497**	.298**	.327**	.248**	.359**	.361**	.535**	1				
ME	.464**	.366**	.441**	.341**	.435**	.634**	.486**	.418**	1			
MP	.208*	.331**	.461**	.260**	.237**	.412**	.613**	.393**	.615**	1		
FA	-.038	-.045	-.167	.203*	.168	-.182	.130	.158	.136	.055	1	
FS	-.271**	.063	-.215**	.385**	-.089	-.207*	.167	.009	.041	.116	.274**	1

Note: * $p < .05$, ** $p < .01$

The correlations among each dimension of dynamic competitor marketing capability and its consequents are shown in Table 9. Firstly, the results show that the correlation among the dimensions of dynamic competitor marketing capability, including competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration are between .466 and .726. These correlations do not exceed .8, so they are within the limits as recommended by Hair et al. (2010). In addition, the maximum VIF value of five dimensions of dynamic competitor marketing capability is 2.535, which is well below the cut-off value of 10 (Hair et al., 2010). Thus, this research found no multicollinearity problems. Secondly, the results show that the correlation among the dimensions of dynamic competitor marketing capability are significantly and positively related to all consequents of dynamic competitor marketing capability, comprising product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance ($r = -.184 - .524$, $p < .01$).



Table 10: The Results of the Regression Analysis for Effects of Each Dimension of Dynamic Competitor Marketing Capability on Its Consequent

Independent Variables	Dependent Variables				
	PIG	IMR	CPE	ME	MP
Competitive Database Development (CDD)	.229** (.067)	.195** (.071)	.345** (.058)	.239** (.070)	.142* (.066)
Competitor Potentiality Analysis Orientation (CPAO)	-.049 (.062)	-.116 (.065)	.231** (.057)	.119 (.069)	.059 (.062)
Competitor Positioning Evaluation Capability (CPEC)	.196** (.070)	.196** (.074)	.274** (.062)	.273** (.075)	.261** (.068)
Competitive Movement Monitoring Competency (CMMC)	.133* (.061)	.408** (.064)	.217** (.056)	.339** (.068)	.519** (.061)
Competitor Performance Appraisal Concentration (CPAC)	.534** (.066)	.332** (.069)	.610** (.060)	.372** (.206)	.017 (.065)
Firm Age (FA)	-.397* (.182)	-.019 (.188)	.304 (.162)	.198 (.196)	.041 (.181)
Firm Size (FS)	-.030 (.167)	.681** (.180)	.064 (.150)	.361* (.180)	.432* (.167)
Adjusted R²	.462	.405	.577	.338	.427
Maximum VIF	2.535	2.535	2.535	2.535	2.535

Note: * p < .05, ** p < .01

For the hypothesis testing, the results of OLS regression analysis were presented in Table 10. Firstly, the results indicate that competitive database development (first dimension) significantly and positively relates to product innovation growth ($\beta = .229$, $p < .01$), increased market responsiveness ($\beta = .195$, $p < .01$), customer participation enhancement ($\beta = .345$, $p < .01$), marketing effectiveness ($\beta = .239$, $p < .01$), and marketing performance ($\beta = .142$, $p < .05$). According to prior research, competitive database and intelligence information generation plays an important role in determining the performance of the insurance business in the Nigerian business environment (Hamadu, Obaji, and Ogbojafor, 2011). Similarly Cavalcanti (2005) also confirms the positive relationships between competitive database and company success. Moreover, Souitaris (2002) finds that information and communications are positively associated with innovation performance. Likewise, Slater and Narver (2000) confirm that competitive information about the competitors and external environment of



companies leads to product quality, new product success, and customer satisfaction. As a result, competitive database is an important resource for responding to customers, markets and competitive markets. The process of gathering this information, filtering and putting it in a form where management can use that knowledge to its advantage is an important step for most firms (Cynthia et al., 2014). ***Thus, hypotheses 1a, 1b, 1c, 1d, and 1e are supported.***

Secondly, the results show that competitor potentiality analysis orientation significantly and positively relates to customer participation enhancement ($\beta = .231, p < .01$). The result is similar to Ekaterina and Utz (2014), who found that competitor analysis provides a firm with a better understanding of its environment and customers. It is important for hi-tech companies to improve their performance by implementing market orientated strategies, putting emphasis in conducting effective market research and to be strong in customer and competitor orientation. This can lead to more satisfaction and involvement of customers. Also, prior research suggested that competitor analysis leads to new administrative practices and strategy plans by identifying and allocating resources to the crucial domains of organizational learning that provide the necessary organizational capabilities to achieve a sustainable competitive advantage (Bierly and Hämäläinen, 1995). ***Thus, hypothesis 2c is supported.*** In contrast, there are no significant effects of competitor potentiality analysis orientation on product innovation growth ($\beta = -.049, p > .05$), increased market responsiveness ($\beta = -.116, p > .05$), marketing effectiveness ($\beta = .119, p > .05$), and marketing performance ($\beta = .059, p > .05$). This result aligns with the previous research (e.g., Grewal and Tansuhaj, 2001) that suggests, in competitive environments, firms become institutionalized, such that their competitor focus may have negative effects on their performance, because they simply imitate competitors and fail to innovate. Likewise, it was found that competitor emphasis is often accused of fostering the imitation of competitors and consequently of hampering creativity and innovation in a firm (Božić, 2007). Because competitor potentiality analysis emphasizes meeting and beating the competition, a competitor-focused firm compares its capacities and offerings with those of its competitors (Day and Wensley, 1988). In addition, by focusing on its competitor's potential, a firm may be unaware of its real interest, which may lead to inconsistent strategies and behaviors and, consequently, unstable product offerings



(Armstrong and Collopy, 1996). In this case, due to when a furniture firm has a learning and evaluating competitor in a varied situation; in the same vein, the analysis of a competitor is sophisticated and takes a long time to ascertain its perception. Thus, the firms might not direct their response to the market. Moreover, it was found that it provides an important insight into the debate in marketing and management regarding the effect of customer and competitor analysis on organizational outcomes (e.g., Christensen et al., 2005). In addition, empirical research agreed that competitor potentiality analysis decreases innovativeness and effectiveness only when firms adopt a maximum level of customer orientation (Amir, 2008). **Thus, hypotheses 2a, 2b, 2d, and 2e are not supported.**

Thirdly, the results reveal that competitor positioning evaluation capability has a significantly positive effect on product innovation growth ($\beta = .196, p < .01$), increased market responsiveness ($\beta = .196, p < .01$), customer participation enhancement ($\beta = .274, p < .01$), marketing effectiveness ($\beta = .273, p < .01$), and marketing performance ($\beta = .261, p < .01$). Quite obviously, several findings found that competitor positioning evaluation capability has a positive influence on product innovation growth, increased market responsiveness, and customer participation enhancement that are supported by Temporal (2002) who argued that positioning is vital to product management because it takes the basic tangible aspects of the product and actually builds the intangibles in the form of an image in customers' minds and treats positioning as one of a product's key strategic pillars, determining the entire management process. In addition, empirical research agreed that strategic competitive positioning of service delivery within an organization has a positive impact on customer satisfaction (Asaph and Moses, 2015). This was because positioning was underpinned by the philosophy of understanding and meeting unique consumer needs, (Manhas, 2010). Effective positioning offers the customer benefits tailored to solve a problem related to their needs. Moreover, Charles and Gary (2015) indicated that differentiation market position positively and significantly moderates the relationship between product innovation and performance. Likewise, Siudak (2001) confirmed that good, competitive positioning strategies can be achieved by creating value in the enterprise and effective market. **Thus, hypotheses 3a, 3b, 3c, 3d and 3e are supported.**



Fourthly, the results demonstrate that competitive movement monitoring competency has an effect on all consequents, including product innovation growth ($\beta = .133$, $p < .05$), increased market responsiveness ($\beta = .408$, $p < .01$), customer participation enhancement ($\beta = .217$, $p < .01$), marketing effectiveness ($\beta = .339$, $p < .01$), and marketing performance ($\beta = .519$, $p < .01$). Accordingly, prior research suggests that competitor movement monitoring, including information and action approaches of competitors through online social networks, assists firms to increase success in marketing effectiveness and offers practical suggestions for maximizing their value in the product development process (Pitta and Fowler, 2005). A competitor's knowledge enables identification of all of available and developing technology collections, and allows orientation timing on a consumer's behavior. It also flourishes innovation of new products (Augusto and Coelho, 2009). This is consistent with Singh's and Ranchhod's (2004) findings that suggest competitor orientation has a stronger impact on performance in the context of the British machine tool industry. Marketing management also felt competitor-focus information could serve a key informational role in the monitoring of market movements and the development of strategic response strategies. Also, prior research suggested that information on competitors' strategies would further the company's own selling strategies as they would be able to counteract competitors' moves (Anderson and Guilding, 2006). ***Thus, hypotheses 4a, 4b, 4c, 4d and 4e are supported.***

Finally, the results suggest that competitor performance appraisal concentration positively affects product innovation growth ($\beta = .534$, $p < .01$), increased market responsiveness ($\beta = .332$, $p < .01$), customer participation enhancement ($\beta = .610$, $p < .01$), and marketing effectiveness ($\beta = .372$, $p < .01$). The relationships among competitor performance appraisal concentration, product innovation growth, increased market responsiveness, customer participation enhancement and marketing effectiveness are supported by Akenbor and Okoye (2011) who argued that competitor performance appraisal has a positive, significant impact on the profitability of a manufacturing firm. Based on the above, it was recommended that a manufacturing firm in Nigeria should give priority to the practice of competitor performance appraisal to enhance its corporate profitability and gain a competitive edge over its competitors. Previous research indicated that competitor performance appraisal, based on published



financial statements, has a statistically significant, positive effect on all indicators of competitive advantages of Jordanian manufacturing companies, whether it was in financial performance, products, customers, and general performance, or the combination of all these four variables (Alsoboa and Alalaya, 2015). In addition, empirical research agreed that competitor appraisal can enhance a high-tech firm's ability to analyze and respond to a competitor's strategy, thus allowing it to offer innovative products that differ from those of its competitors (Zhou et al., 2005). **Thus, hypotheses 5a, 5b, 5c, and 5d are supported.** Surprisingly, competitor performance appraisal concentration does not have a positive effect on marketing performance ($\beta = .017, p > .05$). This result is consistent with previous studies which found that competitor appraisal does not relate positively to firm performance, nor are the moderating results significant (Foreman, Donthu, Henson and Poddar, 2014). The observation is notable because the information can be viewed as commercially sensitive, and it is difficult to conceive of another industry where competitors share data concerning their volume of sales to such a degree. Moreover, empirical research agreed that competitor orientation may have a negative impact on performance in contexts with high levels of investor availability (Zhou et al, 2007). This is due to the fact that investors may be attracted to markets that have other available resources as well as favorable governmental regulations and local business conditions. As a result, the benefits gained from competitor orientation may even outweigh the costs involved, as competitor monitoring is not an easy task and can absorb many resources (Jaworski and Kohli, 1993). **Thus, hypothesis 5e is not supported.**

Meanwhile, the results of the control variable confirm that firm age is negatively and significantly related only with product innovation growth ($\beta = -.397, p < .05$), meaning that a new firm has more product innovation growth than a long-time operating business. This is consistent with Venkataraman (1997) who found that new business involves the generating of creative and novel business ideas for business development. Moreover, it is consistent with Ciabuschi, Perna and Snehota, (2012) who argue that new businesses often emphasize their innovations and can readily absorb new innovations from their environment. Innovation is one of the advantageous resources for creating marketing outcomes, such as marketing excellence or marketing advantage. This implies that new businesses can better exploit innovation to the effective creation



of marketing activities and then achieve greater marketing performance than older businesses. On the contrary, the results suggest that firm size is positive and significantly related to increased market responsiveness ($\beta = .681$, $p < .01$), marketing effectiveness ($\beta = .361$, $p < .05$) and marketing performance ($\beta = .432$, $p < .05$). Therefore, the relationships in operational capital of more than 30,000,000 baht, for a firm that has been in operation, has marketing capability, marketing strategies, and marketing performance that are influenced by firm size. Consistently with Boateng and Glaister (2002); Leiblein et al. (2002), and Pan and Li (2000), argued that large firms may possibly have more market power or positional advantage than their smaller rivals, and larger firms often have superior financial and marketing performance. It is congruently found that the advantages of firm size include resource availability, greater competitive strength, more control over their operating environment and more political influence than a smaller firm (Ranger-Moore, 1997).

The Effect of Product Innovation Growth, Increased Market Responsiveness, Customer Participation Enhancement, and Marketing Effectiveness on Marketing Performance

The effects of product innovation growth, increased market responsiveness, customer participation enhancement, and marketing effectiveness on marketing performance as based on hypotheses 6-9, are shown in Figure 9. These relationships are proposed as positive relationships, and are analyzed from the regression equations 3, 5, 7 and 9.



Figure 9: The Effects of Product Innovation Growth, Increased Market Responsiveness, Customer Participation Enhancement, and Marketing Effectiveness on Marketing Performance

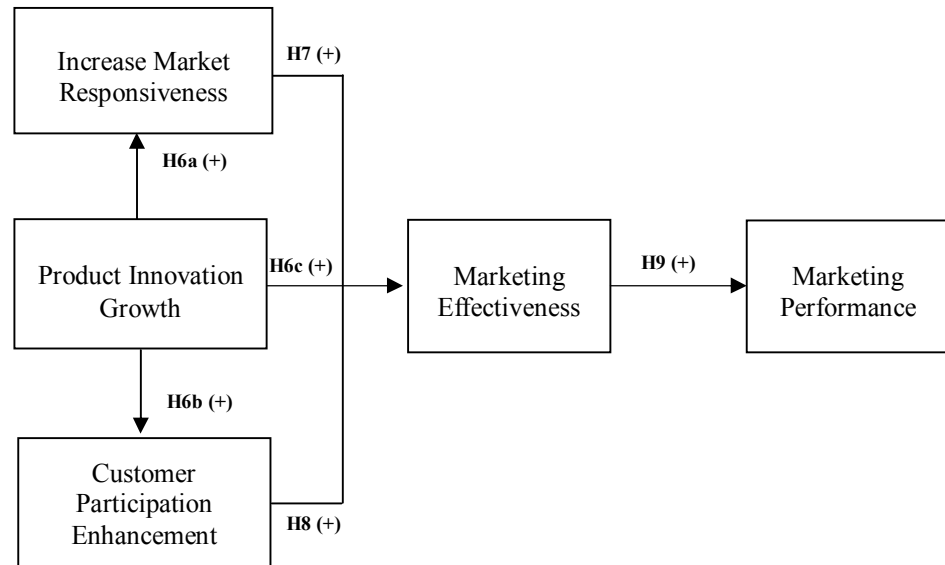


Table 11: Correlation Matrix of Product Innovation Growth, Increased Market Responsiveness, Customer Participation Enhancement, and Marketing Effectiveness on Marketing Performance

Variables	PIG	IMR	CPE	ME	MP	FA	FS
Mean	3.626	3.836	3.643	3.734	3.580	.842	.285
S.D.	.484	.619	.582	.584	.517	.366	.453
PIG	1						
IMR	.342**	1					
CPE	.361**	.535**	1				
ME	.634**	.486**	.418**	1			
MP	.412**	.613**	.393**	.615**	1		
FA	-.182	.130	.158	.136	.055	1	
FS	-.207*	.167	.009	.041	.116	.274**	1

Note: * $p < .05$, ** $p < .01$

The correlations among the marketing outcomes of dynamic competitor marketing capability, including product innovation growth, increased market responsiveness, customer participation enhancement, and marketing effectiveness on marketing performance are presented in Table 11. The result shows that the correlation



among product innovation growth, increased market responsiveness, and marketing effectiveness on marketing performance, are between .342 and .634, which is lower than .8. Also, the maximum VIF value of these consequents is 1.605. Thus, it can conclude that there is no multicollinearity problem.

Table 12: The Results of the Effect of Product Innovation Growth, Increased Market Responsiveness, Customer Participation Enhancement, and Marketing Effectiveness on Marketing Performance

Independent Variables	Dependent Variables			
	IMR	CPE	ME	MP
	Model 3	Model 5	Model 7	Model 9
Product Innovation Growth (PIG)	.337** (.086)	.425** (.088)	.591** (.069)	
Increased Market Responsiveness (IMR)			.314** (.075)	
Customer Participation Enhancement (CPE)			.003 (.074)	
Marketing Effectiveness (ME)				.591** (.065)
Firm Age (FA)	.139 (.230)	.544* (.234)	.347* (.170)	-.139 (.177)
Firm Size (FS)	.441* (.136)	.100 (.193)	.229 (.140)	.226 (.145)
Adjusted R²	.107	.157	.537	.395
Maximum VIF	1.128	1.128	1.605	1.092

Note: * $p < .05$, ** $p < .01$

The results of hypothesis testing are shown in Table 12. Firstly, the results indicate that product innovation growth has a significant and positive effect on increased market responsiveness ($\beta = .337$, $p < .01$), customer participation enhancement ($\beta = .425$, $p < .01$), and marketing effectiveness ($\beta = .591$, $p < .01$). It is consistent with the work of Naidoo (2010), and Goedhuys and Veugelers (2011) who found that product innovation will enhance developing products differently and financial performance under modern production, product innovation and value creation. Moreover, previous research indicates that the result of innovation is considered a key contributor to both the long-term survival and development of superior competitiveness in new technology-based firms (O'Regan and Ghobadian, 2006). *Thus, hypotheses 6a 6b and 6c are supported.*



Secondly, the results show that increased market responsiveness has a significant and positive effect on marketing effectiveness ($\beta = .314, p < .01$). Accordingly, prior research found relevant results in which robust market response is more likely to achieve profitability and sustainable marketing advantage through quickly reacting to changing demands, and is flexible in unique offerings that are faster than a competitor, making for increased customer satisfaction (Garrett et al, 2009).

Thus, hypotheses 7 is supported.

Thirdly, the results suggest that customer participation enhancement is not significantly influenced as to marketing effectiveness ($\beta = .003, p > .05$). The result is similar to Deshpande, Farley, and Webster Jr. (1993), who found that Japanese managers' reports of their companies' extent of customer participation are not related to effective business and have no significant relationship to their customers' appraisals of the marketer's customer orientation. According to prior research, relevant results found that customer participation and involvement limits strategic choices in product development (Callahan and Lasry, 2004), and customer information may generate familiar ideas, leading to poor innovation performance (Frishammar and Horte, 2005). In some cases, too much participation and involvement of the customer may lead to unneeded distractions and confusion, lowering the quality of information for product development and marketing effectiveness (Bonner, 2010). ***Thus, hypothesis 8 is not supported.***

Fourthly, similarly the results reveal that marketing effectiveness also has a positive influence on marketing performance ($\beta = .591, p < .01$). Some prior research found that relevant results in which a firm has high marketing effectiveness, is more likely to have an impact on robust market orientation, increasing customer satisfaction, strong market orientation, better competitive advantage, stable long-term growth, superior firm performance, and outstanding organizational profitability (Ussahawanitchakit and Intakhan, 2011). These results express that higher marketing effectiveness is positively related to greater customer satisfaction and better firm performance. ***Thus, hypothesis 9 is supported.***

In addition, the results of studying the control variables suggest that on the one hand, there are positive relationships between firm age and both customer participation enhancement ($\beta = .544, p < .05$) and marketing effectiveness ($\beta = .347, p < .05$). This



means that businesses which have been operating for a longer time indicate greater collaboration in more marketing activity improvement. The advantages of firm size include resource availability, greater competitive strength, more control over the firm's operating environment and political influence greater than a smaller firm (Ranger-Moore, 1997). Moreover, the results suggest that firm size is positively and significantly related to increased market responsiveness ($\beta = .441$, $p < .05$). The larger organizations often have external relationships and contacts, reputation, and a market position, which facilitate further transactions and relationships (BarNir, Gallagher and Auger, 2003). The previous literature suggests that environmental regulation imposes a greater cost burden on small firms than on large firms, which in turn, provides a cost advantage to larger firms (Darnall and Sadowsky, 2010).

The Effects of the Antecedents on Each Dimension of Dynamic Competitor Marketing Capability with Market Culture as a Moderator

Figure 10: The Effects of Antecedents on Each Dimension of Dynamic Competitor Marketing Capability with Market Culture as a Moderator

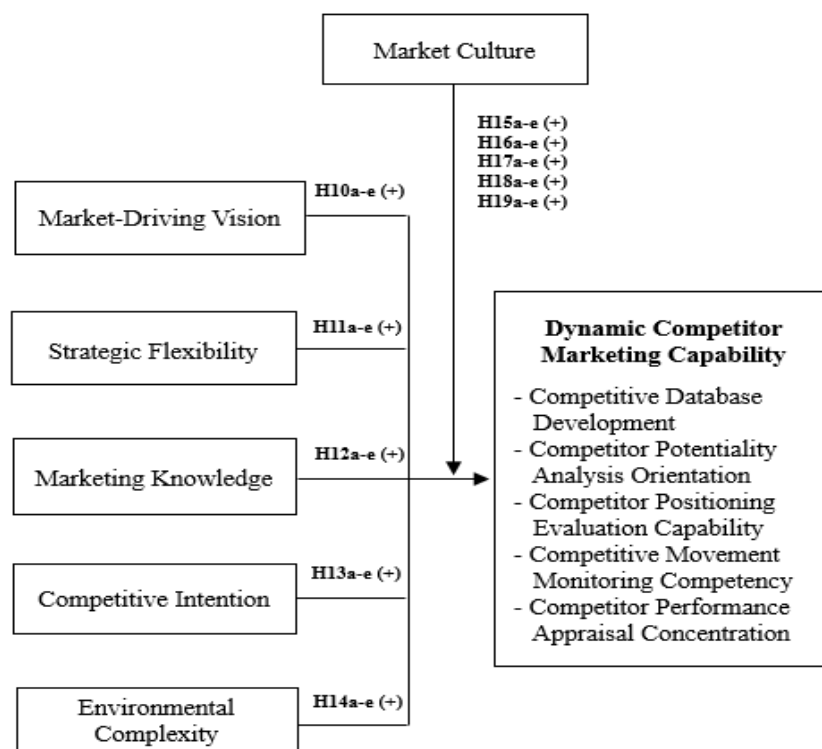


Figure 10 illustrates the effects of five antecedents, including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity on the five dimensions of dynamic competitor marketing capability (competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration). These effects are hypothesized to be positively related as proposed in hypotheses 10(a-e) to 14(a-e) which are transformed into the regression equations in models 10, 12, 14, 16, and 18, as described in chapter III. Furthermore, market culture is determined as the moderating variable on the relationships between these antecedents and the dimensions of dynamic competitor marketing capability. Market culture is proposed to strengthen the relationships between the five antecedents and five dimensions of dynamic competitor marketing capability as analyzed from the regression equation models 11, 13, 15, 17, and 19. These relationships relied on hypotheses 15(a-e) to 19(a-e).



Table 13: Correlation Matrix of Market Culture, Five Antecedents of Dynamic Competitor Marketing Capability, and Five Dimensions of Dynamic Competitor Marketing Capability

Variables	MDV	SF	MK	CI	EC	MC	CDD	CPAO	CPEC	CMMC	CPAC	FA	FS
Mean	3.674	3.632	4.146	3.796	3.776	4.203	4.224	4.109	4.252	4.178	3.930	.842	.285
S.D.	.565	.628	.531	.577	.609	.622	.500	.609	.553	.545	.669	.366	.453
MDV	1												
SF	.593**	1											
MK	.692**	.705**	1										
CI	.758**	.660**	.662**	1									
EC	.440**	.536**	.574**	.476**	1								
MC	.775**	.688**	.726**	.752**	.533**	1							
CDD	.527**	-.428**	.595**	-.551**	.345**	.481**	1						
CPAO	.259**	.232**	-.206**	-.461**	-.249	-.158	.511**	1					
CPEC	.538**	.597**	-.558**	.713**	.370**	.456**	.530**	.568**	1				
CMMC	.449**	-.303**	.408**	.511**	-.274**	.318**	.481**	.587**	.726**	1			
CPAC	.336**	.295**	.398**	.551**	.216*	.224**	.466**	.632**	.648**	.662**	1		
FA	-.038	-.045	-.167	.203*	.168	-.125	-.075	.017	.176**	.262**	.140	1	
FS	-.271**	.063	-.215**	.385**	-.089	-.251**	-.124	-.292	.212*	-.058	-.227**	.274**	1

Note: * $p < .05$, ** $p < .01$

Table 13 presents the correlation among the five antecedents and five dimensions of dynamic competitor marketing capability. Firstly, the results point out that the correlation among the antecedents, including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity are between .440 and .758, less than .8 as recommended by Hair et al. (2010). Consistently, the maximum VIF among these variables is only 2.815, which is well below the cut-off value of 10 (Hair et al., 2010). Consequently, these results show that there is no problem with multicollinearity. Secondly, the results indicate that all antecedents are significantly and positively related to all dimensions of dynamic competitor marketing capability, comprising competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. These correlations have a range of -.206 - .597. Thirdly, the results also illustrate that market culture is correlated to the dimensions of dynamic



competitor marketing capability, comprising competitive database development ($r = .481$), competitor potentiality analysis orientation ($r = -.158$), competitor positioning evaluation capability ($r = .456$), competitive movement monitoring competency ($r = .318$), and competitor performance appraisal concentration ($r = .224$). The findings indicate that market culture is positively correlated to five antecedents, including market-driving vision ($r = .775$), strategic flexibility ($r = .688$), marketing knowledge ($r = .726$), competitive intention ($r = .752$), and environmental complexity ($r = .533$) which are lower than .8. Furthermore, the maximum VIF among five antecedents and market culture is 4.627 which is well below the cut-off value of 10. Thus, it can be concluded that multicollinearity problems are of no concern.



Table 14: The Result of Antecedents on Each Dimensions of Dynamic Competitor Marketing Capability with Marketing Culture as a Moderator

Independent Variables	Dependent Variables									
	CDD	CDD	CPAO	CPAO	CPEC	CPEC	CMMC	CMMC	CPAC	CPAC
	Model10	Model11	Model12	Model13	Model14	Model15	Model16	Model17	Model18	Model19
Market-Driving Vision (MDV)	.430** (.084)	.772** (.111)	.282** (.070)	.306** (.107)	.270** (.071)	.248* (.115)	.452** (.073)	.252** (.095)	.113 (.072)	-.084 (.100)
Strategic Flexibility (SF)	.023 (.089)	-.008 (.122)	.210* (.075)	.262* (.107)	.196* (.078)	.232* (.126)	-.061 (.080)	.081 (.104)	.508** (.079)	.298* (.110)
Marketing Knowledge (MK)	.286** (.075)	.381** (.110)	.103 (.067)	.114 (.105)	.018 (.068)	.108 (.114)	.183** (.070)	.265* (.094)	.328** (.070)	.063 (.099)
Competitive Intention (CI)	.081 (.080)	.201** (.094)	.042 (.073)	-.113 (.091)	.299** (.073)	.239** (.098)	.368** (.076)	.287** (.081)	.105 (.076)	-.030 (.085)
Environmental Complexity (EC)	.248** (.101)	.132 (.100)	-.052 (.087)	-.144 (.095)	.163 (.087)	.133 (.103)	-.030 (.091)	-.070 (.085)	-.056 (.092)	.071 (.090)
Marketing Culture (MC)		.492** (.144)		-.164* (.138)		-.073 (.149)		.075 (.123)		.212 (.130)
MDV x MC		.281* (.114)		.094** (.109)		.273* (.118)		-.046 (.097)		.315** (.102)
SF x MC		.241* (.099)		.122** (.096)		-.130 (.102)		.381** (.084)		-.111 (.089)
MK x MC		.346** (.117)		.194 (.112)		-.145 (.121)		.271** (.100)		.229* (.105)
CI x MC		.190* (.095)		.014 (.092)		-.277 (.099)		.276** (.081)		.185* (.086)
EC x MC		-.040 (.130)		-.102 (.126)		.187 (.134)		.148 (.111)		-.222 (.117)
Firm Age (FA)	-.523* (.210)	-.478* (.213)	.012 (.187)	.181 (.181)	-.267 (.193)	-.376 (.220)	-.128 (.205)	-.356 (.182)	.420* (.204)	.631** (.192)
Firm Size (FS)	.145 (.170)	.317 (.184)	.541** (.153)	.615** (.164)	-.599** (.157)	-.653** (.191)	.417** (.163)	.315* (.157)	-.285 (.160)	-.291 (.166)
Adjusted R ²	.252	.498	.171	.276	.452	.478	.333	.495	.393	.492
Maximum VIF	2.815	4.627	2.815	4.627	2.815	4.627	2.815	4.627	2.815	4.627

Note: * p < .05, ** p < .01

The results of hypothesis testing are shown in Table 14. Firstly, the results demonstrate that market-driving vision has a significant and positive effect on dynamic competitor marketing capability, including competitive database development ($\beta = .430$, $p < .01$), competitor potentiality analysis orientation ($\beta = .282$, $p < .01$), competitor positioning evaluation capability ($\beta = .270$, $p < .01$), and competitive movement monitoring competency ($\beta = .452$, $p < .01$). It is congruent with Avison et al. (1998) who found that, with respect to predicting future events or foresight relevant to market needs and competitive situations, the information is then adopted to guide marketing. Whereas creating new market vision is considered as a large change occurring in a worldwide environment such as in the business environment, it is a source of information that creates signals in the industry such as a focusing on scanning competitors, the market, the customers and the stakeholders to assess competitive situations on how to extend the market (Xu, Kaye and Duan, 2003). **Thus, hypotheses 10a, 10b, 10c, and 10d are supported.** Conversely, market-driving vision does not affect competitor performance appraisal concentration ($\beta = .113$, $p > .05$). In addition, Payan et al. (2010) suggest that market-driving vision involves the culture of a firm that may be a barrier to learning and collaboration on the firm's marketing, both internal and external, and especially to create mutual trust, ability to learn marketing, experience which relies on creating good relationship with customers and, suppliers throughout competitive activity to bring to exchange effective knowledge that is difficult to make concrete. **Thus, hypothesis 10e is not supported.**

Secondly, the results suggest that strategic flexibility has a significantly positive effect on competitor potentiality analysis orientation ($\beta = .210$, $p < .05$), competitor positioning evaluation capability ($\beta = .196$, $p < .05$), and competitor performance appraisal concentration ($\beta = .508$, $p < .01$). It is consistent with the work of Hitt and DeMarie (1998) who found that strategic flexibility enables the firm to modify its resource base and capacities to respond to dynamic changes in the environment that has valuable capability for acting in the face of environmental changes and marketing competition. Also, flexibility helps organizational learning and has the ability to respond well to market demands and changes in the competitive environment (Santos-Vijande, Lopez-Sanchez, and Trespalacios, 2012). Firms uses marketing flexibility to determine marketing activities and dissemination of marketing knowledge to access customers and



competitors (Combe and Greenley, 2004). **Thus, hypotheses 11b, 11c and 11e are supported.** In contrast, strategic flexibility does not affect competitive database development ($\beta = .023$, $p > .05$), or competitive movement monitoring competency ($\beta = -.061$, $p > .05$). The possible explanation is that a firm may concentrate on capability to identify major changes in the external environment and support resources to those actions which include competition practice. Therefore, incentives were initially sufficient, then knowledge sharing among competitors decreased. Voola and Muthaly (2005) suggest that the strategic flexibility does not have a relationship performance which was surprising, as marketing literature has consistently argued that it is a capability that leads to superior performance. In addition, total market orientation fully mediates the relationship between strategic flexibility and organizational performance. In other words, the qualities embedded in strategic flexibility by itself do not affect performance. This finding suggests that the value of strategic flexibility is that it affects total market orientation which then affects performance (Voola and Muthaly, 2005).

Thus, hypotheses 11a and 11d are not supported.

Thirdly, the results reveal that marketing knowledge significantly and positively affects competitive database development ($\beta = .286$, $p < .01$), competitive movement monitoring competency ($\beta = .183$, $p < .01$), and competitor performance appraisal concentration ($\beta = .328$, $p < .01$). In addition, empirical research agreed that marketing knowledge is acquired by an organization in the process of marketing its products and/or services to customers, and can be about consumers, competition, and marketing-mix strategies (Roth, Jayachandran, Dakhli, and Colton, 2009). Firms utilize marketing knowledge for awareness of customer need, create new products and services, generate customer values, improve processes, and design marketing strategies better than their competitors who are less experienced. Therefore, knowledge is considered a strategically important resource of a firm (Chini, 2004; Foss and Pedersen, 2002; Haas and Hansen, 2005). **Thus, hypotheses 12a, 12d, and 12e are supported.** Surprisingly, the findings found that marketing knowledge does not have an influence on competitor potentiality analysis orientation ($\beta = .103$, $p > .05$) and competitor positioning evaluation capability ($\beta = .018$, $p > .05$). According to prior research, organizations need to cautiously balance between cooperation and competition when collaborating with



their competitors in a cooperative alliance (Luo, Rindfleisch and Tse, 2007). Moreover, dynamic resources capitalizing for firm performance, depend upon their speedy and trustworthy flows across people, organizations, time, and locations (Nissen, 2006). Interestingly, an empirical research of Luca and A tuahene-Gima (2007) indicated that a firm finds barriers to marketing learning that are difficult for knowledge transfer, in which tacit knowledge has the characteristics of ambiguity and linkage. Ambiguity, along with a lack of a relationship between personnel, transfers tacit market knowledge; and that new knowledge brings the creativity of marketing strategies. **Thus, hypotheses 12b and 12c are not supported.**

Fourthly, the results point out that competitive intention has a positive effect on competitor positioning evaluation capability ($\beta = .299, p < .01$) and competitive movement monitoring competency ($\beta = .368, p < .01$). Previous research indicated that the focus on competitors and the willingness to outperform them requires being innovative and introducing new products and services to the market before the competitors (Matsuno et al., 2002). Furthermore, competitor-oriented firms are enthusiastic about accumulating market knowledge to be proactive and stay ahead of the competitors (Im and Workman, 2004). **Thus, hypotheses 13c and 13d are supported.** Nevertheless, there is no influence of competitive intention on competitive database development ($\beta = .081, p > .05$), competitor potentiality analysis orientation ($\beta = .042, p > .05$), and competitor performance appraisal concentration ($\beta = .105, p > .05$). Previous research demonstrates that firms competing in a situation of marketing competitive intensity are challenged to keep their customers and to assess the impact of their decisions on current and future outcomes (Kohli and Jaworski, 1990). The firm will need to engage in risk-taking and proactive activities, at least in the short-term, and firms will also need to respond to and counter competitive behavior (Auh and Menguc, 2005). Without this balance, firms run the risk of losing their current position through diverting their resources. Barich and Kotler (1991) argue that the emphasis of a number of competitors make it difficult to associate with targeted customers. Possibly, a firm will emphasize the means to connect with customers better than their competitors. **Thus, hypotheses 13a, 13b, and 13e are not supported.**

Fifthly, the results reveal that environmental complexity has a significant and positive effect on competitive database development ($\beta = .248, p < .01$). It is consistent



with the work of Prempre and Ussahawanitchakit (2012) who suggest that the firm needs to learn about environmental complexity to understand, improve or develop organizational operations to their competitive potential. The business environment relevant to customers, suppliers, competitors, forwarders, and firms link trade together, and the firm intends to retain these relationships in the long-term (O'Brien and Head, 1995). 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). ***Thus, hypothesis 14a is supported.*** On the other hand, evidence points out that environmental complexity does not have an influence on competitor potentiality analysis orientation ($\beta = -.052$, $p > .05$), competitor positioning evaluation capability ($\beta = .163$, $p > .05$), competitive movement monitoring competency ($\beta = -.030$, $p > .05$), and competitor performance appraisal concentration ($\beta = -.056$, $p > .05$). This is congruent with (Sousa and Voss, 2008; Jayaram et al., 2010) who noted that the performance benefits of process management applies and depends on the environmental context. Unreliable evidence suggests a weaker effect on performance in environments with high-claim unpredictability (Bruce et al., 2004). However, environmental uncertainty affects lean operations and lean procuring practices. The effects of environmental uncertainty on environmental uncertainty changes the level of information and predictability of external actions, which in turn, affect operational marketing activities (Cannella et al., 2008). According to Lee (2010), the characteristic of the environment is very volatile, including the uncertainty in market demand; and, it cannot predict the direction and strategies of competitors that have difficulty in developing strategy marketing to success. ***Thus, hypotheses 14b, 14c, 14d and 14e are not supported.***

Finally, the results of control variables shows that firm age has a significant and negative effect on competitive database development ($\beta = -.523$, $p < .05$), and a positive effect on competitor performance appraisal concentration ($\beta = .420$, $p < .05$). This finding shows that an older firm is likely to be more bureaucratic and less receptive to innovation; on the other hand, younger firms are more inclined to innovation because they need to overcome in the market (Salavou and Lioukas, 2003). Likewise, in this result, older firms have more experience and capabilities which take a long time to build these capabilities choosing and employing strategy and information for operations in



more efficient way, which in turn, gain more service positional advantage, service performance, and firm survival in high competitive marketing (Hui et al., 2013). In addition, firm size is positively and significantly related to competitor potentiality analysis orientation ($\beta = .541, p < .01$), competitive movement monitoring competency ($\beta = .417, p < .01$); and have a negative effect on competitor positioning evaluation capability ($\beta = -.599, p < .01$). This can be interpreted to mean that bigger market-oriented firms are more accepted by the market and achieve greater marketing excellence than smaller firms. Leiblein et al. (2002) argue that the large firms have superiority in market power and positional advantage. Thus the large firms tend to be better accepted than new firms in the market. Therefore, in this research, the larger firms have capability to perform better on practice integration focus and functional linkage concentration than smaller firms.

The Moderating Role of Market Culture

Market culture is examined as a moderating variable on the relationships between the antecedents and the dimensions of dynamic competitor marketing capability as shown in Figure 10. Market culture is proposed to strengthen the relationships between the five antecedents and five dimensions of dynamic competitor marketing capability that are analyzed from the regression equation models 11, 13, 15, 17, and 19. These relationships relied on hypotheses 15(a-e) to 19(a-e).

Firstly, the results suggest that market culture is significant in reinforcing the relationship between market-driving vision and competitive database development ($\beta = .281, p < .05$), competitor potentiality analysis orientation ($\beta = .094, p < .01$), competitor positioning evaluation capability ($\beta = .273, p < .05$), and competitor performance appraisal concentration ($\beta = .315, p < .01$). Moreover, competitive database development plays an important role for each dimension of dynamic competitor marketing capability. There is an effect when there is interaction with market culture. Quite obviously, several findings found that the model of strategy formulation explains that market-oriented values drive market-oriented behaviors (e.g. strategy formulation) and then affect firm performance. This logic indicates the importance of culture that can be a tool for managers to implement strategies or to direct the organization in a favorable direction (Gainer and Padanyi, 2005). The basic rationale is that people



who have similar values or beliefs incline to perceive and behave in a similar way (Harris and de Chernatony, 2001). **Thus, hypotheses 15a, 15b, 15c, and 15e are supported.** On the other hand, market culture cannot strengthen the relationship between market-driving vision and competitive movement monitoring competency ($\beta = -.046$, $p > .05$). The reason for market culture to not force the relationship between market-driving vision and competitive movement monitoring competency may be that it is possible that a firm believes marketing culture will help a firm to be successful. In fact, it does not guarantee quality of operation and does not increase the relationship with efficient trading and profitability (Gonzalez-Benito and Gonzalez-Benito, 2005). **Thus, hypothesis 15d is not supported.**

Secondly, the interaction between market culture and strategic flexibility is positively and significantly related to competitive database development ($\beta = .241$, $p < .05$), competitor potentiality analysis orientation ($\beta = .122$, $p < .01$), and competitive movement monitoring competency ($\beta = .381$, $p < .01$). The result is similar to Narver and Slater (1995) who conceptualized market orientation from a cultural view, which defines it as a culture that places importance on profitability and customer value maintenance as well as stakeholders' interests through developing a norm for behavior to enhance and respond to market information. In other words, market knowledge is derived from analyzing customers and competitors, and disseminating knowledge throughout the organization (Kumar, Jones, Venkatesan, and Leone, 2011). Thus, the firm has assigned market culture as the main operation relying on marketing integration to understand the culture of consumer behavior, consumer attitudes, promotions and competitors to achieve goals as well (Engelen and Brettel, 2011). **Thus, hypotheses 16a, 16b, and 16d are supported.** In contrast, market culture cannot strengthen the relationship between strategic flexibility and competitor positioning evaluation capability ($\beta = -.130$, $p > .05$), and competitor performance appraisal concentration ($\beta = -.111$, $p > .05$). The result is similar to Cordes, Richerson and Schwesinger (2010), who found that a firm may fail because organizational culture is inconsistent with environmental change by which marketing culture will increase competitive advantage. Also, the potential of marketing operations depends on the degree of firm flexibility, technological progress, ability to learn, and firm size that may influence effective cooperation of the firm. **Thus, hypotheses 16c and 16e are not supported.**



Thirdly, the results also demonstrate that market culture is significant in reinforcing the relationship between marketing knowledge and competitive database development ($\beta = .346, p < .01$), competitive movement monitoring competency ($\beta = .271, p < .01$), and competitor performance appraisal concentration ($\beta = .229, p < .05$). Also, prior research suggested that a market culture that strongly focuses on a superior understanding of customer needs, competitive strengths/weaknesses, and market trends, tends to enable a market-oriented firm to identify and develop strategies that are essential for creating long-term performance (Kumar et al., 2011). Besides, organizational market 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 of reward leading to product innovation (Lau and Ngo, 2004). Thus, the organization has a market culture that intends to enhance competitive advantage that is superior to its competitors. ***Thus, hypotheses 17a, 17d, and 17e are supported.*** Surprisingly, market culture cannot strengthen the relationship between marketing knowledge and competitor potentiality analysis orientation ($\beta = .194, p > .05$), and competitor positioning evaluation capability ($\beta = -.145, p > .05$). Likewise, Skerlavaj, Song and Lee (2010) demonstrate that a firm's attempt to learn marketing culture (which fact is that a hierarchical structure is a barrier to innovative exposure and creativity) responds to customer demand. Similarly, Massa and Testa (2009) proposed that marketing knowledge management involves understanding consumer behavior and seeking knowledge both outside (in which a firm must have good communication tools to exchange knowledge between customers) and inside (in which a firm found that interdepartmental has a differential task, and a deeply differential requirement). Thus, it is difficult to engender participation of employees along with inefficient cooperation. Webster (1995) noted that marketing culture consists of a multifaceted construct that encompasses the importance placed on product or service quality, interpersonal relationships, the selling task, organizations, internal communications, and innovativeness. A firm that is characterized by market culture, therefore, explicitly emphasizes achievement, competition, productivity, and profitability. ***Thus, hypotheses 17b and 17c are not supported.***



Fourthly, the interaction between market culture and competitive intention is positively and significantly related to competitive database development ($\beta = .190$, $p < .05$), competitive movement monitoring competency ($\beta = .276$, $p < .01$), and competitor performance appraisal concentration ($\beta = .185$, $p < .05$). According to prior research, the firm believes that marketing culture helps various departments understand the needs of more customers and competitors toward retail and service development that influence product attitude and loyalty of the consumer (Merrilees, McKenzie and Miller, 2007). In addition, the firm emphasizes continuously exploring the needs of customer and competitor analysis 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). **Thus, hypotheses 18a, 18d, and 18e are supported.** On the other hand, market culture cannot strengthen the relationship between competitive intention and competitor potentiality analysis orientation ($\beta = .014$, $p > .05$), and competitor positioning evaluation capability ($\beta = -.277$, $p > .05$). Furthermore, marketing culture emphasizes competition in that a firm should allocate resources appropriate to marketing practice. While, Lau and Ngo (2004) found that organizational culture does not support empirical research, the study suggests that market culture should focus on participation, interaction, and coordination for reducing sophistication; and increase the shared reciprocal resources that lead to assessment and monitoring competitors. **Thus, hypotheses 18b and 18c are not supported.**

Fifthly, the results illustrate that market culture has no significant, moderating effects on the relationship between environmental complexity and all dimensions of dynamic competitor marketing capability: competitive database development ($\beta = -.040$, $p > .05$), competitor potentiality analysis orientation ($\beta = -.102$, $p > .05$), competitor positioning evaluation capability ($\beta = .187$, $p > .05$), competitive movement monitoring competency ($\beta = .148$, $p > .05$), and competitor performance appraisal concentration ($\beta = -.222$, $p > .05$). The reason for lack of internal organizational capability is that it may possible that market culture and an emphasis on marketing competitiveness is inconsistent, which influences innovation development and gives less opportunity to sustain competitive advantage. In fact, a firm's desire to determine marketing culture to create a chance for promoting creativity, product innovation, and marketing practice enhances ability to respond to customer needs better. Another reason is that a firm



obtained the effect from a transition to economics (Leskovar-Spacapan and Bastic, 2007). Similar to Cadeaux and Dubelaar (2012), a firm attempted to create a product to offer in its environmental complexity which had a risk of trading, and was not consistent with the ability of the firm to perceive environmental complexity. The result of the empirical research of Verhoef and Leeflang (2009) suggests that the inability to confirm the ability of a marketing department will be able to translate customer needs precisely, which this ability is an indicator of product quality as well. Thus, if the firm has less customer connection or insufficient competition, that firm has less-developed products and services as well, and the firm might not know environmental change that affects firm integration between a marketing department and other departments reflecting failure. ***Thus, hypotheses 19a, 19b, 19c, 19d, and 19e are not supported.***

Finally, the results of the control variable suggest that firm age has a negative effect on competitive database development ($\beta = -.478$, $p < .05$) and is positively and significantly related to competitor performance appraisal concentration ($\beta = .631$, $p < .01$). The result is similar to Chen, Williams, and Agarwal (2012) who stated that younger firms are more likely to respond nimbly to customer needs by using their core knowledge which is suited to the technology and leverage flexibility to create new product innovation, as well as the ability to configure resources to better match with the competition than older firms. Also, prior research suggested that a firm operating in business for a long time has the ability to allocate and manage organizational resources more effectively than the late entrants (Lau et al., 2008). Moreover, firm size is positively and significantly related to competitor potentiality analysis orientation ($\beta = .615$, $p < .01$), and competitive movement monitoring competency ($\beta = .315$, $p < .05$). The previous literature suggests that environmental regulation imposes a greater cost burden on small firms than on large firms, which in turn, provides a cost advantage to larger firms (Darnall, Henriques and Sadorsky, 2010). The advantages of firm size include resource availability, greater competitive strength, more control over their operating environment and political influence over smaller firms (Ranger-Moore, 1997).



Summary

This chapter expresses the results and discussion of all nineteen hypotheses that were tested. Firstly, key respondent characteristics, sample characteristics, and a correlation matrix among all variables have been described. Then, the results of the testing of the hypotheses were presented, which explain specific correlation analysis in each part of the conceptual framework, OLS regression analysis finding, and the discussions of critical issues. This research has encountered some interesting findings, which are summarized as follows: (1) Competitive database development, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration are important dimensions for developing dynamic competitor marketing capability to increase its marketing outcomes. (2) Both internal factors, including market-driving vision, strategic flexibility, marketing knowledge, and competitive intention, as well as external factors, including environmental complexity have a positive relationship with each dimension of dynamic competitor marketing capability. (3) The moderating effect of market culture does play a moderating role between the antecedent and each dimension of dynamic competitor marketing capability, except for interaction between environmental complexity. It has a positive significance for enhancing the strategy of dynamic competitor marketing capability accomplishment. In summary, Hypotheses 15, 16, 17, and 18 are significantly and partially supported. Finally, Table 15 presents a summary of hypothesized relationships. The next chapter presents the conclusion of the research, theoretical contributions, managerial implications, limitations, and research directions for further research.



Table 15: Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships	Results
H1a	Competitive database development will positively relate to product innovation growth.	Supported
H1b	Competitive database development will positively relate to increased market responsiveness.	Supported
H1c	Competitive database development will positively relate to customer participation enhancement.	Supported
H1d	Competitive database development will positively relate to marketing effectiveness.	Supported
H1e	Competitive database development will positively relate to marketing performance.	Supported
H2a	Competitor potentiality analysis orientation will positively relate to product innovation growth.	Not supported
H2b	Competitor potentiality analysis orientation will positively relate to increased market responsiveness.	Not Supported
H2c	Competitor potentiality analysis orientation will positively relate to customer participation enhancement.	Supported
H2d	Competitor potentiality analysis orientation will positively relate to marketing effectiveness.	Not Supported
H2e	Competitor potentiality analysis orientation will positively relate to marketing performance.	Not Supported
H3a	Competitor positioning evaluation capability will positively relate to product innovation growth.	Supported
H3b	Competitor positioning evaluation capability will positively relate to increased market responsiveness.	Supported
H3c	Competitor positioning evaluation capability will positively relate to customer participation enhancement.	Supported
H3d	Competitor positioning evaluation capability will positively relate to marketing effectiveness.	Supported



Table 15: Summary of Hypothesized Relationships(continued)

Hypothesis	Description of Hypothesized Relationships	Results
H3e	Competitor positioning evaluation capability will positively relate to marketing performance.	Supported
H4a	Competitive movement monitoring competency will positively relate to product innovation growth.	Supported
H4b	Competitive movement monitoring competency will positively relate to increased market responsiveness.	Supported
H4c	Competitive movement monitoring competency will positively relate to customer participation enhancement.	Supported
H4d	Competitive movement monitoring competency will positively relate to marketing effectiveness.	Supported
H4e	Competitive movement monitoring competency will positively relate to marketing performance.	Supported
H5a	Competitor performance appraisal concentration will positively relate to product innovation growth.	Supported
H5b	Competitor performance appraisal concentration will positively relate to increased market responsiveness.	Supported
H5c	Competitor performance appraisal concentration will positively relate to customer participation enhancement.	Supported
H5d	Competitor performance appraisal concentration will positively relate to marketing effectiveness.	Supported
H5e	Competitor performance appraisal concentration will positively relate to marketing performance.	Not Supported
H6a	Product innovation growth will positively relate to increased market responsiveness.	Supported
H6b	Product innovation growth will positively relate to customer participation enhancement.	Supported
H6c	Product innovation growth will positively relate to marketing effectiveness.	Supported



Table 15: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H7	Increased market responsiveness will positively relate to marketing effectiveness.	Supported
H8	Customer participation enhancement will positively relate to marketing effectiveness.	Not Supported
H9	Marketing effectiveness will positively relate to marketing performance.	Supported
H10a	Market-driving vision will positively relate to competitive database development.	Supported
H03b	Market-driving vision will positively relate to competitor potentiality analysis orientation.	Supported
H10c	Market-driving vision will positively relate to competitor positioning evaluation capability.	Supported
H10d	Market-driving vision will positively relate to competitive movement monitoring competency.	Supported
H10e	Market-driving vision will positively relate to competitor performance appraisal concentration.	Not Supported
H11a	Strategic flexibility will positively relate to competitive database development.	Not Supported
H11b	Strategic flexibility will positively relate to competitor potentiality analysis orientation.	Supported
H11c	Strategic flexibility will positively relate to competitor positioning evaluation capability.	Supported
H11d	Strategic flexibility will positively relate to competitive movement monitoring competency.	Not Supported
H11e	Strategic flexibility will positively relate to competitor performance appraisal concentration.	Supported
H12a	Marketing knowledge will positively relate to competitive database development.	Supported



Table 15: Summary of Hypothesized Relationships(continued)

Hypothesis	Description of Hypothesized Relationships	Results
H12b	Marketing knowledge will positively relate to competitor potentiality analysis orientation.	Not Supported
H12c	Marketing knowledge will positively relate to competitor positioning evaluation capability.	Not Supported
H12d	Marketing knowledge will positively relate to competitive movement monitoring competency.	Supported
H12e	Marketing knowledge will positively relate to competitor performance appraisal concentration.	Supported
H13a	Competitive intention will positively relate to competitive database development.	Not Supported
H13b	Competitive intention will positively relate to competitor potentiality analysis orientation.	Not Supported
H13c	Competitive intention will positively relate to competitor positioning evaluation capability.	Supported
H13d	Competitive intention will positively relate to competitive movement monitoring competency.	Supported
H13e	Competitive intention will positively relate to competitor performance appraisal concentration.	Not Supported
H14a	Environmental complexity will positively relate to competitive database development.	Supported
H14b	Environmental complexity will positively relate to competitor potentiality analysis orientation.	Not Supported
H14c	Environmental complexity will positively relate to competitor positioning evaluation capability.	Not Supported
H14d	Environmental complexity will positively relate to competitive movement monitoring competency.	Not Supported
H14e	Environmental complexity will positively relate to competitor performance appraisal concentration.	Not Supported



Table 15: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H15a	Market culture positively moderate the relationships between market-driving vision and competitive database development.	Supported
H15b	Market culture positively moderate the relationships between market-driving vision and competitor potentiality analysis orientation.	Supported
H15c	Market culture positively moderate the relationships between market-driving vision and competitor positioning evaluation capability.	Supported
H15d	Market culture positively moderate the relationships between market-driving vision and competitive movement monitoring competency.	Not Supported
H15e	Market culture positively moderate the relationships between market-driving vision and competitor performance appraisal concentration.	Supported
H16a	Market culture positively moderate the relationships between strategic flexibility and competitive database development.	Supported
H16b	Market culture positively moderate the relationships between strategic flexibility and competitor potentiality analysis orientation.	Supported
H16c	Market culture positively moderate the relationships between strategic flexibility and competitor positioning evaluation capability.	Not Supported
H16d	Market culture positively moderate the relationships between strategic flexibility and competitive movement monitoring competency.	Supported



Table 15: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H16e	Market culture positively moderate the relationships between strategic flexibility and competitor performance appraisal concentration.	Not Supported
H17a	Market culture positively moderate the relationships between marketing knowledge and competitive database development.	Supported
H17b	Market culture positively moderate the relationships between marketing knowledge and competitor potentiality analysis orientation.	Not Supported
H17c	Market culture positively moderate the relationships between marketing knowledge and competitor positioning evaluation capability.	Not Supported
H17d	Market culture positively moderate the relationships between marketing knowledge and competitive movement monitoring competency.	Supported
H17e	Market culture positively moderate the relationships between marketing knowledge and competitor performance appraisal concentration.	Supported
H18a	Market culture positively moderate the relationships between competitive intention and competitive database development.	Supported
H18b	Market culture positively moderate the relationships between competitive intention and competitor potentiality analysis orientation.	Not Supported
H18c	Market culture positively moderate the relationships between competitive intention and competitor positioning evaluation capability.	Not Supported



Table 15: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H18d	Market culture positively moderate the relationships between competitive intention and competitive movement monitoring competency.	Supported
H18e	Market culture positively moderate the relationships between competitive intention and competitor performance appraisal concentration.	Supported
H19a	Market culture positively moderate the relationships between environmental complexity and competitive database development.	Not Supported
H19b	Market culture positively moderate the relationships between environmental complexity and competitor potentiality analysis orientation.	Not Supported
H19c	Market culture positively moderate the relationships between environmental complexity and competitor positioning evaluation capability.	Not Supported
H19d	Market culture positively moderate the relationships between environmental complexity and competitive movement monitoring competency.	Not Supported
H19e	Market culture positively moderate the relationships between environmental complexity and competitor performance appraisal concentration.	Not Supported



CHAPTER V

CONCLUSION

The prior chapter described respondent characteristics and descriptive statistics, a correlation matrix, and the results of testing hypotheses. This chapter proposes to explain the conclusions, the theoretical and managerial contributions, limitations and suggestions for further research.

This research has investigated the effects of dynamic competitor marketing capability on the consequents, including product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance of furniture businesses in Thailand. Furthermore, market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity have been assigned as the antecedents of dynamic competitor marketing capability. Likewise, market culture is determined as the moderating variable on the relationships between the antecedents of dynamic competitor marketing capability and five dimensions of dynamic competitor marketing capability.

Initially, the main research question of this research is “how does dynamic competitor marketing capability relate to marketing performance?” In detail, seven specific research questions were proposed as follows: 1) How does each dimension of dynamic competitor marketing capability have an effect on product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance? 2) How does product innovation growth have an influence on increased market responsiveness, customer participation enhancement, and marketing effectiveness? 3) How does increased market responsiveness have an influence on marketing effectiveness? 4) How does customer participation enhancement have an influence on marketing effectiveness? 5) How does marketing effectiveness have an impact on marketing performance? 6) How do market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity have an effect on each dimension of dynamic competitor marketing capability? and 7) How does market culture moderate the relationships of market-driving vision, strategic flexibility, marketing knowledge, competitive intention,



and environmental complexity in each of five dimensions of dynamic competitor marketing capability?

The conceptual framework of this research is explained by two theories, including the dynamic capability of the firm and the contingency theories. First, dynamic capability theory, was used to explain the relationship between dynamic competitor marketing capability and its consequents, while the contingency theory was applied to describe the relationship between antecedents, the moderating effect of market culture, and dynamic competitor marketing capability.

For research examination, furniture businesses in Thailand were selected as the research population and sample due to the emphasis that the furniture industry is important to the economy of the country and the growth rate increasing at five percent (Kasikorn Research Center, 2015). In addition, furniture businesses face the challenge of competing with numerous local and international competitors, and are quickly reacting to dynamic changes in the global economy. The furniture industry in Thailand has an important place in the system's economy and the industrial base of the country due to export value, creating entrepreneurship, job creation, the use of local raw materials, and mostly 90 % of Thai are entrepreneurial. The sample of this research was obtained from the database of the Thailand Furniture Industry Association. A total of 495 questionnaires were mailed to marketing executives who were determined as the key informants. This research analyzed the data of respondents by using multiple regression as the main analysis instrument. The overall result concluded that most of the hypotheses tested were partially supported. The results of each hypothesis according to each specific research question are summarized as follows:

For the relationship among the dimensions of dynamic competitor marketing capability and its consequents, according to the first specific research question, the results suggest that competitive database development has a significant and positive effect on all consequences (product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance). Competitor potentiality analysis orientation has no influence on product innovation growth, increased market responsiveness, marketing effectiveness, and marketing performance, except for customer participation enhancement, which has a positive impact. Competitor positioning evaluation capability and competitive



movement monitoring competency have a positive effect on all consequences. Moreover, competitor performance appraisal concentration has a partially significant, positive influence on all consequences except marketing performance. For the second specific research question, the results indicate that product innovation growth has a significant and positive effect on increased market responsiveness, customer participation enhancement, and marketing effectiveness. The third specific research question has a finding presenting that increased market responsiveness significantly and positively affects marketing effectiveness. For the fourth specific research question, the finding presents that customer participation enhancement has no significance for marketing effectiveness. For the fifth specific research question, the finding presents that marketing effectiveness significantly and positively affects marketing performance. For the sixth specific research question (the antecedents of dynamic competitor marketing capability) the findings assert that market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity are partially positively related with each dynamic competitor marketing capability. Lastly, market culture plays an important moderating role and has a partially, positive significance between the antecedents of dynamic competitor marketing capability and each dimension of dynamic competitor marketing capability; whereas the moderator role of market culture has no significant influences on the relationships between environmental complexity and all dimensions of dynamic competitor marketing capability.

To simplify these aforementioned conclusions, the summary of results in all research questions are shown in Table 16 below.



Table 16: A Summary of Results in All Research Questions

Research Questions	Hypothesis	Results	Conclusion
<u>Specific Research Question</u> (1) How does each dimension of dynamic competitor marketing capability have an effect on product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance?	H1a-e H2a-e H3a-e H4a-e H5a-e	<ul style="list-style-type: none"> - Competitive database development positively impact on all consequences (product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance). - Competitor potentiality analysis orientation no influence on all consequences except customer participation enhancement has positively impact. - Competitor positioning evaluation capability and competitive movement monitoring competency positively effect on all consequences. - Competitor performance appraisal concentration have partially significant positive influences on all consequences except marketing performance has no influence on all consequence relationships. 	Partially Supported
(2) How does product innovation growth have influence on increased market responsiveness, customer participation enhancement, and marketing effectiveness?	H6a-c	<ul style="list-style-type: none"> - Product innovation growth positively influence on increased market responsiveness, customer participation enhancement, and marketing effectiveness. 	Fully Supported

Table 16: A Summary of Results in All Research Questions (continued)

Research Questions	Hypothesis	Results	Conclusion
(3) How does increased market responsiveness have an influence on marketing effectiveness?	H7	- Increased market responsiveness positively influence on marketing effectiveness.	Fully Supported
(4) How does customer participation enhancement have an influence on marketing effectiveness?	H8	- Customer participation enhancement has no influence on marketing effectiveness.	Not Supported
(5) How does marketing effectiveness have an impact on marketing performance?	H9	- Marketing effectiveness positively impact on marketing performance.	Fully Supported
(6) How do market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity have an effect on each dimension of dynamic competitor marketing capability?	H10a-e H11a-e H12a-e H13a-e H14a-e	- For the antecedents of dynamic competitor marketing capability, the findings assert that market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity are partially positively associated with each dynamic competitor marketing capability.	Partially Supported

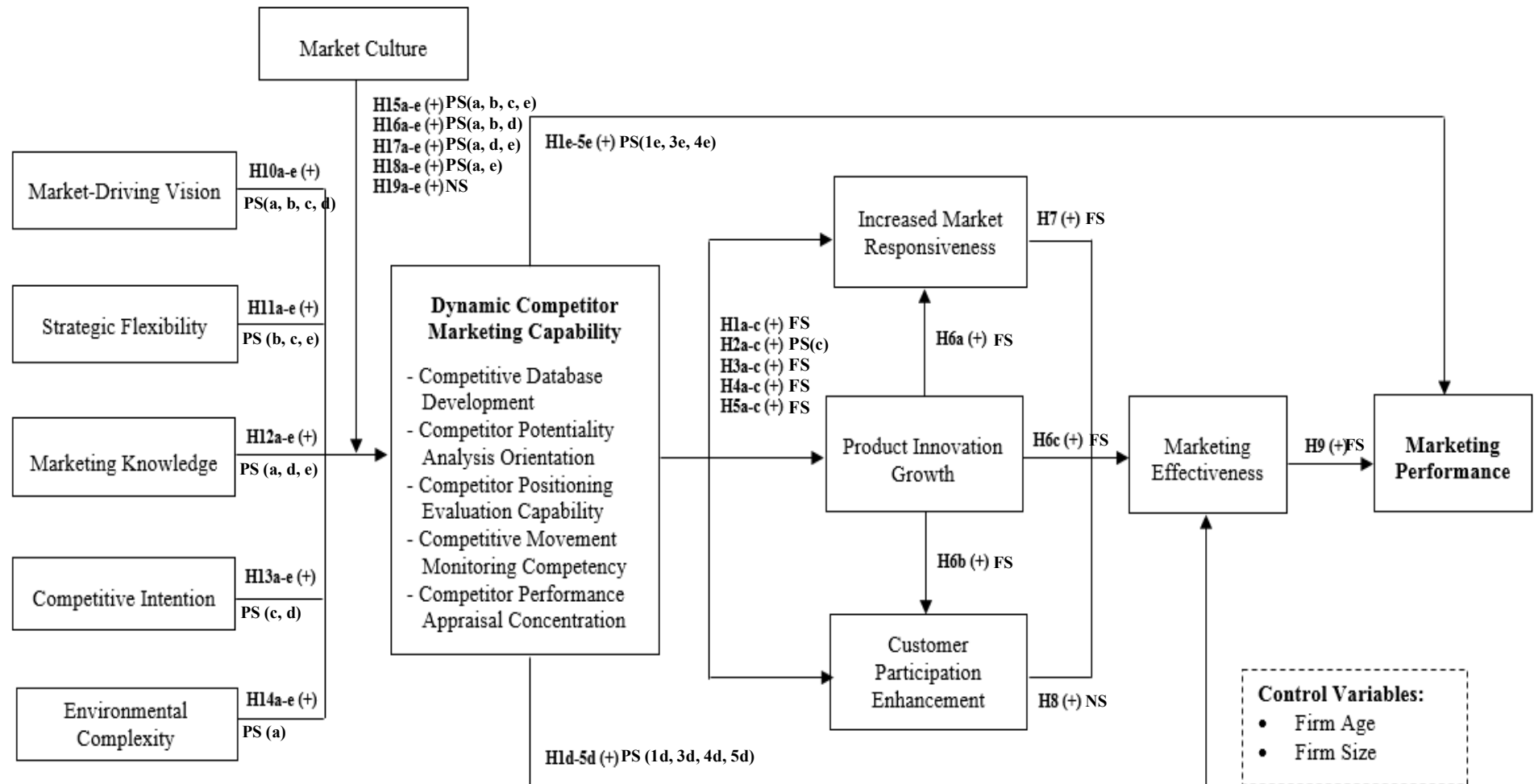


Table 16: A Summary of Results in All Research Questions (continued)

Research Questions	Hypothesis	Results	Conclusion
(7) How does market culture moderate the relationships of market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity in each of five dimensions of dynamic competitor marketing capability?	H15a-e H16a-e H17a-e H18a-e H19a-e	- Market culture plays an important moderating role has a partially positive significant the interaction among the antecedents of dynamic competitor marketing capability and each dimension of dynamic competitor marketing capability, whereas the moderator role of market culture has no significant influences on the relationships between environmental complexity and all dimension of dynamic competitor marketing capability.	Partially Supported



Figure 11: A Summary of the Results of the Hypotheses Testing



Note:

- FS** = Hypotheses are fully supported
PS = Hypotheses are partially supported(identify in parentheses)
NS = Hypotheses are not Supported

Theoretical and Managerial Contributions

Theoretical Contribution

This research provides a clearer understanding of the relationships among dynamic competitor marketing capability, product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance via the moderating influence of market culture to survive in an environment of intensive and dynamic competition such as changes in customer preferences and global competition. Moreover, this research also provides an insight into the influence of five antecedents (market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity) on each dimension of dynamic competitor marketing capability. Dynamic competitor marketing capability comprises five dimensions – competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration. In addition, two theories, namely, the dynamic capability theory and the contingency theory are utilized to explain the overall association of variables in the conceptual model. Three theoretical contributions are provided as follows.

Firstly, this research proposes five dimensions of dynamic competitor marketing capability which comprise competitive database development, competitor potentiality analysis orientation, competitor positioning evaluation capability, competitive movement monitoring competency, and competitor performance appraisal concentration, in our understanding of the concept of competitor marketing capabilities and further reconstructing the path from dynamic competitor marketing capability to marketing outcomes, thus explaining how the positive marketing performance of a company is achieved. Particularly, it has highlighted the importance of five dimensions of dynamic competitor marketing capability focus in powering product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and more importantly, marketing performance. This is a major theoretical contribution due to the form of the identification of five dimensions of value creation strategy for empirical testing. It provides an important theoretical insight which expands from the positive relationships among each dimension of dynamic competitor marketing



capability, the outcomes of dynamic competitor marketing capability, and the outcomes of marketing. This research has helped to brighten the understanding under the concept dynamic competitor marketing capability.

Secondly, this research increases the understanding how the five dimensions of dynamic competitor marketing capability have an impact on marketing outcomes and marketing performance of firms on the Thai furniture context from the entrepreneurial perspective. Therefore, the results strongly support that product innovation growth, increased market responsiveness, customer participation enhancement, and marketing effectiveness are important drivers of marketing performance in the market.

Thirdly, this research advances the literature by categorizing many antecedents (including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity) of dynamic competitor marketing capability, and develops a model to test the relationships. Therefore, the direct effects of market-driving vision, strategic flexibility, marketing knowledge, and competitive intention on dynamic competitor marketing capability are also advertent. In addition, market culture is the appropriate play-rule in the moderating effect among the antecedents and each dimension of dynamic competitor marketing capability, whereas the moderator role of market culture has no significant influences on the relationships between environmental complexity and all dimensions of dynamic competitor marketing capability. These applications can benefit further study for academics who are studying marketing capability literature.

Fourthly, the relationships in the conceptual framework are explained by two theories, including the dynamic capabilities theory and the contingency theory, and thus expanding one's knowledge of the role of these theories in marketing capability literature. Dynamic capability explains the overall association of the relationships among dynamic competitor marketing capability, and consequences. The contingency theory in this research explains the relationship among dynamic competitor marketing capability antecedents comprised of market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity, and the moderating effect of market culture. The results of this research help to confirm the usefulness of the dynamic capability and contingency theories in explaining both antecedents and the consequence of dynamic competitor marketing capability.



Therefore, the firm's resources and capabilities gain a sustainable competitive advantage that gives an increase in superior performance by differentiating new products from their competitors.

Lastly, in the mission of promoting dynamic competitor marketing capability, this research suggested that firms use capabilities to transform resources into outputs based on their marketing strategies and such marketing capabilities are linked to their marketing performance. However, superior capabilities in marketing give the firm the ability to generate and act on information about competitor actions and reactions.

Managerial Contribution

This study provides several implications for marketing managers responsible for developing and implementing dynamic competitor marketing capability at the local market level. Firstly, the empirical results suggest that competitive database development, competitor positioning evaluation capability and competitive movement monitoring competency are strongly associated with all marketing outcomes, including product innovation growth, increased market responsiveness, customer participation enhancement, marketing effectiveness, and marketing performance. This research discusses the issues connected with developing database systems for competitive intelligence support. Technically, a competitive database focuses on the activities of competitors, markets, customer, technology, and industries. The essence of a competitive database development lies in its function of contributing to better and more timely organizational decision-making to identify current and potential threats and opportunities. An effective database provides competitive advantage by reducing reaction time to competitive actions and improving both marketing strategic and tactical planning. Thus, marketing managers should consider marketing applications of data base mining that include market basket analysis, propensity models, and ad placement models to have a competitive advantage over their competitors that can harvest benefits from their advantage and market share. Also, firms can sustain their businesses in the long-run by constant investment and improvement in collection of competitive information such as, systematically gathering, processing, analyzing, and distributing information about products, customers, competitors, application of technology, and research and development needed to enable one to keep track of who are one's



competitors, and what they are doing, and planning for decision-making to uphold their competitive advantage.

In addition, identifying and monitoring the competitors is an important function in many fields. In the organization of industrial economics, it is associated with the work of the market as the meaning is important for antitrust policies and regulations. This research is to characterize the competitor positioning of the furniture industry companies and evaluate their marketing performance. The identification of the company competitive positioning enables the study of competitors' strategies and the ability of selecting the most suitable path to achieve prosperity. Evaluation of the competitive position entails extensive analysis of the competition which, besides market share, also includes turnover, return on sales, brand image, distinguishing features of a product, target market, quality and value of a product, and price premiums for essential competitors. This research provides the directions and suggestions for managers to implement systematic methods of performance evaluation and also to consider a company's competitive positioning. A good competitor positioning evaluation should include assessments of both current and potential future competitors. The most direct or relevant competitors can be identified based on an analysis of the market structure, which includes such considerations as similarity of served needs, cross-price elasticity, product differentiations, service, and perceptual positions. Therefore, a marketing executive should consider continuously observing marketing activities and identify the strengths of the competitors in the race by choosing how to launch a new product or service the expertise, products, or cutting down the price of goods for the exercise as a market leader for the development of a successful, competitive strategy.

Secondly, the empirical results also indicate the antecedents of dynamic competitor marketing capability, including market-driving vision, strategic flexibility, marketing knowledge, competitive intention, and environmental complexity that are important factors for the use of dynamic competitor marketing capability in the firms. Especially, market-driving vision was found to be an important factor to which marketing directors or marketing managers should pay more attention, as a first priority. A market-driving vision is the standard and critical element of a company's marketing strategy. Most established companies develop organizational market-driving vision statements, which serve as foundational guides in the establishment of company



objectives. The company then develops marketing strategic and tactical plans for objectives of business. It should help marketers within the marketing department to know what decisions and tasks best align with the mission of the company. In addition, the results suggest that dynamic competitor marketing capability is one of the marketing strategic guides for marketing performance in intensive competition. This study provides evidence that is useful for guidelines for executives who should encourage changes in the behavior of customers and rivals, as well as the marketing structure in general such as focusing on scanning competitors, the market, the customers and the stakeholders to assess competitive situations on how to plan methods that are used for achieving the objectives and goals of organization.

Finally, this study has provided an insight into furniture's performance in Thailand from the perspective of marketing capabilities. The study demonstrated that it is important for the managers to effectively manage competitor marketing capability. The furniture business must be aware of changes in customer needs and preferences marketing; and anticipate competitors' actions and reactions to the development of new ideas and strategies, as well as the strategic evaluation of the strengths and weaknesses of current and potential competitors for a focal brand in its markets or for a focal strategic business unit (SBU) or firm in the corresponding industries. Therefore, competitor analysis is part of a marketing plan and can be done at the product-market level, the strategic business unit level, or the firm level. Thus, marketing managers should consider competitor analysis to develop business and marketing strategies that are based on sustainable competitive advantage. Applied at the brand level, competitor analysis is useful in deciding whether to launch a new product and in formulating brand-positioning strategy.

Limitations and Future Research Directions

Although the findings of this research have theoretical and managerial implications for strategic marketing researchers and practitioners, some care should be taken due to the limitations and future research of the study.

Firstly, the sample size of this study has samples of which the response rate of this study was based on survey research accepted at 28.41%, but it has only 133



respondents, which is considered to be small. As a result, it may affect the analysis of the power of the statistical test so that the results of the hypotheses are also impacted. Moreover, researchers should be careful in interpreting and applying the results.

Secondly, this research used questionnaires to collect the data and explored through cross-sectional survey. Therefore, future research should consider the longitudinal designs in the scale development, both to facilitate greater understanding of the analyzed variables and to assess the predictive validity. Using the longitudinal studies in this process may also allow the assessment of the scale's predictive validity, since a longitudinal approach evaluates whether the proposed interpretation of test scores can predict outcomes of interest over time.

Thirdly, some variables of dynamic competitor marketing capability have been newly-developed and are measured by using definitions from prior studies as well as new definitions of each variable. Therefore, future research should explore and develop the scales by applying different methods such as in-depth interviews and focus group discussion of marketing managers, in order to have a guideline and to prepare the questionnaire, and to confirm true variable measurements and all relationships of this research model. Also, the in-depth interview and focus group may broaden the perspective for more precise analytical results.

Finally, this research shows that the results, which come from the survey on a single industry, cannot be considered as a representation of all companies in Thailand. Therefore, it might not sufficiently explain the ability to generalize these findings to other industrial sectors and thus, is limited. Thus, further research could choose other industries to compare the results of this conceptual framework that give on outcome similar or different to this research to increase credibility, and to verify the generalizability of the results.



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APPENDICES



APPENDIX A

Non-Response Bias Tests



Table A: Non-Response Bias Tests

Comparison	N	Mean	S.D.	t	Sig.*
Type of Investment:					
• First Group	66	1.07	.24	.55	.581
• Second Group	67	1.06	.23		
The Period of Time in Business Operation:					
• First Group	66	3.36	.90	-.30	.764
• Second Group	67	3.61	.70		
Number of Full Time Employees:					
• First Group	66	2.40	1.14	-1.28	.204
• Second Group	67	2.81	1.10		
Average Annual Incomes:					
• First Group	66	2.45	1.23	-.73	.467
• Second Group	67	2.78	1.31		
Operational Capital:					
• First Group	66	2.17	1.21	-.46	.645
• Second Group	67	2.35	1.24		
Major Market of Business:					
• First Group	66	1.18	.37	-.91	.361
• Second Group	67	1.25	.40		

* p < 0.05

Early respondents (n=66) and the last respondents (n=67), different in respondents group because exclude missing value.



APPENDIX B
Respondent Characteristic



Table 1B: Demographic Characteristics of Respondents

Descriptions	Categories	Frequencies	Percent (%)
Gender	Male	64	48.10
	Female	69	51.90
Total		133	100.00
Age	Less than 30 years old	10	7.50
	30– 40 years old	59	44.40
	41– 50 years old	39	29.30
	More than 50 years old	25	18.80
Total		133	100.00
Marital Status	Single	44	33.10
	Married	87	65.40
	Divorced	2	1.50
Total		133	100.00
Educational Level	Bachelor's degree or equal	65	48.90
	Higher than bachelor's degree	68	51.10
Total		133	100.00
Working Experience	Less than 5 years	7	5.30
	5-10 years	42	31.60
	11-15 years	44	33.10
	More than 15 years	40	30.00
Total		133	100.00
Average Monthly Income at Present	Less than 50,000 Baht	60	45.10
	50,000 – 75,000 Baht	31	23.30
	75,001 – 100,000 Baht	8	6.00
	More than 100,000 Baht	34	25.60
Total		133	100.00
Working Position at Present	Marketing Director	37	27.80
	Marketing Manager	96	72.20
Total		133	100.00



Table 2B: Characteristics of Furniture Businesses in Thailand

Descriptions	Categories	Frequencies	Percentage
Business Owner Type	Company limited	130	97.70
	Partnership	3	2.30
Total		133	100.00
Type of Investment	Wholly Owned	125	94.00
	Joint Ventures	8	6.00
Total		133	100.00
The Period of Time in Business Operation	Fewer than 5 year	3	2.30
	5 – 10 year	18	13.50
	11 - 15 year	23	17.30
	More than 15 year	89	66.90
Total		133	100.00
Number of Employees at Present	Fewer than 50 people	25	18.80
	50 – 100 people	50	37.60
	101 – 150 people	14	10.50
	More than 150 people	44	33.10
Total		133	100.00
Average Annual Income per Year	Fewer than 25,000,000 Baht	37	27.80
	25,000,000 - 50,000,000 Baht	55	41.40
	50,000,001 - 75,000,000 Baht	9	6.80
	More than 75,000,000 Baht	32	24.00
Total		133	100.00
Operational Capital	Less than 10,000,000 Baht	48	36.00
	10,000,000 - 30,000,000 Baht	40	30.10
	30,000,001 - 50,000,000 Baht	17	5.30
	More than 50,000,000 Baht	38	28.60
Total		133	100.00
Major Market of Business	Domestic	103	77.40
	Foreign	30	22.60
Total		133	100.00



APPENDIX C
Tests of Validity and Reliability



Table 1C: Factor Loadings and Alpha Coefficients of Constructs

Constructs	Items	Factor Loadings	Alpha Coefficient
Competitive Database Development (CDD)	CDD1	.497	.705
	CDD2	.547	
	CDD3	.947	
	CDD4	.787	
Competitor Potentiality Analysis Orientation (CPAO)	CPAO1	.520	.809
	CPAO2	.922	
	CPAO3	.812	
	CPAO4	.646	
Competitor Positioning Evaluation Capability (CPEC)	CPEC1	.435	.824
	CPEC2	.791	
	CPEC3	.0904	
	CPEC4	.802	
Competitive Movement Monitoring Competency (CMMC)	CMMC1	.584	.777
	CMMC2	.734	
	CMMC3	.900	
	CMMC4	.734	
Competitor Performance Appraisal Concentration (CPAC)	CPAC1	.752	.878
	CPAC2	.849	
	CPAC3	.772	
	CPAC4	.878	
Product Innovation Growth (PIG)	PIG1	.886	.908
	PIG2	.848	
	PIG3	.841	
	PIG4	.830	



Table 1C: Factor Loadings and Alpha Coefficients of Constructs (continued)

Constructs	Items	Factor Loadings	Alpha Coefficient
Increased Market Responsiveness (IMR)	IMR1	.705	.817
	IMR2	.732	
	IMR3	.952	
	IMR4	.528	
Customer Participation Enhancement (CPE)	CPE1	.578	.792
	CPE2	.728	
	CPE3	.784	
	CPE4	.788	
Marketing Effectiveness (ME)	ME1	.802	.841
	ME2	.931	
	ME3	.886	
	ME4	.664	
Marketing Performance (MP)	MP1	.802	.831
	MP2	.766	
	MP3	.662	
	MP4	.768	
Market-Driving Vision (MDV)	MDV1	.755	.875
	MDV2	.749	
	MDV3	.895	
	MDV4	.825	
Strategic Flexibility (SF)	SF1	.665	.776
	SF2	.655	
	SF3	.788	
	SF4	.748	



Table 1C: Factor Loadings and Alpha Coefficients of Constructs (continued)

Constructs	Items	Factor Loadings	Alpha Coefficient
Marketing Knowledge (MK)	MK1	.890	.883
	MK2	.869	
	MK3	.760	
	MK4	.729	
Competitive Intention(CI)	CI1	.773	.851
	CI2	.820	
	CI3	.767	
	CI4	.731	
Environmental Complexity (EC)	EC1	.756	.851
	EC2	.878	
	EC3	.716	
	EC4	.766	
Market Culture (MC)	MC1	.821	.745
	MC2	.871	
	MC3	.786	
	MC4	.616	



Table 2C: Results of Validity and Reliability Testing

Variables	Factor Loadings	Cronbach's Alpha
Competitive Database Development(CDD)	.620-.847	.705
Competitor Potentiality Analysis Orientation (CPAO)	.730-.822	.809
Competitor Positioning Evaluation Capability (CPEC)	.715-.844	.824
Competitive Movement Monitoring Competency (CMMC)	.744-.830	.777
Competitor Performance Appraisal Concentration (CPAC)	.792-.838	.878
Product Innovation Growth (PIG)	.830-.886	.908
Increased Market Responsiveness (IMR)	.628-.952	.817
Customer Participation Enhancement (CPE)	.728-.788	.792
Marketing Effectiveness (ME)	.664-.931	.841
Marketing Performance (MP)	.761-.802	.831
Market-Driving Vision (MDV)	.749-.895	.875
Strategic Flexibility (SF)	.755-.788	.776
Marketing Knowledge (MK)	.729-.890	.883
Competitive Intention (CI)	.731-.820	.851
Environmental Complexity (EC)	.716-.868	.851
Market Culture (MC)	.736-.821	.745



APPENDIX D
Test the Assumption of Regression Analysis



Regression analysis (OLS) is used to test the interrelationship between the various independent and dependent variables by SPSS program. From the relation model and the hypotheses, the following 19 equation models are presented including assumptions of regression model as follows.

Assumptions of Regression Model

The main assumptions of regression model are:

1. Independence of the error terms,
2. Multicollinearity problem,
3. Normality of the error term distribution,
4. Linearity of phenomenon measured,
5. Constant variance of the error terms (Homoscedasticity), and

Details of each assumption are summarized as follows:

1. Independence of the error terms

Durbin and Watson statistic is employed to detect the presence of autocorrelation (a relationship between values separated from each other by a given time lag) in the residuals from a regression analysis. Critical values 1.50 – 2.50 indicating autocorrelation is not a problem (Durbin and Watson, 1971). From the results in Table D1 below, we can assume that there is no first order linear auto-correlation in our multiple linear regression data.

2. Multicollinearity problem

Meanwhile, the assumption of multicollinearity refers to the assumption that the independent variables are uncorrelated. The researcher is able to interpret regression coefficients as the effects of the independent variables on the dependent variables when multicollinearity is low (Keith, 2006). Multicollinearity is checked by variance inflation factor (VIF). VIF more than 10 there is an indication for multicollinearity to be present (Hair et al., 2010).

The results of autocorrelation and multicollinearity are represent in Table D1 below.



Table D1: Summary Statistical Tests of Assumptions for Multiple Regressions

Equation	Durbin - Watson Value	Maximum VIF
1	2.263	2.535
2	1.592	2.535
3	2.198	1.128
4	1.691	2.535
5	1.858	1.128
6	1.902	2.535
7	1.957	1.605
8	2.174	2.535
9	2.070	1.092
10	2.010	2.815
11	1.551	4.627
12	2.272	2.815
13	2.156	4.627
14	2.019	2.815
15	2.015	4.627
16	1.671	2.815
17	1.865	4.627
18	2.061	2.815
19	2.078	4.627



3. Normality of the error term distribution

The multiple linear regression analysis requires that the error between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. This assumption can best be checked by plotting residual values on a histogram with a fitted normal curve or by reviewing a Q-Q-Plot.

4. Linearity of phenomenon measured

The multiple regression analysis needs the relationship between the independent and dependent variables to be linear. The linearity assumption can best be tested with scatter plots. Residual plots showing the standardized residuals vs. the predicted values and are very useful in detecting violations in linearity (Stevens, 2009).

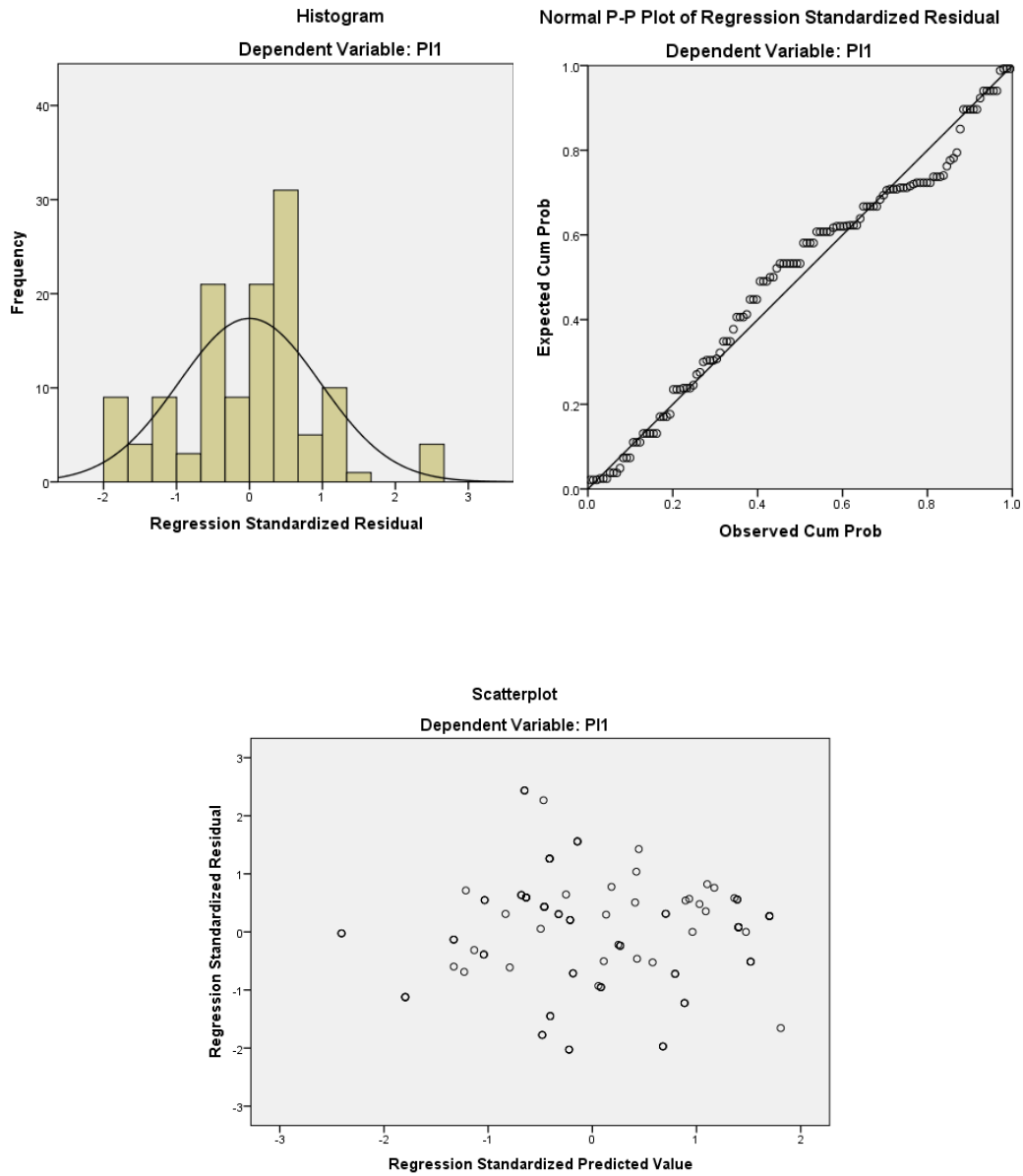
5. Constant variance of the error terms (Homoscedasticity)

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne and Waters, 2002). The scatter plot is good way to check whether homoscedasticity (that is the error terms along the regression line are equal) is given.

The results of normality, linearity and heteroscedasticity are depicted below.

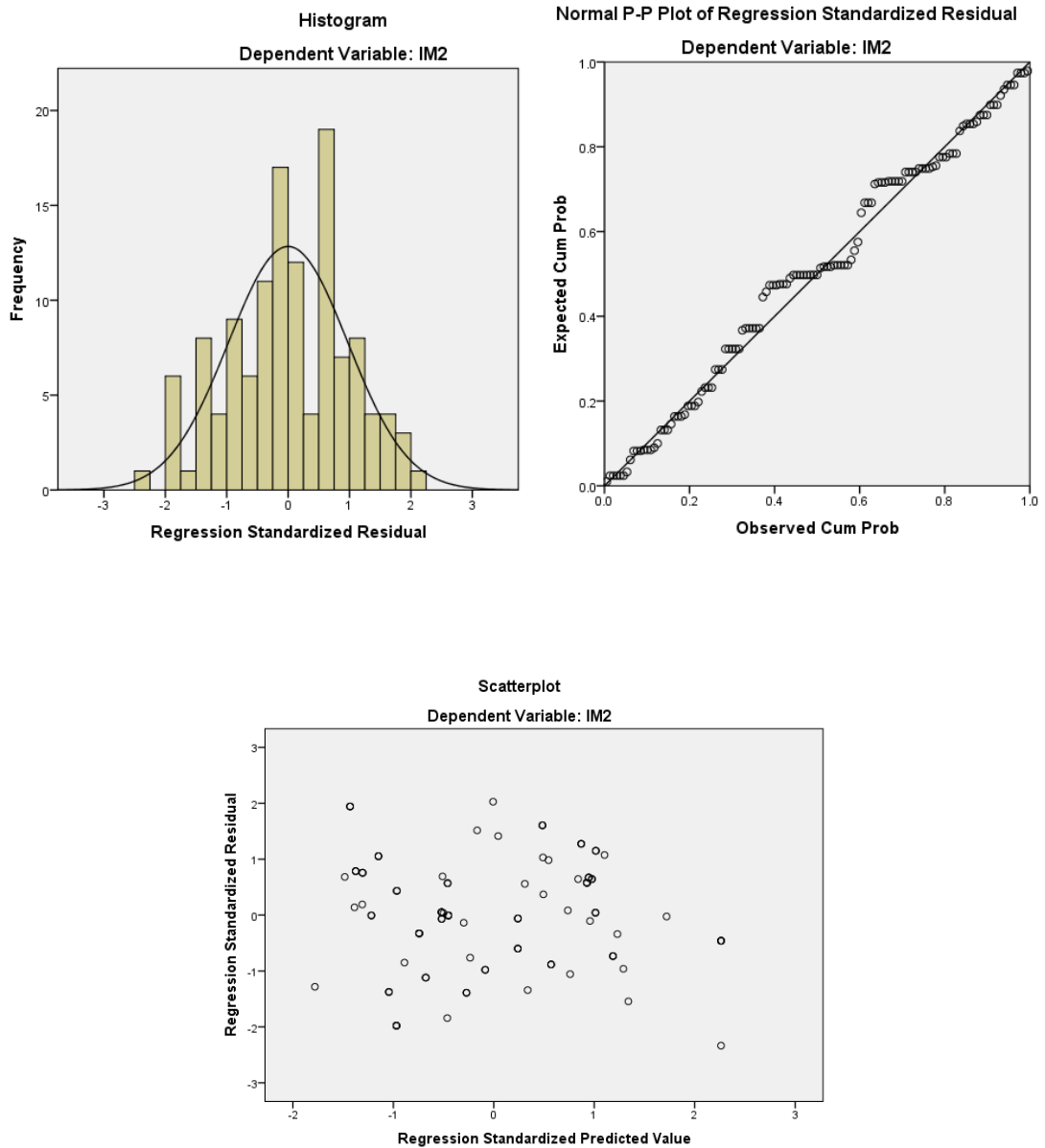


Normality, Linearity and Heteroscedasticity



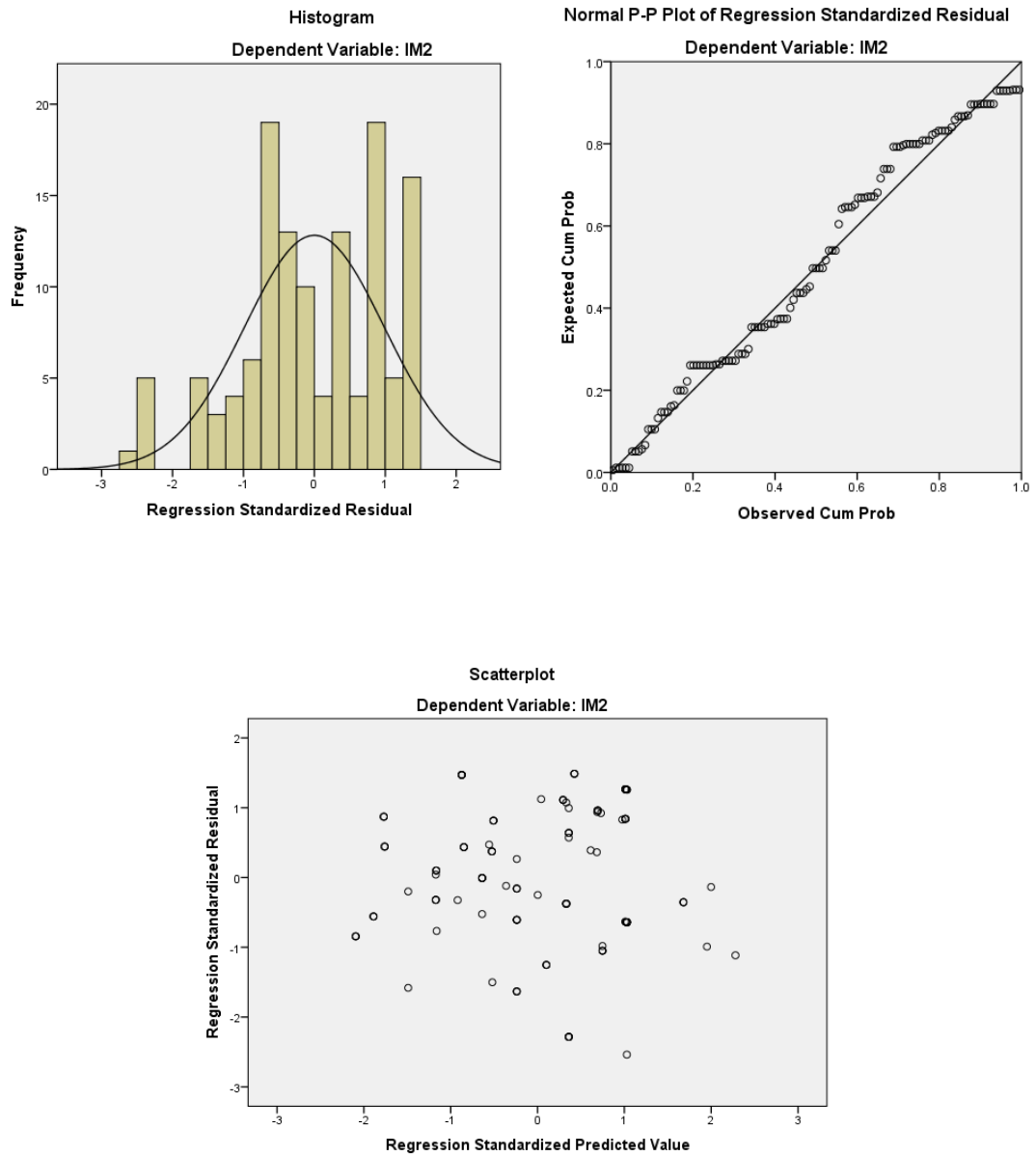
$$\text{Equation 1: } \mathbf{PIG} = \alpha_1 + \beta_1 \mathbf{CDD} + \beta_2 \mathbf{CPAO} + \beta_3 \mathbf{CPEC} + \beta_4 \mathbf{CMMC} + \beta_5 \mathbf{CPAC} + \beta_6 \mathbf{FA} + \beta_7 \mathbf{FS} + \varepsilon_1$$





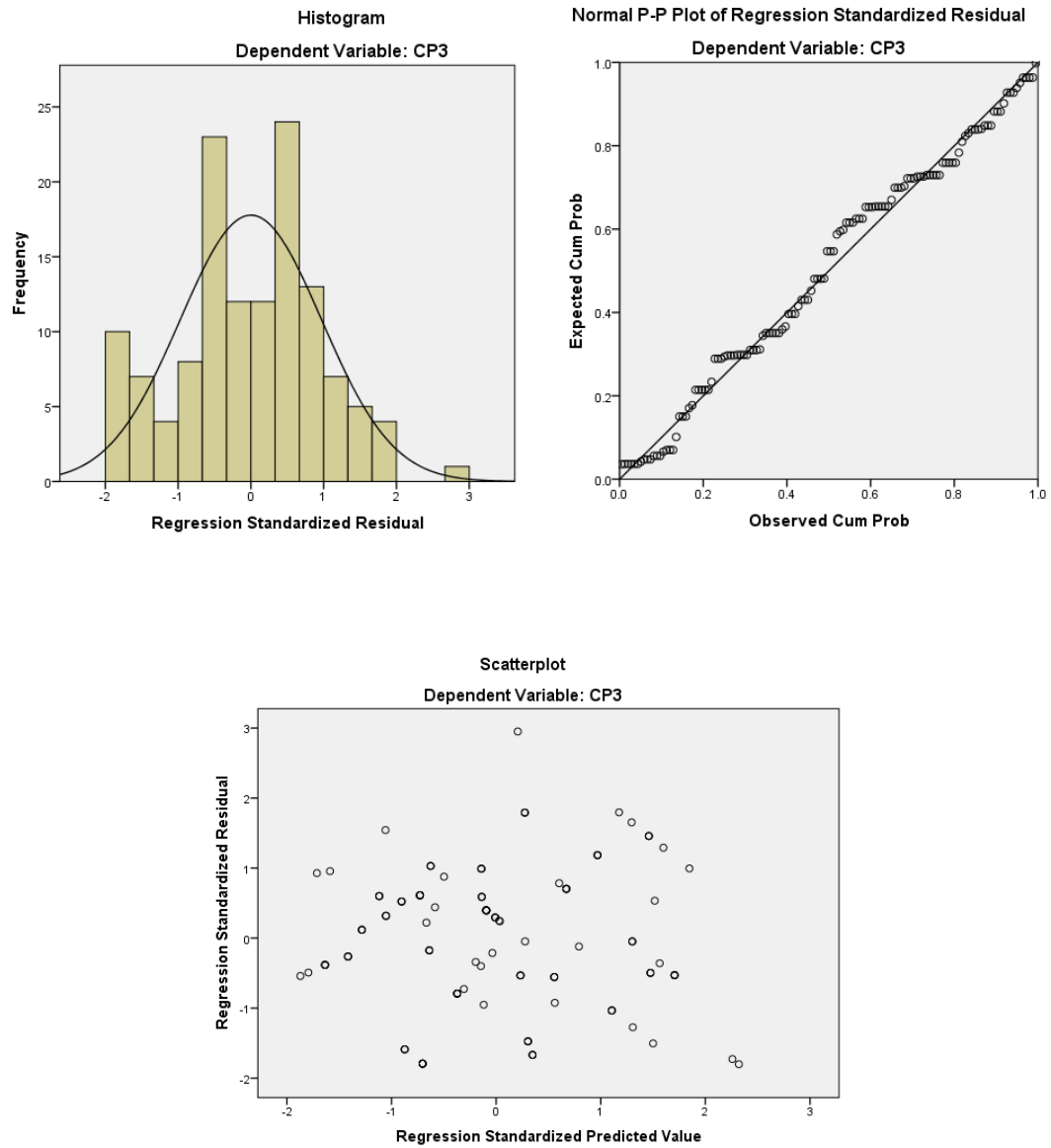
$$\text{Equation 2: } IMR = \alpha_2 + \beta_8 CDD + \beta_9 CPAO + \beta_{10} CPEC + \beta_{11} CMMC + \beta_{12} CPAC + \beta_{13} FA + \beta_{14} FS + \varepsilon_2$$





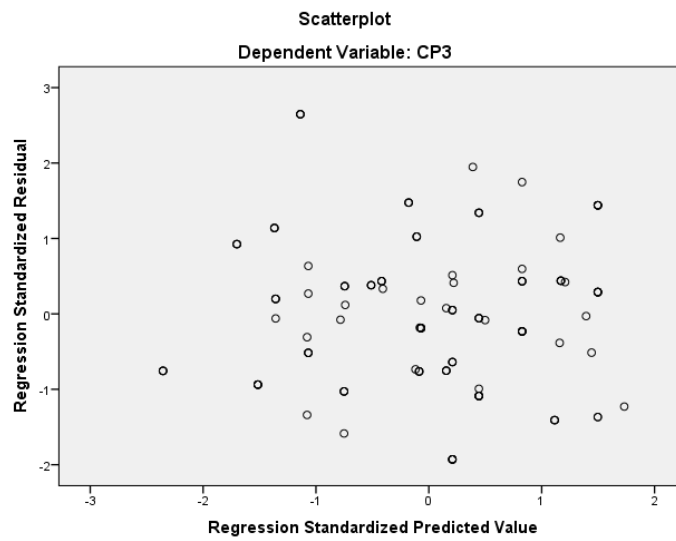
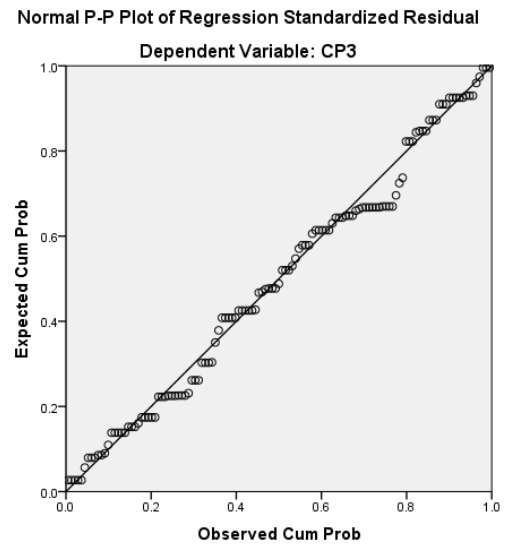
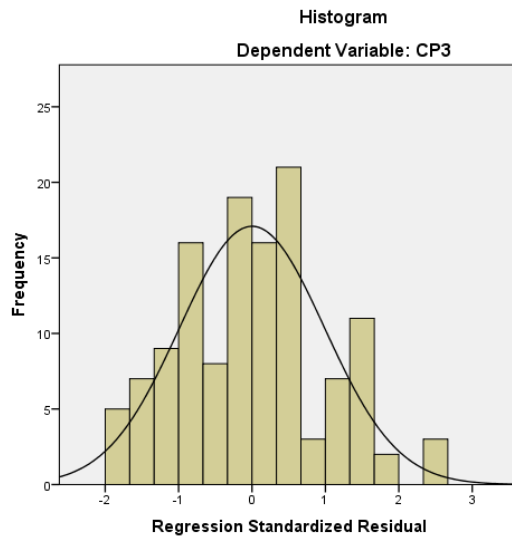
$$\text{Equation 3: } IMR = \alpha_3 + \beta_{15}PIG + \beta_{16}FA + \beta_{17}FS + \varepsilon_3$$





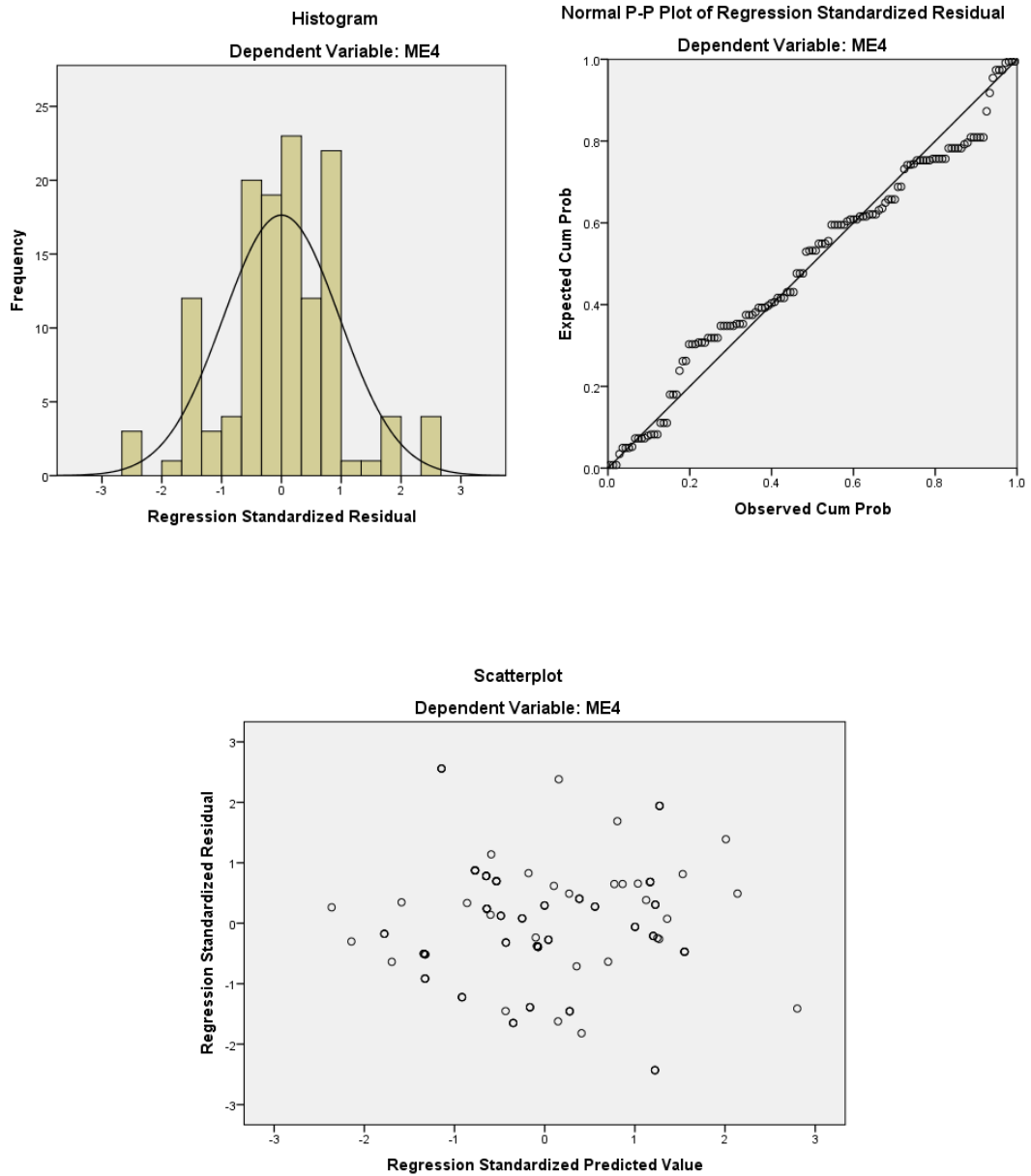
$$\begin{aligned}
 \text{Equation 4: } CPE = & \alpha_4 + \beta_{18} CDD + \beta_{19} CPAO + \beta_{20} CPEC + \beta_{21} CMMC + \\
 & \beta_{22} CPAC + \beta_{23} FA + \beta_{24} FS + \varepsilon_4
 \end{aligned}$$





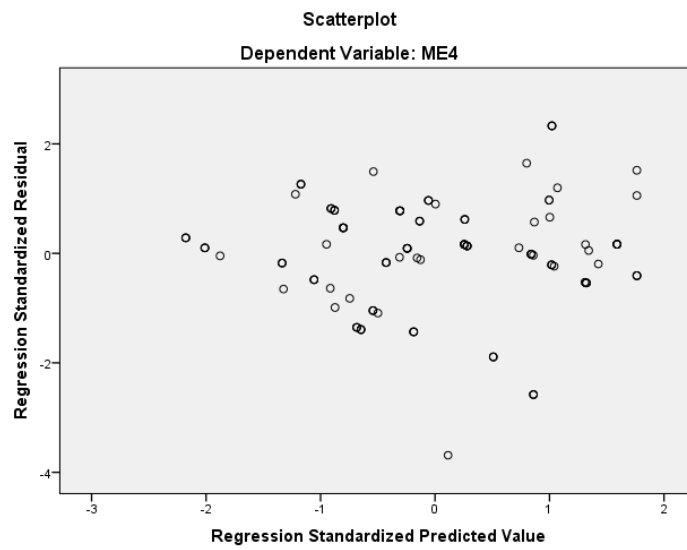
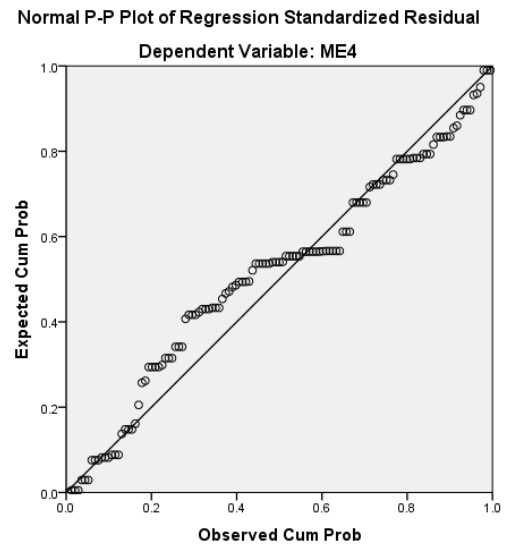
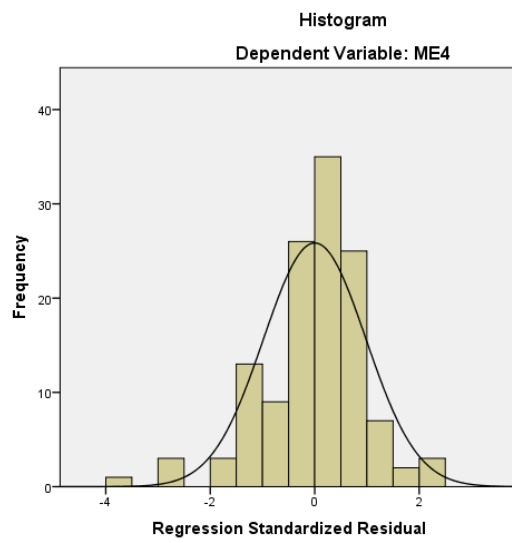
$$\text{Equation 5: } CPE = \alpha_5 + \beta_{25}PIG + \beta_{26}FA + \beta_{27}FS + \varepsilon_5$$





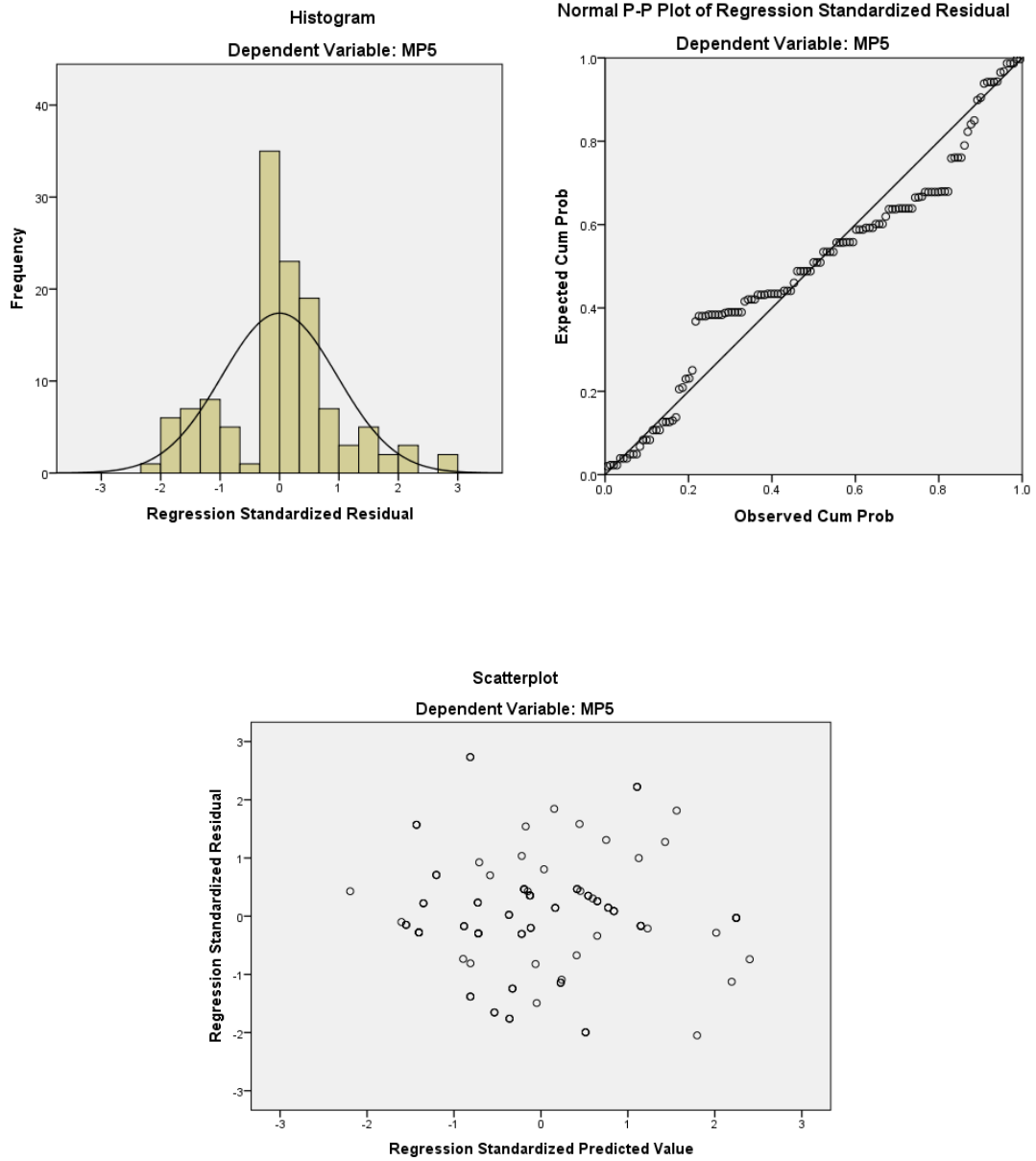
$$\begin{aligned}
 \text{Equation 6: } ME &= \alpha_6 + \beta_{28}CDD + \beta_{29}CPAO + \beta_{30}CPEC + \beta_{31}CMMC + \\
 &\quad \beta_{32}CPAC + \beta_{33}FA + \beta_{34}FS + \varepsilon_6
 \end{aligned}$$





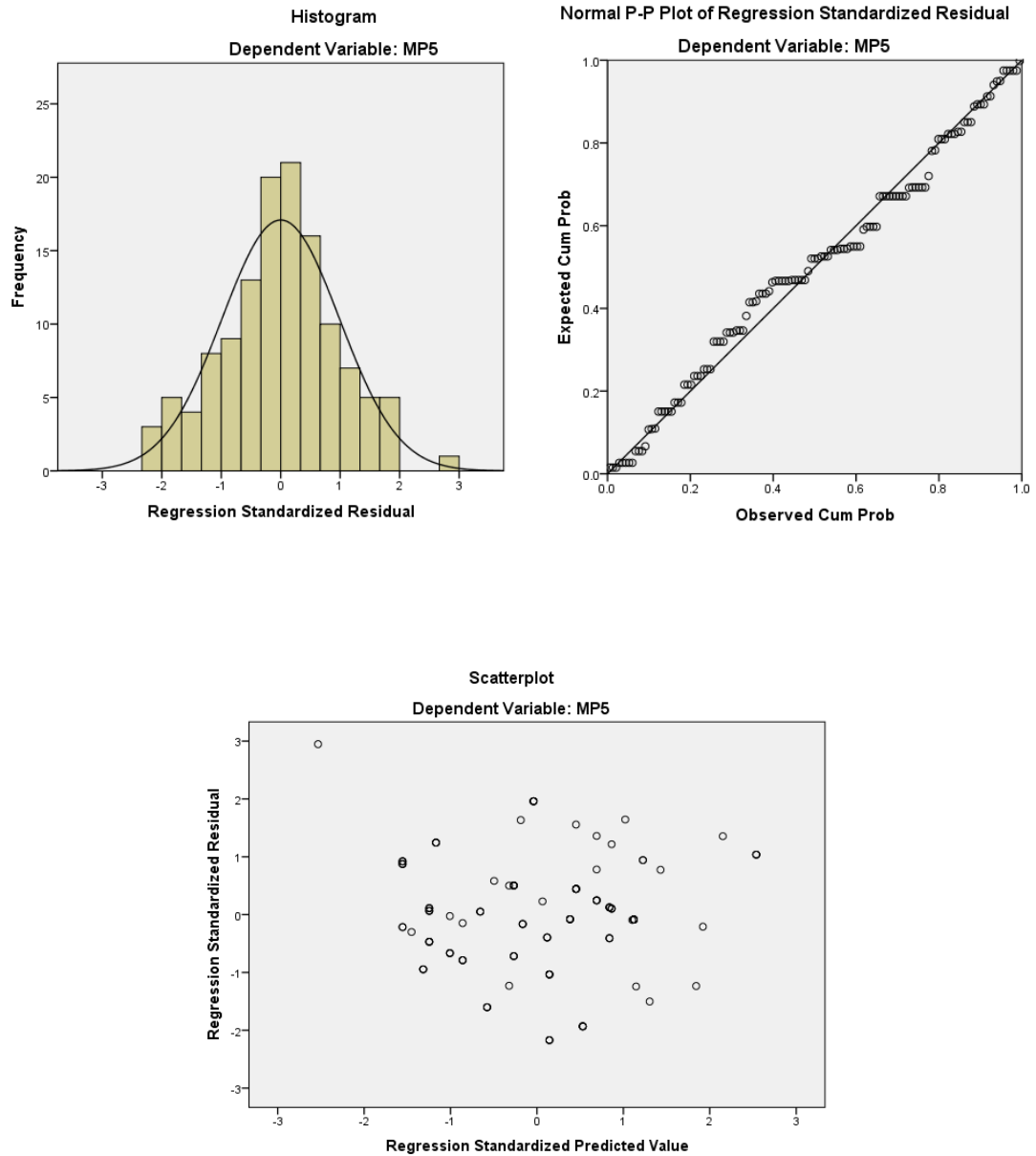
$$\text{Equation 7: } ME = \alpha_7 + \beta_{35}PIG + \beta_{36}IMR + \beta_{37}CPE + \beta_{38}FA + \beta_{39}FS + \varepsilon_7$$





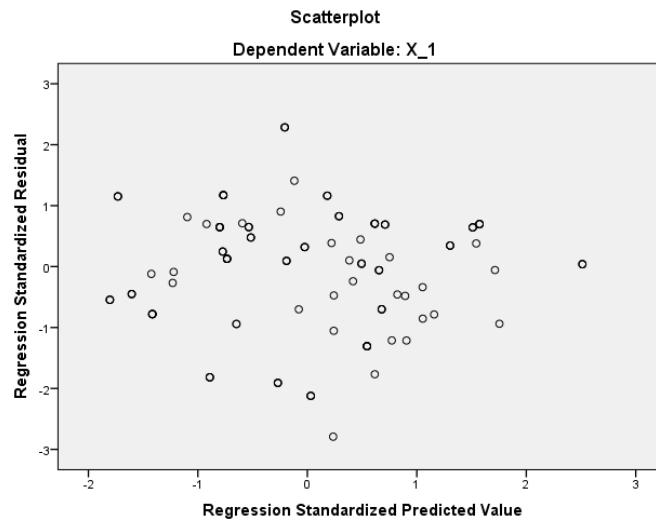
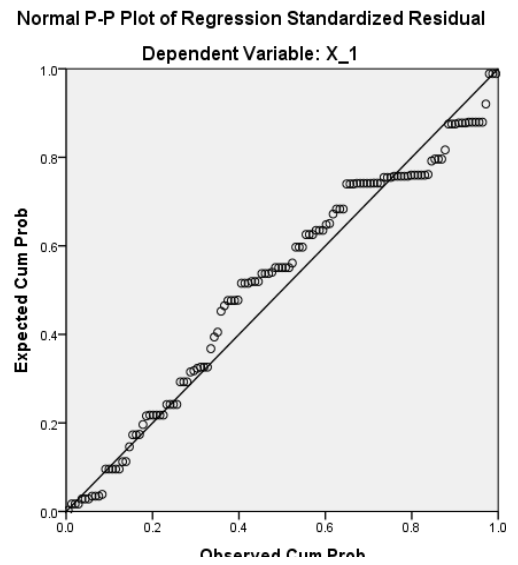
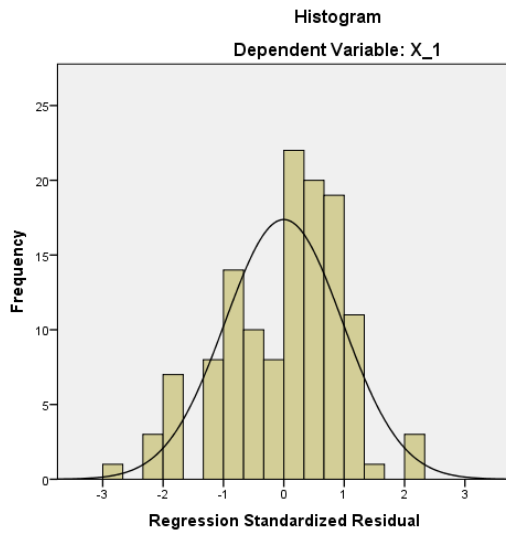
$$\text{Equation 8: } MP = \alpha_8 + \beta_{40} CDD + \beta_{41} CPAO + \beta_{42} CPEC + \beta_{43} CMMC + \beta_{44} CPAC + \beta_{45} FA + \beta_{46} FS + \varepsilon_8$$





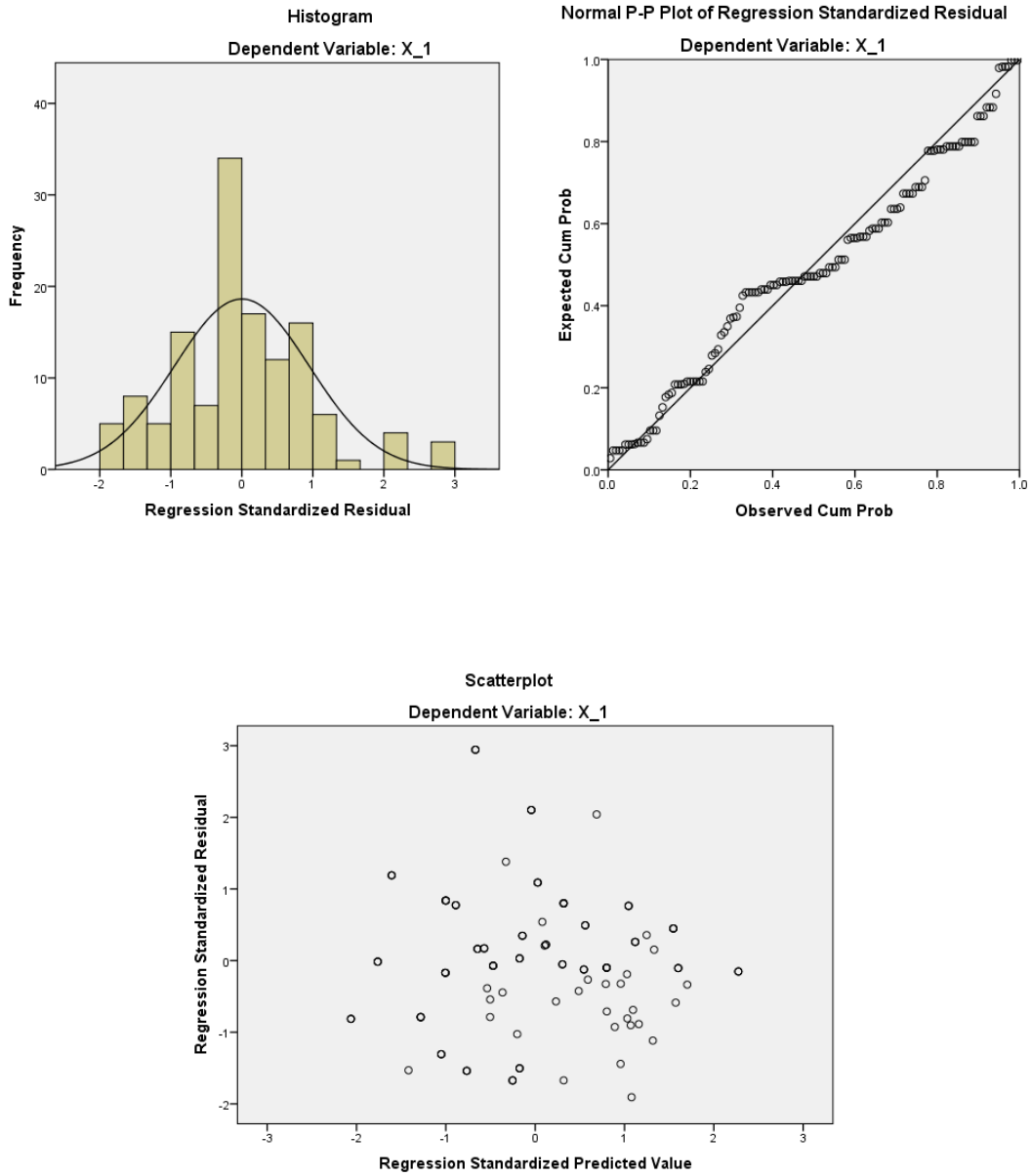
$$\text{Equation 9: } MP = \alpha_9 + \beta_{47}ME + \beta_{48}FA + \beta_{49}FS + \varepsilon_9$$





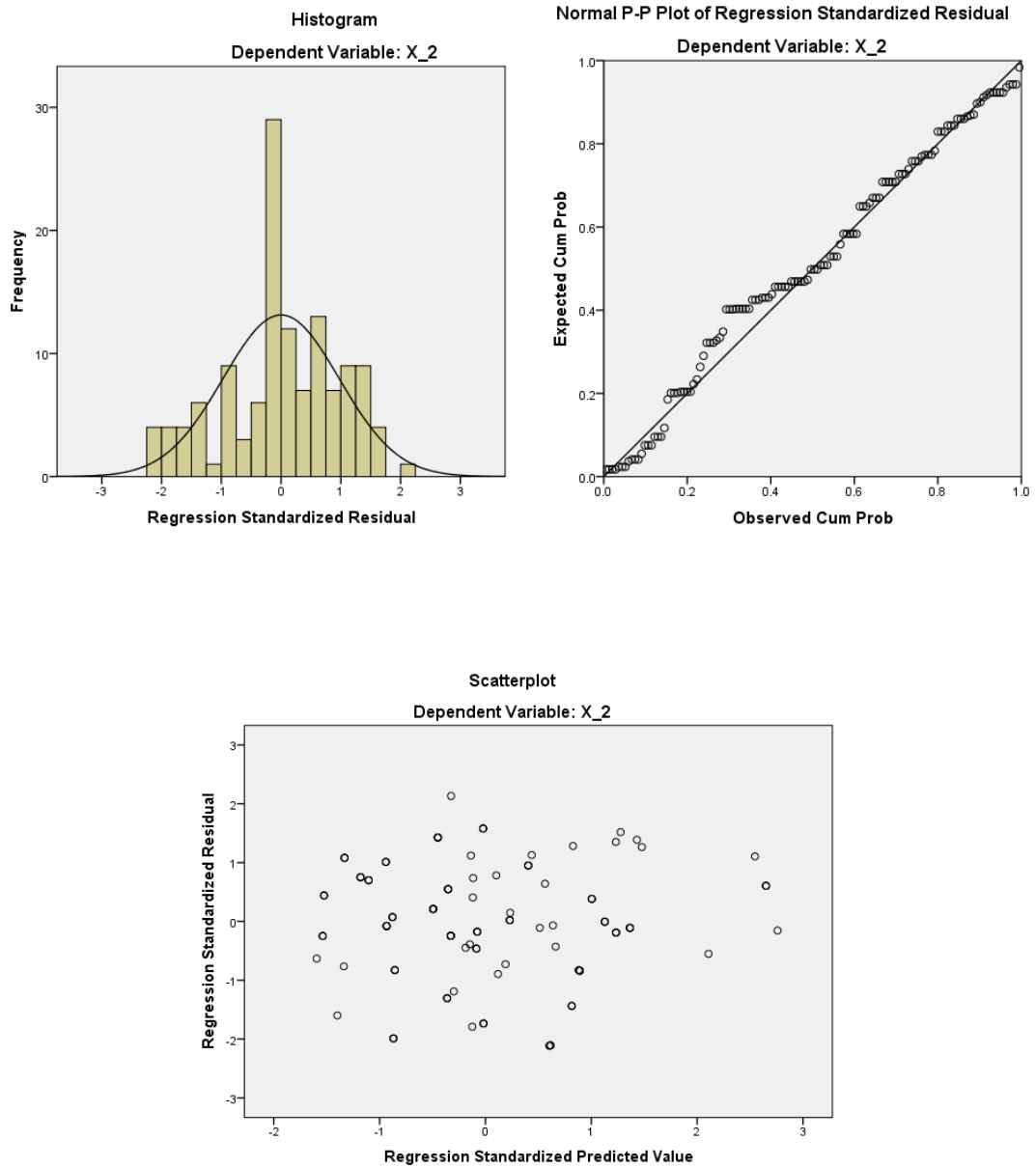
$$\text{Equation 10: } CDD = \alpha_{10} + \beta_{50}MDV + \beta_{51}SF + \beta_{52}MK + \beta_{53}CI + \beta_{54}EC + \beta_{55}FA + \beta_{56}FS + \varepsilon_{10}$$





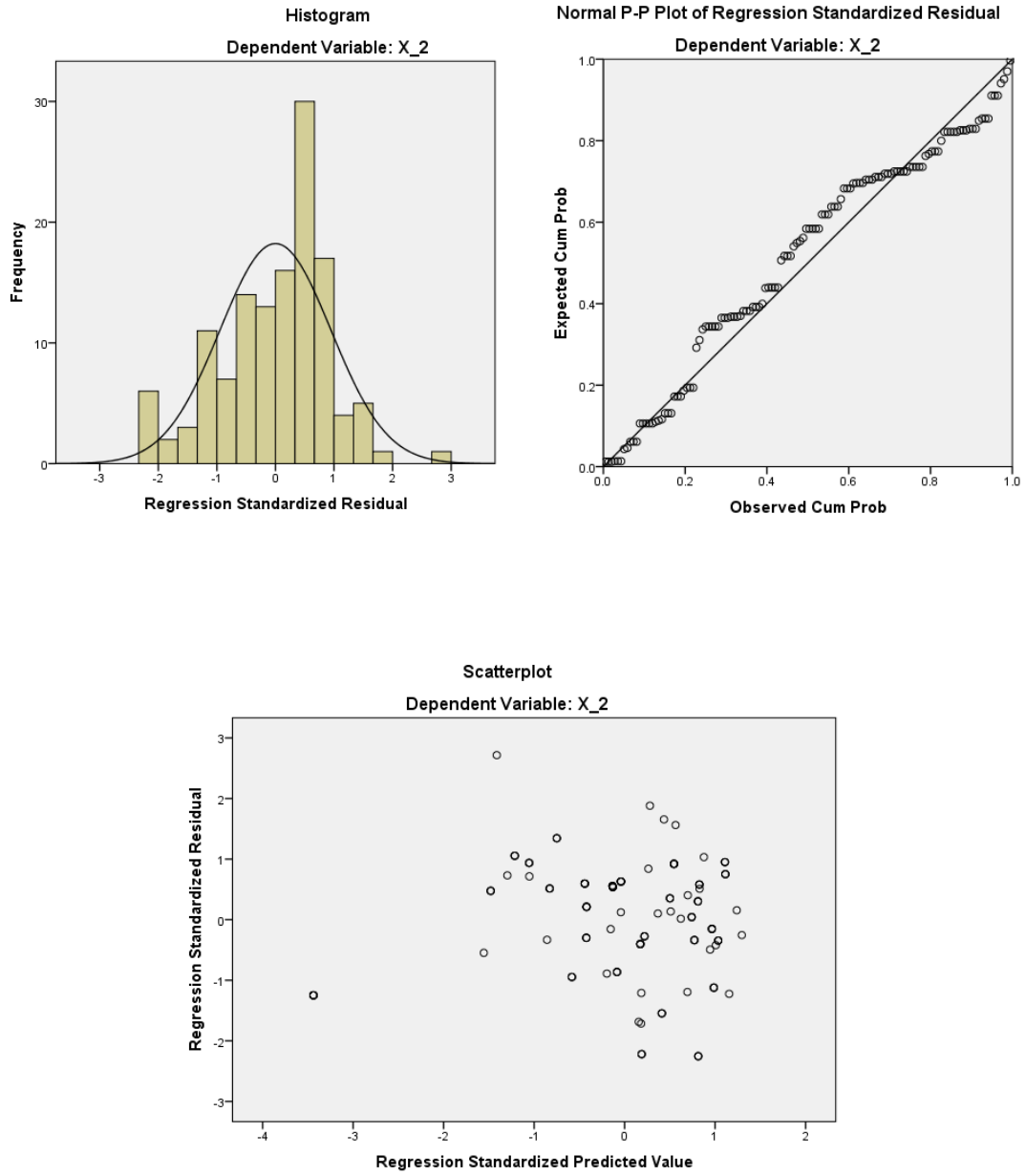
$$\begin{aligned}
 \text{Equation 11: } CDD = & \alpha_{11} + \beta_{57}MDV + \beta_{58}SF + \beta_{59}MK + \beta_{60}CI + \beta_{61}EC + \beta_{62}MC + \\
 & \beta_{63}(MC*MDV) + \beta_{64}(MC*SF) + \beta_{65}(MC*MK) + \\
 & \beta_{66}(MC*CI) + \beta_{67}(MC*EC) + \beta_{68}FA + \beta_{69}FS + \varepsilon_{11}
 \end{aligned}$$





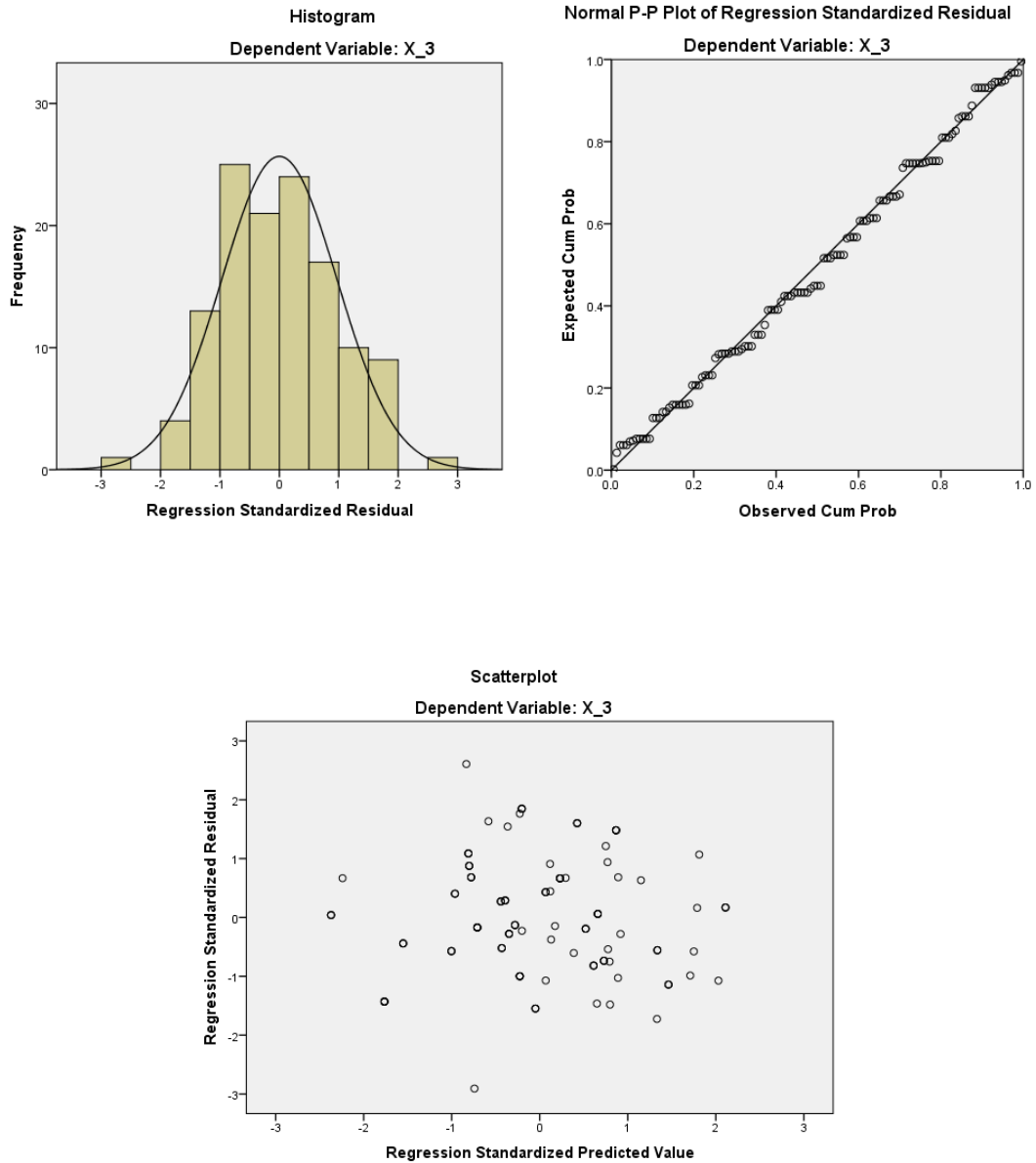
$$\text{Equation 12: } CPAO = \alpha_{12} + \beta_{70}MDV + \beta_{71}SF + \beta_{72}MK + \beta_{73}CI + \beta_{74}EC + \beta_{75}FA + \beta_{76}FS + \varepsilon_{12}$$





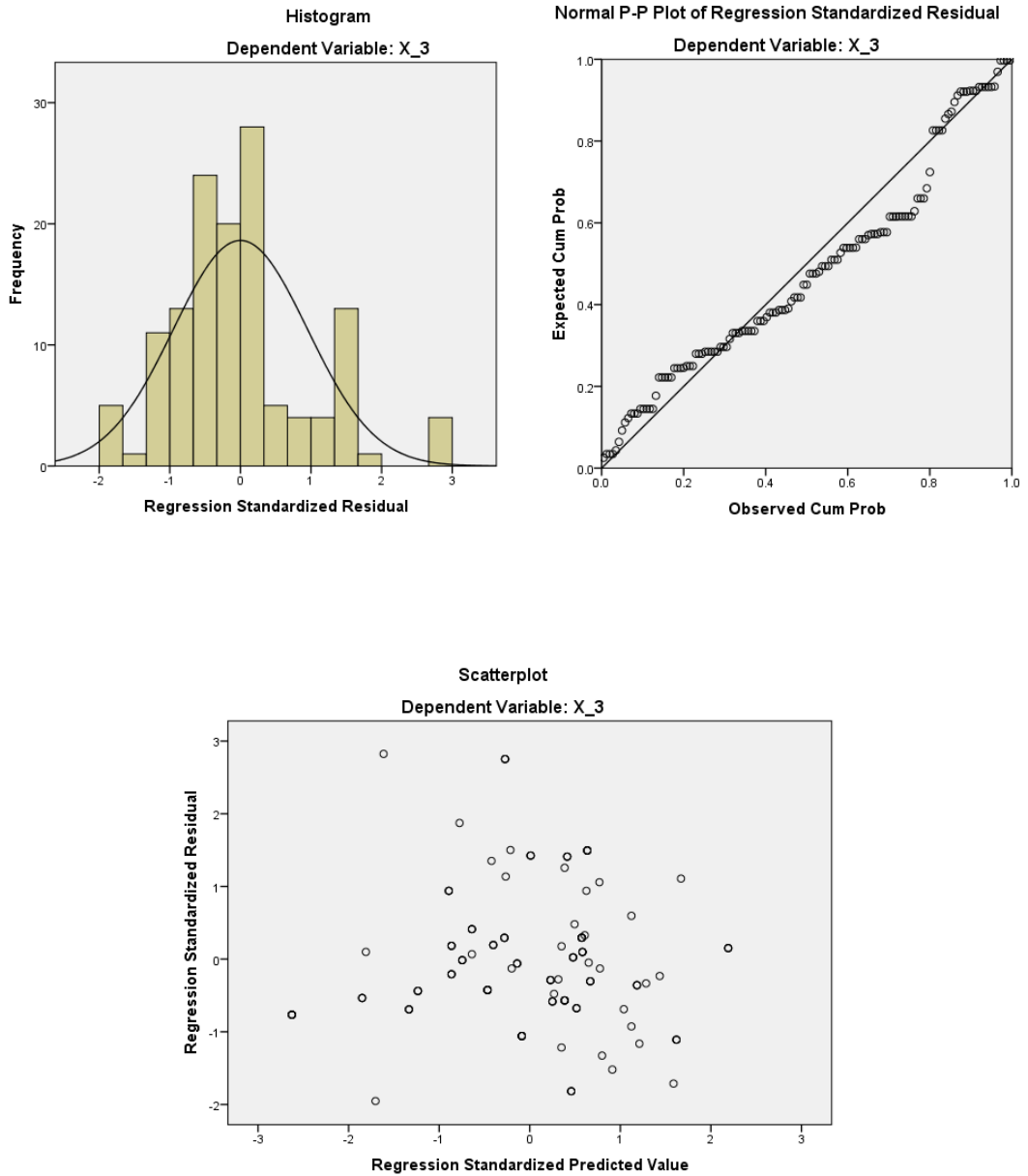
$$\begin{aligned}
 \text{Equation 13: } CPAO = & \alpha_{13} + \beta_{77}MDV + \beta_{78}SF + \beta_{79}MK + \beta_{80}CI + \beta_{81}EC + \beta_{82}MC + \\
 & \beta_{83}(MC*MDV) + \beta_{84}(MC*SF) + \beta_{85}(MC*MK) + \\
 & \beta_{86}(MC*CI) + \beta_{87}(MC*EC) + \beta_{88}FA + \beta_{89}FS + \varepsilon_{13}
 \end{aligned}$$





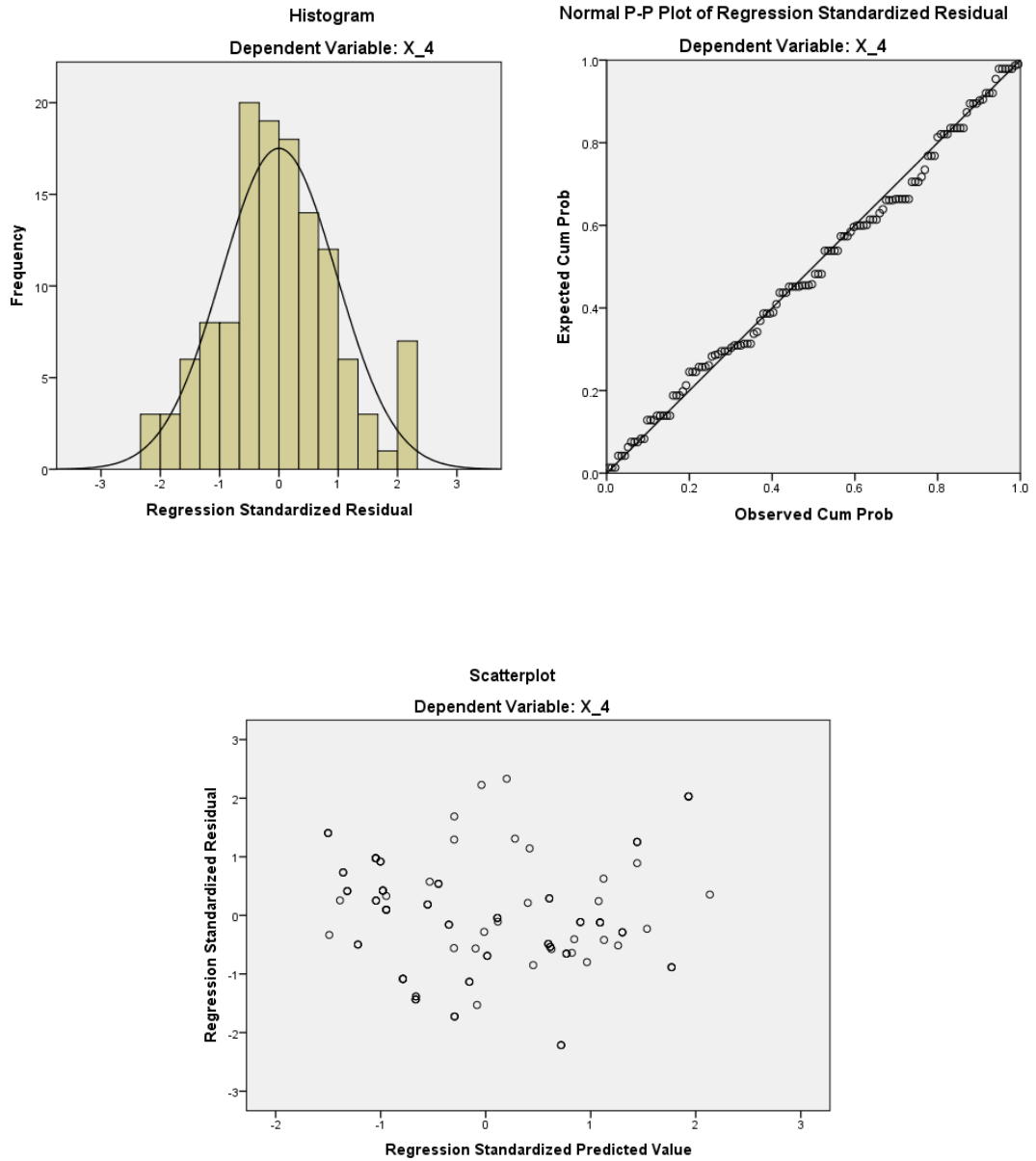
$$\text{Equation 14: } CPEC = \alpha_{14} + \beta_{90}MDV + \beta_{91}SF + \beta_{92}MK + \beta_{93}CI + \beta_{94}EC + \beta_{95}FA + \beta_{96}FS + \varepsilon_{14}$$





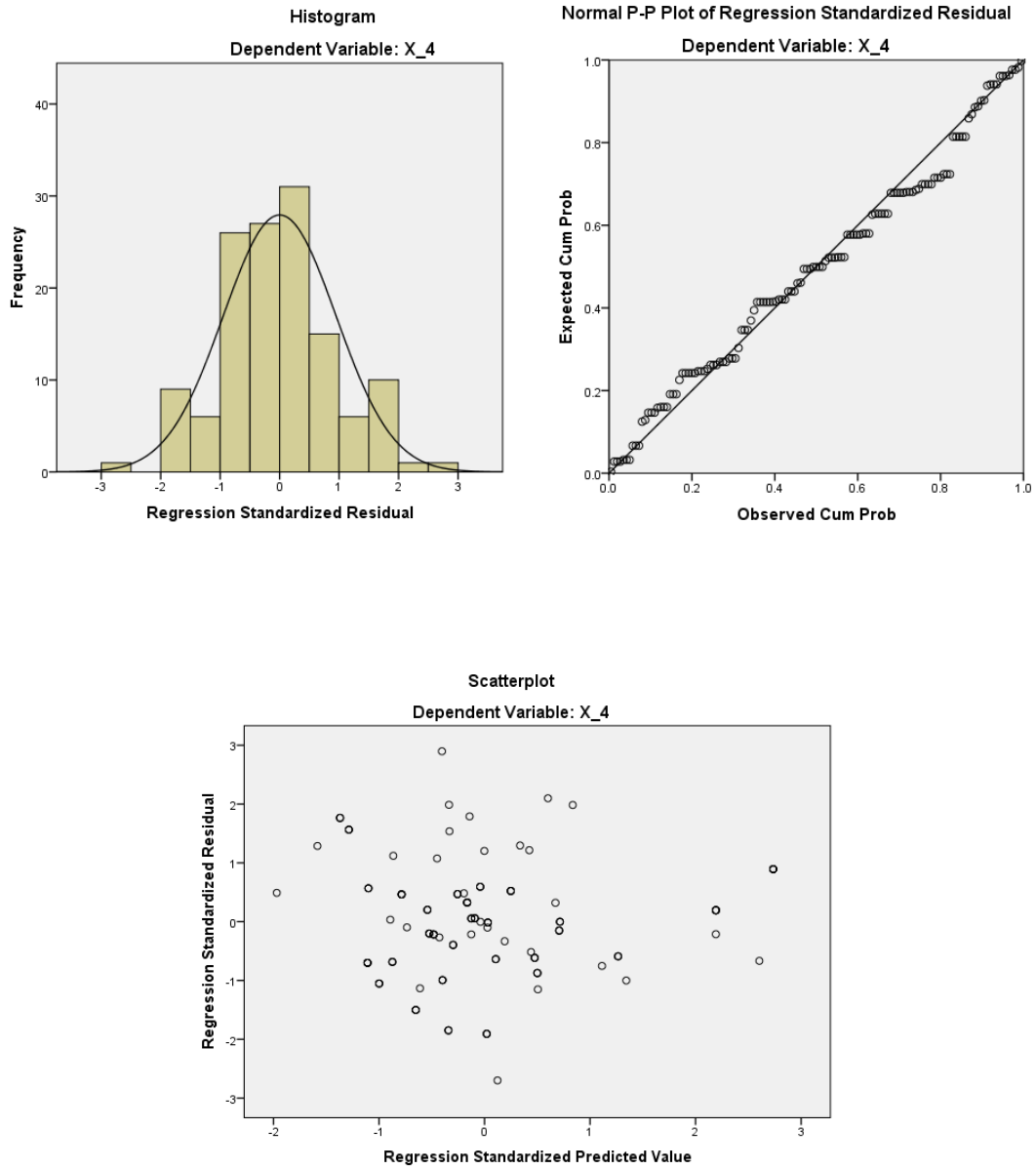
$$\begin{aligned}
 \text{Equation 15: } CPEC = & \alpha_{15} + \beta_{97}MDV + \beta_{98}SF + \beta_{99}MK + \beta_{100}CI + \beta_{101}EC + \beta_{102}MC + \\
 & \beta_{103}(MC*MDV) + \beta_{104}(MC*SF) + \beta_{105}(MC*MK) + \\
 & \beta_{106}(MC*CI) + \beta_{107}(MC*EC) + \beta_{108}FA + \beta_{109}FS + \varepsilon_{15}
 \end{aligned}$$





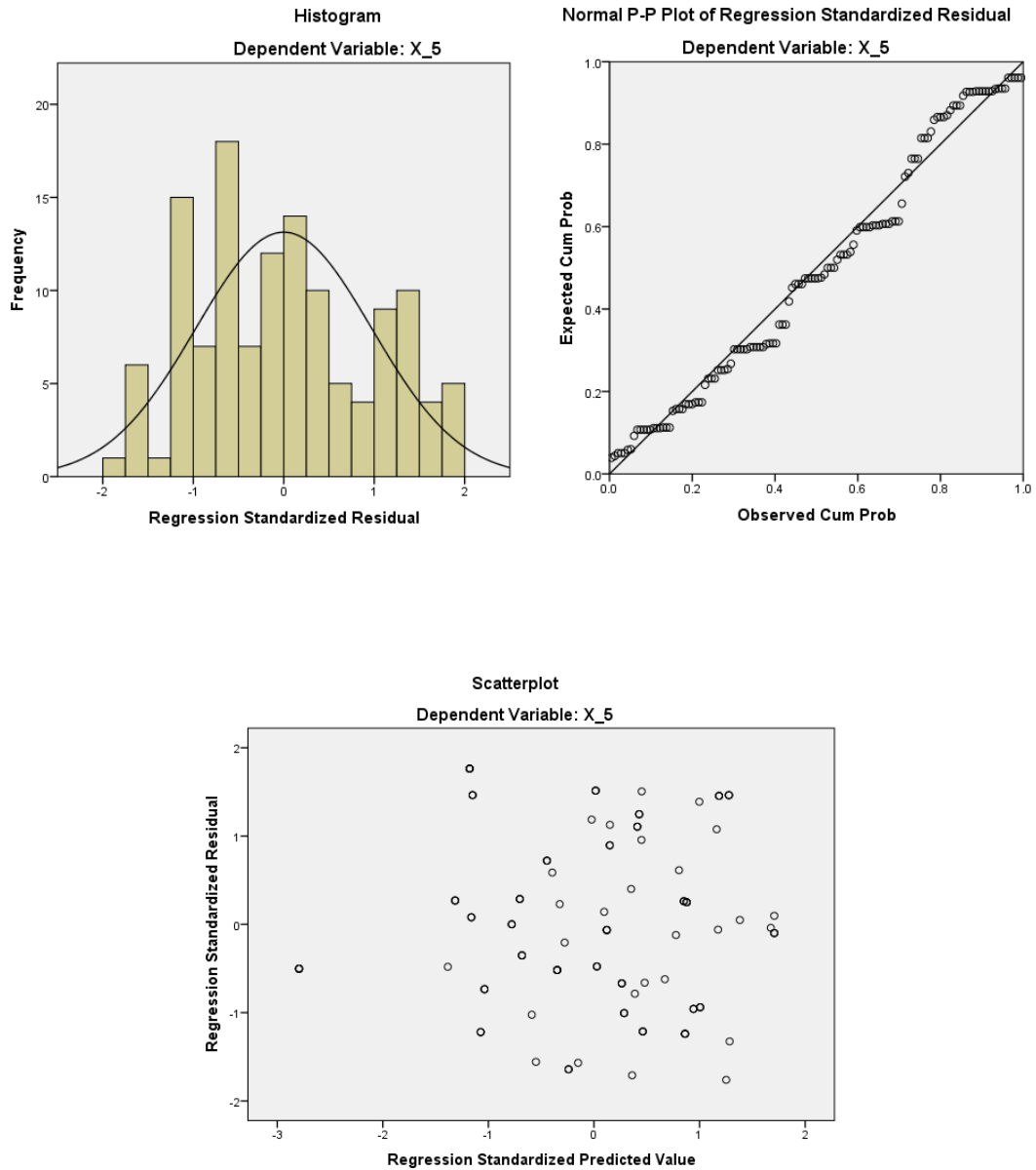
$$\text{Equation 16: } CMMC = \alpha_{16} + \beta_{110}MDV + \beta_{111}SF + \beta_{112}MK + \beta_{113}CI + \beta_{114}EC + \beta_{115}FA + \beta_{116}FS + \varepsilon_{16}$$





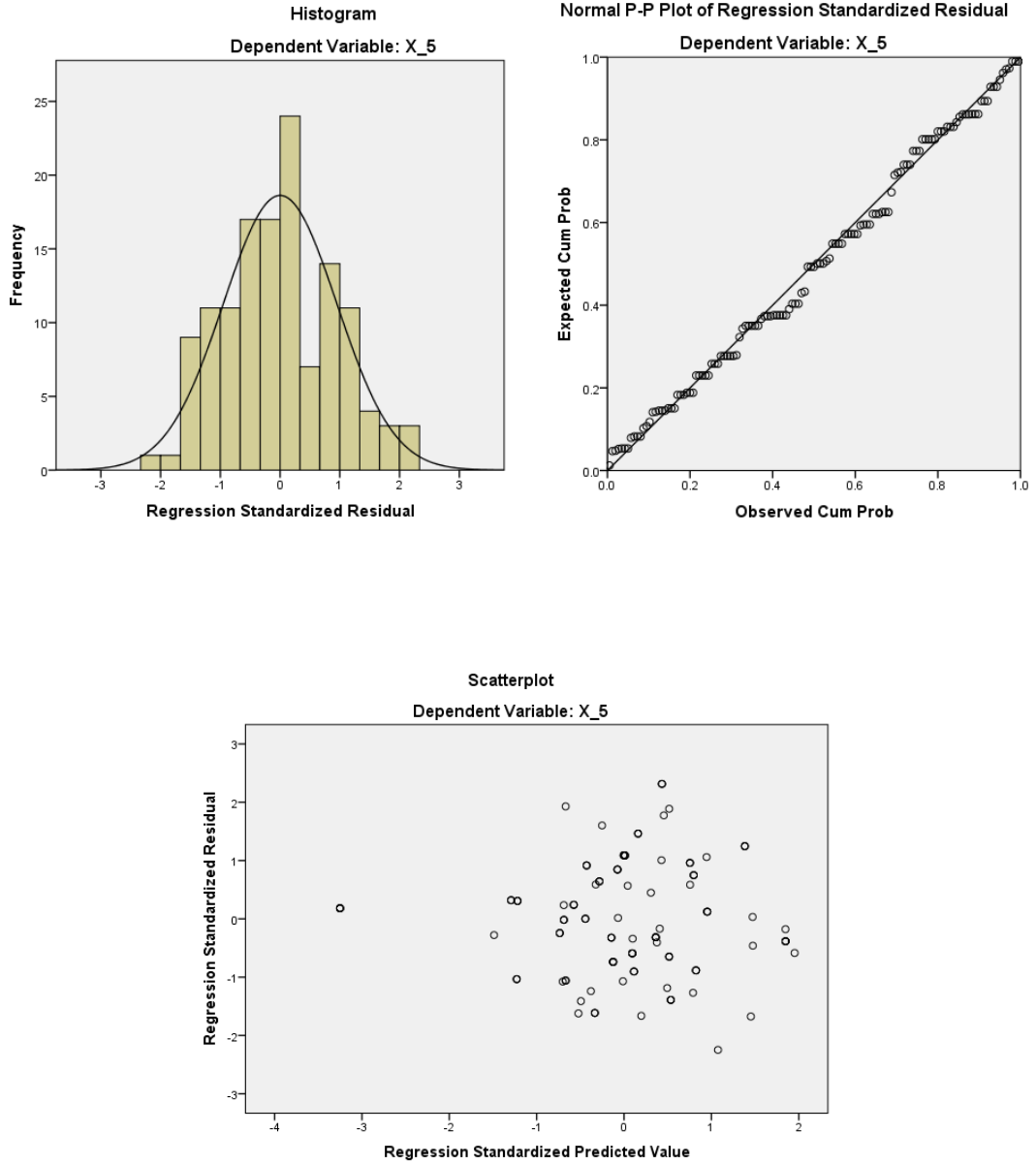
$$\begin{aligned}
 \text{Equation 17: } CMMC = & \alpha_{17} + \beta_{117}MDV + \beta_{118}SF + \beta_{119}MK + \beta_{120}CI + \beta_{121}EC + \beta_{122}MC + \\
 & \beta_{123}(MC*MDV) + \beta_{124}(MC*SF) + \beta_{125}(MC*MK) + \\
 & \beta_{126}(MC*CI) + \beta_{127}(MC*EC) + \beta_{128}FA + \beta_{129}FS + \varepsilon_{17}
 \end{aligned}$$





$$\text{Equation 18: } CPAC = \alpha_{18} + \beta_{130}MDV + \beta_{131}SF + \beta_{132}MK + \beta_{133}CI + \beta_{134}EC + \beta_{135}FA + \beta_{136}FS + \varepsilon_{18}$$





$$\begin{aligned}
 \text{Equation 19: CPAC} = & \alpha_{19} + \beta_{137}MDV + \beta_{138}SF + \beta_{139}MK + \beta_{140}CI + \beta_{141}EC + \beta_{142}MC + \\
 & \beta_{143}(MC*MDV) + \beta_{144}(MC*SF) + \beta_{145}(MC*MK) + \\
 & \beta_{146}(MC*CI) + \beta_{147}(MC*EC) + \beta_{148}FA + \beta_{149}FS + \varepsilon_{19}
 \end{aligned}$$



APPENDIX E
Cover Letters and Questionnaire (Thai Version)





**เรื่อง ศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรและผลการดำเนินงานทางการตลาด:
การวิจัยเชิงประจักษ์ธุรกิจเฟอร์นิเจอร์ในประเทศไทย**

คำชี้แจง

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา “ศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรและผลการดำเนินงานทางการตลาด: การวิจัยเชิงประจักษ์ธุรกิจเฟอร์นิเจอร์ในประเทศไทย” เพื่อประกอบการศึกษาวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดให้ข้อมูลในการตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนของคำถาม 7 ตอน ดังนี้

- ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดธุรกิจเฟอร์นิเจอร์ในประเทศไทย
- ตอนที่ 2 ข้อมูลทั่วไปของธุรกิจเฟอร์นิเจอร์ในประเทศไทย
- ตอนที่ 3 ความคิดเห็นเกี่ยวกับศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรของธุรกิจเฟอร์นิเจอร์ในประเทศไทย
- ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานทางการตลาดของธุรกิจเฟอร์นิเจอร์ในประเทศไทย
- ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรของธุรกิจเฟอร์นิเจอร์ในประเทศไทย
- ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรของธุรกิจเฟอร์นิเจอร์ในประเทศไทย
- ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับการบริหารธุรกิจเฟอร์นิเจอร์ในประเทศไทย

ผู้วิจัยขอขอบพระคุณล่วงหน้าที่ท่านได้กรุณาสละเวลาในการตอบคำถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งในการวิจัยครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นายฉัตรชัย อินทสังข์ โทรศัพท์เคลื่อนที่ 086-8656669 หรือ E-mail: cc_in1@hotmail.com

(นายฉัตรชัย อินทสังข์)

นิสิตระดับปริญญาเอกหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด
คณะการบัญชีและการจัดการมหาวิทยาลัยมหาสารคาม



ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดธุรกิจเฟอร์นิเจอร์ในประเทศไทย

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. รายได้เฉลี่ยต่อเดือน

☐

ต่ำกว่า 50,000 บาท

☐

50,000-75,000 บาท

☐

75,001-100,000 บาท

☐

มากกว่า 100,000 บาท

7. ตำแหน่งงานในปัจจุบัน

☐

ผู้อำนวยการฝ่ายการตลาด

☐

ผู้จัดการฝ่ายการตลาด

☐

อื่นๆ (โปรดระบุ).....



ตอนที่ 2 ข้อมูลเกี่ยวกับธุรกิจเฟอร์นิเจอร์ในประเทศไทย

1. รูปแบบของธุรกิจ

- ☐ บริษัทจำกัด ☐ ห้างหุ้นส่วน

2. ลักษณะการดำเนินธุรกิจ

- ☐ กิจกรรมคนไทย ☐ กิจกรรมร่วมทุนกับต่างประเทศ

3. ระยะเวลาในการดำเนินธุรกิจ

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

4. จำนวนพนักงานในปัจจุบัน

- ☐ น้อยกว่า 50 คน ☐ 50- 100 คน
☐ 101-150 คน ☐ มากกว่า 150 คน

5. รายได้ของกิจการ เฉลี่ยต่อปี

- ☐ ต่ำกว่า 25,000,000 บาท ☐ 25,000,000-50,000,000 บาท
☐ 50,000,001 -75,000,000 บาท ☐ มากกว่า 75,000,000 บาท

6. ทุนในการดำเนินงาน

- ☐ ต่ำกว่า 10,000,000 บาท ☐ 10,000,000-30,000,000 บาท
☐ 30,000,001 -50,000,000 บาท ☐ มากกว่า 50,000,000 บาท

7. ลูกค้าหลักของธุรกิจ

- ☐ ลูกค้าชาวไทย ☐ ลูกค้าชาวต่างประเทศ



ตอนที่ 3 ความคิดเห็นเกี่ยวกับศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรของธุรกิจเฟอร์นิเจอร์ประเทศไทย

ศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตร	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การพัฒนาฐานข้อมูลทางการแข่งขัน (Competitive Database Development) 1. กิจการเชื่อมั่นว่าการพัฒนาฐานข้อมูลทางการแข่งขันอย่างเป็นระบบ จะช่วยให้การบริหารงานการตลาดได้เปรียบเหนือคู่แข่ง					
2. กิจการสนับสนุนให้มีการจัดสรรงบประมาณเพื่อการพัฒนาฐานข้อมูลการแข่งขันอย่างเป็นรูปธรรม ซึ่งจะช่วยให้กิจการมีข้อมูลทางการตลาดเพื่อสนับสนุนการตัดสินใจได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
3. กิจการมุ่งเน้นให้มีการประยุกต์ใช้เทคโนโลยีที่ทันสมัยในการบริหารจัดการฐานข้อมูล ซึ่งจะช่วยให้การดำเนินงานการตลาดมีศักยภาพมากยิ่งขึ้น					
4. กิจการมุ่งมั่นในการวิจัยและพัฒนาฐานข้อมูลที่ดีและมีคุณภาพอย่างต่อเนื่อง ซึ่งจะช่วยให้อาจตอบสนองต่อการเปลี่ยนแปลงทางการตลาดได้ดียิ่งขึ้น					
การมุ่งเน้นวิเคราะห์ศักยภาพของคู่แข่ง (Competitor Potentiality Analysis Orientation) 5. กิจการเชื่อมั่นว่าการวิเคราะห์ศักยภาพการดำเนินงานของคู่แข่งอย่างเป็นรูปธรรม จะช่วยให้กิจการสามารถวางแผนการตลาดได้ดียิ่งขึ้น					
6. กิจการให้ความสำคัญกับการศึกษาวิจัยศักยภาพและความสามารถของคู่แข่งอย่างต่อเนื่อง ซึ่งช่วยให้กิจการสามารถปรับปรุงและเปลี่ยนแปลงกลยุทธ์การดำเนินงานได้อย่างมีประสิทธิภาพ					
7. กิจการมุ่งเน้นให้มีการติดตามความก้าวหน้าและความสำเร็จจากการดำเนินงานของคู่แข่งอย่างเป็นระบบ ซึ่งจะช่วยให้ได้ข้อมูลในการปรับปรุงและพัฒนาแผนการตลาดให้เหนือกว่าคู่แข่ง					
8. กิจการให้ความสำคัญกับการคาดการณ์การดำเนินงานทางการตลาดของคู่แข่งที่เกิดขึ้นในปัจจุบันและอนาคต ซึ่งจะช่วยให้อาจสามารถปรับปรุงกระบวนการดำเนินงานการตลาดได้ดียิ่งขึ้น					



ตอนที่ 3 (ต่อ)

ศักยภาพทางการตลาดด้านคู่แข่งขั้นเชิงพลวัตร	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปาน กลาง	2 น้อย	1 น้อย ที่สุด
ศักยภาพในการประเมินตำแหน่งคู่แข่ง (Competitor Positioning Evaluation Capability)					
9. กิจการเชื่อมั่นว่าความรู้และความเข้าใจในการประเมินตำแหน่งการแข่งขันที่ดี ช่วยให้กิจการวางแผนการตลาดได้อย่างมีประสิทธิภาพ					
10. กิจการให้ความสำคัญกับการวิเคราะห์ถึงตำแหน่งของคู่แข่งในตลาดอย่างต่อเนื่องซึ่งจะช่วยให้กิจการสามารถสร้างความแตกต่างจากคู่แข่งในตลาดได้เป็นอย่างดี					
11. กิจการมุ่งเน้นให้มีการเทียบเคียงศักยภาพและความสามารถของกิจการกับคู่แข่งอย่างเป็นระบบ ซึ่งจะช่วยให้กิจการสามารถตัดสินใจกำหนดตำแหน่งการตลาดที่เหนือกว่าคู่แข่งอยู่เสมอ					
12. กิจการมุ่งเน้นให้มีการติดตามและการคาดการณ์ถึงการรับรู้ของลูกค้าที่มีต่อตำแหน่งของคู่แข่ง ซึ่งจะช่วยให้กิจการมีข้อมูลในการพยากรณ์การแข่งขัน ช่วยให้เกิดประสิทธิภาพในการดำเนินงานได้เป็นอย่างดี					
ความสามารถในการตรวจสอบการเคลื่อนไหวของการแข่งขัน (Competitive Movement Monitoring Competency)					
13. กิจการเชื่อมั่นว่า การติดตามความเคลื่อนไหวของการแข่งขันอย่างต่อเนื่อง จะช่วยให้กิจการวางแผนการตลาดได้สอดคล้องกับสภาพแวดล้อมทางการแข่งขัน					
14. กิจการให้ความสำคัญกับการสำรวจทัศนคติของลูกค้าที่มีต่อผลิตภัณฑ์และบริการของการแข่งขันในธุรกิจนี้อย่างต่อเนื่องซึ่งจะช่วยให้กิจการสามารถตอบสนองความต้องการของลูกค้าได้เป็นอย่างดี					
15. กิจการมุ่งเน้นให้มีการวิเคราะห์การเปลี่ยนแปลงวิธีการดำเนินงานทางการตลาดของการแข่งขัน ซึ่งจะช่วยให้มีข้อมูลในการปรับปรุงและพัฒนาแผนการตลาดให้ดียิ่งขึ้น					
16. กิจการมุ่งเน้นให้มีการติดตามสภาพและสถานการณ์การแข่งขันอย่างต่อเนื่องซึ่งจะใช้เป็นแนวทางในการกำหนดกลยุทธ์การตลาดที่เหนือกว่าคู่แข่งในตลาด					



ตอนที่ 3 (ต่อ)

ศักยภาพทางการตลาดด้านคู่แข่งแข่งขันเชิงพลวัตร	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปาน กลาง	2 น้อย	1 น้อย ที่สุด
การมุ่งเน้นประเมินผลการปฏิบัติงานของคู่แข่ง (Competitor Performance Appraisal Concentration)					
17. กิจกรรมเชื่อมั่นว่าการศึกษาค้นคว้าทำความเข้าใจถึงผลการปฏิบัติงานของคู่แข่งอย่างเป็นระบบ จะช่วยให้สามารถปรับปรุงกลยุทธ์การตลาดได้ดียิ่งขึ้น					
18. กิจกรรมให้ความสำคัญกับการติดตามผลการดำเนินงานของคู่แข่งจากสื่อต่างๆอย่างเป็นระบบ ซึ่งจะช่วยให้สามารถเปรียบเทียบและทำการตัดสินใจที่สอดคล้องกับสถานการณ์การแข่งขันได้เป็นอย่างดี					
19. กิจกรรมมุ่งเน้นให้มีการสอบถามผลการปฏิบัติงานของคู่แข่งจากลูกค้าหรือผู้มีส่วนเกี่ยวข้องอย่างต่อเนื่อง ซึ่งจะช่วยให้สามารถกำหนดแนวทางการปรับปรุงและพัฒนางานด้านการตลาดอย่างมีประสิทธิภาพ					
20. กิจกรรมมุ่งเน้นให้มีการวิเคราะห์ความเชื่อมโยงของผลการปฏิบัติงานของคู่แข่งจากอดีตถึงปัจจุบัน ซึ่งจะช่วยให้สามารถคาดการณ์เหตุการณ์ในอนาคตได้อย่างมีประสิทธิภาพ					

ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานทางการตลาดของธุรกิจเฟอร์นิเจอร์ในประเทศไทย

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปาน กลาง	2 น้อย	1 น้อย ที่สุด
การเติบโตของนวัตกรรมผลิตภัณฑ์ (Product Innovation Growth)					
1. กิจกรรมสามารถสร้างสรรค์และพัฒนาผลิตภัณฑ์ใหม่ออกสู่ตลาดอย่างต่อเนื่อง					
2. กิจกรรมสามารถนำเสนอผลิตภัณฑ์และบริการใหม่ที่แตกต่างจากคู่แข่งอย่างชัดเจน					
3. กิจกรรมสามารถคิดค้นผลิตภัณฑ์และบริการที่มีอัตลักษณ์และคุณลักษณะที่โดดเด่น					



ตอนที่ 4 (ต่อ)

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
4. กิจกรรมการวิจัยและพัฒนาผลิตภัณฑ์ที่มีความแปลกใหม่ไม่เหมือนคู่แข่งในในตลาด					
การตอบสนองต่อตลาดที่เพิ่มขึ้น (Increased Market Responsiveness)					
5. กิจกรรมการตอบสนองต่อความต้องการของลูกค้าได้ทุกสถานการณ์					
6. กิจกรรมการบริหารงานภายใต้การเปลี่ยนแปลงทางการตลาดได้เป็นอย่างดี					
7. กิจกรรมการปรับตัวและต่อสู้กับการเปลี่ยนแปลงสภาพแวดล้อมทางการตลาด ทั้งในปัจจุบันและอนาคตได้เป็นอย่างดี					
8. กิจกรรมการรักษาลูกค้าเก่าได้เป็นอย่างดีและเพิ่มลูกค้าใหม่ได้อย่างต่อเนื่อง					
การเพิ่มการมีส่วนร่วมของลูกค้า (Customer Participation Enhancement)					
9. กิจกรรมมีกิจกรรมทางการตลาดที่ให้ลูกค้าเข้ามามีส่วนร่วมในการแนะนำ ปรับปรุงและพัฒนาผลิตภัณฑ์อย่างต่อเนื่อง					
10. กิจกรรมได้นำข้อเสนอแนะและความคิดเห็นของลูกค้า ไปใช้ในการปรับปรุงและพัฒนาผลิตภัณฑ์อย่างเป็นระบบ					
11. กิจกรรมสามารถสื่อสารข้อมูลการดำเนินงานทางการตลาดของกิจการไปยังลูกค้าได้อยู่เสมอ					
12. กิจกรรมได้รับการยอมรับในการดำเนินงานการตลาดจากลูกค้า ตั้งแต่อดีตจนถึงปัจจุบัน					
ประสิทธิผลทางการตลาด (Marketing Effectiveness)					
13. กิจกรรมได้รับการยอมรับว่าเป็นองค์กรที่มีการบริหารงานการตลาดอย่างมืออาชีพ					
14. กิจกรรมได้รับการยอมรับในอุตสาหกรรมอย่างต่อเนื่องว่าเป็นกิจการที่มีการดำเนินการตลาดที่โดดเด่นและมีประสิทธิภาพ					
15. กิจกรรมมีชื่อเสียงจากการดำเนินงานทางการตลาดที่ประสบความสำเร็จจากอดีตจนถึงปัจจุบันอย่างต่อเนื่อง					



ตอนที่ 4 (ต่อ)

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
16. กิจกรรมได้รับรางวัลที่เกี่ยวข้องกับความสำเร็จในงานการตลาดอย่างต่อเนื่อง					
ผลการดำเนินงานทางการตลาด (Marketing Performance)					
17. กิจกรรมมีส่วนแบ่งตลาดเพิ่มขึ้นอย่างต่อเนื่องจากอดีตจนถึงปัจจุบัน					
18. กิจกรรมมีอัตราการเจริญเติบโตของยอดขายเพิ่มขึ้นอย่างต่อเนื่องเมื่อเปรียบเทียบกับอดีตที่ผ่านมา					
19. กิจกรรมมีความสามารถในการทำกำไรทางการตลาดที่แตกต่างและโดดเด่นกว่าคู่แข่ง					
20. กิจกรรมมีผลการดำเนินงานทางการตลาดเป็นไปตามเป้าหมายและวัตถุประสงค์ที่กำหนดไว้อย่างชัดเจน					

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อศักยภาพทางการตลาดด้านคู่แข่งเชิงพลวัตของธุรกิจเฟอร์นิเจอร์ในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อศักยภาพทางการตลาด ด้านคู่แข่งเชิงพลวัต	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
วิสัยทัศน์ในการขับเคลื่อนตลาด (Market-Driving Vision)					
1. กิจกรรมเชื่อมั่นการกำหนดแนวทางและนโยบายการดำเนินงานที่มุ่งเน้นการเป็นผู้นำตลาด จะส่งผลให้การดำเนินงานบรรลุเป้าหมายได้ดียิ่งขึ้น					
2. กิจกรรมให้ความสำคัญกับการสร้างสรรค์และพัฒนานวัตกรรมทางการตลาดอย่างต่อเนื่องซึ่งจะช่วยให้เกิดการยอมรับจากลูกค้าและภาพลักษณ์ที่ดีในการเป็นผู้นำนวัตกรรมอย่างต่อเนื่อง					
3. กิจกรรมมุ่งเน้นให้มีการประยุกต์ใช้เทคโนโลยีสมัยใหม่ทางการตลาดอย่างต่อเนื่อง ซึ่งจะช่วยให้สามารถสร้างความได้เปรียบในการแข่งขันอยู่เสมอ					



ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อศักยภาพทางการตลาด ด้านคู่แข่งเชิงพลวัตร	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
4. กิจการมุ่งมั่นให้มีการพัฒนาสิ่งใหม่ๆ ในองค์กรทั้งในปัจจุบันและอนาคต จะช่วยให้สามารถสร้างความโดดเด่นให้กับการดำเนินงานการตลาดอย่างชัดเจน					
ความยืดหยุ่นเชิงกลยุทธ์ (Strategic Flexibility) 5. กิจการเชื่อมั่นว่าการดำเนินงานที่สามารถปรับเปลี่ยนได้ตามสถานการณ์เป็นอย่างดี จะช่วยให้กิจการบรรลุเป้าหมายทางการตลาดได้อย่างมีประสิทธิภาพ					
6. กิจการส่งเสริมให้มีการแลกเปลี่ยนข้อมูลในทุกระดับชั้นทั้งภายในและภายนอกอย่างเป็นระบบ ซึ่งจะช่วยให้กิจการมีศักยภาพและความสามารถในการบริหารการตลาดได้ดียิ่งขึ้น					
7. กิจการมุ่งเน้นให้มีการประสานความร่วมมือจากบุคลากรในฝ่ายต่างๆ เข้าด้วยกัน ซึ่งจะส่งผลให้การดำเนินงานประสบความสำเร็จและบรรลุเป้าหมายสูงสุด					
8. กิจการให้ความสำคัญกับการบูรณาการทรัพยากรต่างๆ เข้าด้วยกันอย่างเป็นระบบและบูรณาการ ซึ่งจะช่วยให้กิจการได้เปรียบทางการแข่งขันอย่างต่อเนื่อง					
ความรู้ทางการตลาด (Marketing Knowledge) 9. กิจการเชื่อมั่นว่าการมีการจัดการความรู้ทางการตลาดที่ดี จะช่วยให้กิจการสามารถปรับตัวและตอบสนองต่อการเปลี่ยนแปลงทางการตลาดได้ดียิ่งขึ้น					
10. กิจการให้ความสำคัญกับการพัฒนาระบบการจัดการความรู้ทางการตลาดอย่างเป็นรูปธรรม จะช่วยให้กิจการสามารถประยุกต์ใช้ข้อมูลให้มีประสิทธิภาพมากยิ่งขึ้น					
11. กิจการมุ่งเน้นให้มีการนำเอาประสบการณ์ในอดีตมาใช้เป็นแนวทาง ซึ่งจะช่วยให้กิจการสามารถวางแผนการตลาดบรรลุเป้าหมายได้ดียิ่งขึ้น					
12. กิจการส่งเสริมให้มีการศึกษาเรียนรู้ในประเด็นใหม่ๆ ที่เกี่ยวข้องกับการตลาดอย่างต่อเนื่อง จะช่วยให้สามารถเพิ่มศักยภาพการแข่งขันได้ดียิ่งขึ้น					



ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อศักยภาพทางการตลาด ด้านคู่แข่งแข่งขันเชิงพลวัตร	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปาน กลาง	2 น้อย	1 น้อย ที่สุด
การให้ความสำคัญกับการแข่งขัน (Competitive Intention)					
13. กิจกรรมเชื่อมั่นว่าการแข่งขันจะเป็นแรงผลักดันให้กิจการมีการปฏิบัติงานที่ดียิ่งขึ้น ซึ่งจะช่วยให้มีผลการดำเนินงานดีขึ้น					
14. กิจกรรมให้ความสำคัญกับการวิเคราะห์สภาพแวดล้อมทางการแข่งขันอย่างเป็นรูปธรรม เพื่อช่วยให้สามารถกำหนดแนวทางกลยุทธ์การตลาดสอดคล้องกับการเปลี่ยนแปลงให้เกิดประสิทธิภาพสูงสุด					
15. กิจกรรมมุ่งเน้นให้มีการศึกษาและคาดการณ์สถานการณ์การแข่งขันที่มีการเปลี่ยนแปลงอย่างต่อเนื่อง ซึ่งจะช่วยให้กิจการสามารถตอบสนองต่อความต้องการของลูกค้าได้เป็นอย่างดี					
16. กิจกรรมมุ่งเน้นให้มีการพัฒนาความรู้ทางการแข่งขันอย่างเป็นระบบและรูปธรรม ซึ่งจะช่วยให้กิจการสามารถวางแผนการตลาดได้ดียิ่งขึ้น					
วัฒนธรรมทางการตลาด (Market Culture)					
17. กิจกรรมเชื่อมั่นว่าการมีวัฒนธรรมองค์กรที่เน้นด้านการตลาดจะช่วยให้สามารถเพิ่มศักยภาพและผลการดำเนินงานที่ดียิ่งขึ้น					
18. กิจกรรมตระหนักเสมอว่าลูกค้ามีความสำคัญต่อความสำเร็จในการดำเนินงานขององค์กร ซึ่งจะช่วยให้กิจการมีผลการดำเนินงานบรรลุเป้าหมายได้ดียิ่งขึ้น					
19. กิจกรรมให้ความสำคัญกับการพัฒนาเทคนิคและวิธีการตลาดสมัยใหม่เข้ามาใช้ในองค์กร ซึ่งจะช่วยให้สามารถตอบสนองต่อความต้องการของตลาดที่เปลี่ยนแปลงไปได้ดียิ่งขึ้น					
20. กิจกรรมมุ่งเน้นให้มีแสวงหาความต้องการและความคาดหวังของลูกค้าอย่างต่อเนื่องซึ่งจะช่วยให้การดำเนินงานการตลาดประสบความสำเร็จมากยิ่งขึ้น					



ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรของธุรกิจเฟอร์นิเจอร์ในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อศักยภาพทางการตลาด ด้านคู่แข่งชั้นเชิงพลวัตร	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
สภาพแวดล้อมที่ซับซ้อน (Environmental Complexity) 1. ปัจจุบันสภาพแวดล้อมในการดำเนินงานมีความซับซ้อนมากยิ่งขึ้น ทำให้กิจการต่างๆ มุ่งเน้นการแสวงหากลยุทธ์รูปแบบใหม่ๆ อย่างต่อเนื่อง เพื่อสร้างความโดดเด่น และให้เกิดประโยชน์สูงสุดในการดำเนินงานของกิจการ					
2. การแข่งขันทางธุรกิจในปัจจุบันมีความรุนแรงมากขึ้น ทำให้กิจการต่างๆ มุ่งเน้นในการปรับปรุงกระบวนการและแนวทางการดำเนินงานอย่างต่อเนื่อง เพื่อให้สอดคล้องกับการแข่งขันและความต้องการของลูกค้าอยู่เสมอ					
3. เทคโนโลยีมีการเปลี่ยนแปลงทันสมัยมากขึ้น ทำให้กิจการต่างๆ สามารถนำเสนอรูปแบบการดำเนินงานใหม่ๆ ได้จากการผสมผสานระหว่างบุคลากรและเทคโนโลยีใหม่ๆ ซึ่งจะทำให้กิจการมีศักยภาพในการแข่งขันที่เหนือกว่าคู่แข่งตลอดเวลา					
4. ลูกค้ามีความต้องการที่หลากหลายมากยิ่งขึ้น ทำให้กิจการต่างๆ ต้องทำการวิเคราะห์และทำความเข้าใจในประเด็นต่างๆ ที่เกี่ยวข้อง เพื่อกระตุ้นและตอบสนองความต้องการลูกค้าได้อย่างครอบคลุม					

ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับการบริหารการตลาดของธุรกิจเฟอร์นิเจอร์ในประเทศไทย

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ขอขอบพระคุณท่านที่ได้สละเวลาตอบแบบสอบถามทุกข้อ โปรดพับแบบสอบถามใส่ซองที่แนบมาพร้อมนี้ และส่งคืนตามที่อยู่ที่อยู่



APPENDIX F
Cover Letters and Questionnaire (English Version)



Questionnaire for the Ph. D. Dissertation Research
“Dynamic Competitor Marketing Capability and Marketing Performance: An
Empirical Research of Furniture Businesses in Thailand”

Dear Sir/Madam,

This research is a part of doctoral dissertation by Mr.ChatchaiInthasang at the Mahasarakham Business School, Mahasarakham University, Thailand. The objective of this research is to investigate the performance of furniture businesses in Thailand.

The questionnaire is divided into 7 sections

- Section 1:** Personal information about executives of Furniture Businesses in Thailand,
- Section 2:** General information about furniture businesses in Thailand,
- Section 3:** Opinion on dynamic competitor marketing capability of furniture businesses in Thailand,
- Section 4:** Opinion on marketing outcomes of furniture businesses in Thailand,
- Section 5:** Opinion on the effect of internal factor affecting dynamic competitor marketing capability of furniture businesses in Thailand,
- Section 6:** Opinion on the effect of external factor affecting dynamic competitor marketing capability of furniture businesses in Thailand, and
- Section 7:** Recommendations and suggestions regarding business administration of furniture businesses in Thailand

Your answer will be kept in confidentiality and your information will not be shared with any outside 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,

(Chatchai Inthasang)
 Ph.D. Student
 Mahasarakham Business School
 Mahasarakham University, Thailand

Contact Info:

Cell phone: 086-8656669

E-mail: cc_in1@hotmail.com



Section 1 Personal information of executives of furniture businesses in Thailand

1. Gender

- ☐ Male ☐ Female

2. Age

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

3. Marital status

- ☐ Single ☐ Married
☐ Divorced

4. Level of education

- ☐ Bachelor's degree or lower ☐ Higher than Bachelor's degree

5. Working experiences

- ☐ Less than 5 years ☐ 5- 10 years
☐ 11 – 15 years ☐ More than15 years

6. Averagerevenues per month

- ☐ Less than 50,000 Baht ☐ 50,000 – 75,000 Baht
☐ 75,001 - 100,000 Baht ☐ More than100,000 Baht

7. Current position

- ☐ Marketing director ☐ Marketing manger
☐ Other (Please Specify).....



Section 2 General information about your furniture businesses in Thailand**1. Business owner type**

- ☐ Company limited ☐ Partnership

2. Type of investment

- ☐ Wholly Owned ☐ Joint Ventures

3. The period of time in business operation

- ☐ Fewer than 5 years ☐ 5-10 years
☐ 11-15 years ☐ More than 15 years

4. Number of full time employees

- ☐ Fewer than 50 people ☐ 50 - 100 people
☐ 101 – 150 people ☐ More than 150 people

5. Average annual income

- ☐ Fewer than 25,000,000 Baht ☐ 25,000,000 – 50,000,000 Baht
☐ 50,000,001 – 75,000,000 Baht ☐ More than 75,000,000 Baht

6. Operating capital

- ☐ Less than 10,000,000 Baht ☐ 10,000,000 – 30,000,000 Baht
☐ 30,000,001 – 50,000,000 Baht ☐ More than 50,000,000 Baht

7. Major market of business

- ☐ Domestic ☐ Foreign



Section 3 Opinion on dynamic competitor marketing capability of furniture businesses in Thailand

Dynamic Competitor Marketing Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Competitive Database Development					
1. Firm believes that the development of a competitive database system will allow marketing management to take advantage of competitors.					
2. Firm encouraged to allocate budget for the development of a database to match a material which allows the company to support marketing decisions more efficiently.					
3. Firm focused on application advanced technology in database management, which will enable potential marketing operations.					
4. Firm committed to researching and developing good and quality databases that will enable us to better respond to market changes.					
Competitor Potentiality Analysis Orientation					
5. Firm believes that the competitor's performance analysis will help the company to better plan its marketing.					
6. Firm encourages on education, research capacity and capability of continuous competition, which allows businesses to update and change the strategy to operate efficiently.					
7. Firm committed on the progress and success of the implementation of the competitor's system, which allows data to improve and develop plans to market than its competitors.					



Section3 (Continued)

Dynamic Competitor Marketing Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
8. Firmfocus on the forecast of the market competition that takes place in the present and the future, which will help to improve their marketing operations.					
Competitor Positioning Evaluation Capability 9. Firm believes that the knowledge and understanding of the competitive position assessment helps the company plan its marketing effectively.					
10. Firmattaches great importance to analyzing the position of its competitors in the market, which allows the firm to make a difference from competitors.					
11. Firm focuses on comparable the potential and capabilities of its business with its competitors, which will allow the company to determine its competitive position.					
12. Firmcommitted to investigating and forecasting customer perceptions of competitors' positions, which will allow the firm to provide predictive information to help ensure operational efficiencies.					
Competitive Movement Monitoring Competency 13. Firm believes that continuous monitoring of the competition will help the company to plan its marketing in accordance with the competitive environment.					



Section3 (Continued)

Dynamic Competitor Marketing Capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
14. Firm focuses on exploring the attitude of customers towards the products and services, competition is ongoing, which will allow the firm to meet the needs of customers.					
15. Firm committed to an analysis of the changing marketing operation of the competitor, which will help to improve the marketing plan.					
16. Firm encourages on investigating of the competitive condition and situation, which will be used as a guide in determining the marketing strategy that is superior to that of competitors.					
Competitor Performance Appraisal Concentration					
17. Firm believes that a thorough understanding of the competitor's performance will help improve the marketing strategy.					
18. Firm encourages on systematic monitor of competitors from the media, which will allow them to make comparisons and make decisions that are consistent with the competitive environment.					
19. Firm focuses on inquiring the performance of its competitors from its customers or its stakeholders, which will help determine the way to improve and develop marketing effectively.					
20. Firm committed to analyzing the linkage of its competitors' performance from the past to the present, which will enable them to predict in the future.					



Section 4: Opinion on marketing outcomes of furniture businesses in Thailand

Marketing Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Product Innovation Growth					
1. Firm to create and develop new products to the market constantly.					
2. Firm offers new products and services different from competitors.					
3. Firm has invented products and services with uniqueness and distinctive features.					
4. Firm has research and develop products that are superior to competitors in the market.					
Increased Market Responsiveness					
5. Firm can respond to the needs of customers in all situations.					
6. Firm can be managed under the changing market.					
7. Firm can adapt and fight the changing market environment in the current and future.					
8. Firm can to retention and customer acquisition increase continuously.					
Customer Participation Enhancement					
9. Firm has a marketing activity that encourages its customers to involve in continuous improvement and product development.					
10. Firm has adopted suggestions and comments of customers to improve and develop products.					
11. Firm can always communicate business marketing information to their customers.					



Section 4: (Continued)

Marketing Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
12. Firm has been accepted into marketing operations with customers from past to present.					
Marketing Effectiveness					
13. Firm recognized as a professional marketing management organization.					
14. Firm has been consistently recognized in the industry with outstanding market implementation and effective.					
15. Firm has reputation from the market success of the past and the present continuous.					
16. Firm has been awarded with related to success in marketing operations.					
Marketing Performance					
17. Firm has increased market share from past to present.					
18. Firm has a increase sales growth rate compared to the past.					
19. Firm have the ability to make marketing profits different and more prominent than competitors.					
20. Firm has an overall marketing performance that meets its marketing goals and objectives.					



Section 5: Opinion on the effect of internal factor affecting dynamic competitor marketing capability of furniture businesses in Thailand

Internal factor affecting dynamic competitor marketing capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Market-Driving Vision					
1. Firm believes that determine a market leader policy will result in a successful implementation of the goal.					
2. Firm committed to continuously on the creation and development of innovative, which will help to gain acceptance from customers and good image in leading innovation.					
3. Firm focused on the continued application of modern marketing technology, which will enable it to gain competitive advantage.					
4. Firm committed to the new development in the organization, enabling them distinguished on the market.					
Strategic Flexibility					
5. Firm believes that the operation can be adaptation according to the situation to help businesses achieve their marketing goals.					
6. Firm encourages the exchange of information at all levels, which will allow the firm to have better marketing management capabilities.					
7. Firm focuses on the cooperation of the personnel in the various departments, which will contribute to the successful operations and achieving the ultimate goal.					
8. Firm focus on the integration of resources together in a systematic way, which gives the firm a competitive advantage.					



Section 5: (Continued)

Internal factor affecting dynamic competitor marketing capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Knowledge					
9. Firm believes that having marketing knowledge management will help the company to adapt and respond to market changes.					
10. Firm attention on developing marketing knowledge management system, which will help the company to effectively apply the information.					
11. Firm focuses on bringing past experience into use as a guideline that will allow the company to better achieve marketing goals.					
12. Firm that promote continuing education and learning about marketing will help them to increase their competitiveness.					
Competitive Intention					
13. Firm believes that the competition will driving force the firm's performance better, which will help improve its performance.					
14. Firm focus on competitive environment analysis will be able to determine which marketing strategies correspond to change and maximize performance.					
15. Firm focused on predicting a changing competitive environment that will allow the firm to respond to customer needs.					
16. Firm committed to the development of competitive knowledge in a systematic, which will allow the firm to better plan its marketing.					



Section 5: (Continued)

Internal factor affecting dynamic competitor marketing capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Market Culture 17. Firm believes that having a corporate culture that focuses on marketing will help to increase the potential and performance of the business.					
18. Firm recognizes that the customer is important to the success of the organization's operations, which will help the company achieve better performance.					
19. Firm attach importance to the development techniques and methods of modern marketing in organizations, which will help them respond to changing market needs.					
20. Firm committed to continuously seeking customers' needs and expectations, which will help them to succeed in marketing.					

Section 6: Opinion on the effect of external factor affecting dynamic competitor marketing capability of furniture businesses in Thailand

External factor affecting dynamic competitor marketing capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Environmental Complexity 1. Current operating environment is complex, the firm focused on acquiring new strategies continuously to create unique and maximize the performance.					
2. Current business competition is more intense, so firm focus on continually improving their processes to match the needs of customers and the competition.					



Section 6: (Continued)

External factor affecting dynamic competitor marketing capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
3. Technology has changed, so that the business can present a new implementation through the combination of personnel and technology, which will give the company more competitive advantage over its competitors.					
4. Customers have a greater variety of needs, the firm must analyze and understand relevant issues to motivate and respond to customer needs.					

Section 7: Recommendations and suggestions regarding business administration of furniture businesses in Thailand.

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Thank you for your time and attention to this matter. Please fold and return in the envelope provided and return to me. If you desire a summary report of this study, please attach your business card with this questionnaire. The summary will be mailed to you upon the completion of data analysis.



APPENDIX G

Letters to the Experts





เรียน

บันทึกข้อความ

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

ที่ ศธ.0530.10/

วันที่ 1 มิถุนายน 2560

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.ศรัญญา รักสงฆ์

ด้วย นายฉัตรชัย อินทลั้งษ์ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรและผลการดำเนินงานทางการตลาด: การวิจัยเชิงประจักษ์ ธุรกิจเฟอร์นิเจอร์ในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

ศ.ดร.สุวรรณ

(รองศาสตราจารย์ ดร.สุวรรณ หวังเจริญเดช)

รองคณบดีฝ่ายกิจการนิสิต รักษาการแทน

คณบดีคณะการบัญชีและการจัดการ





สำเนา

บันทึกข้อความ

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

ที่ ศธ.0530.10/

วันที่ 1 มิถุนายน 2560

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปทุมภ์บารมี อุดสาหะวานิชกิจ

ด้วย นายฉัตรชัย อินหลั่งษ์ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.)

สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ศักยภาพทางการตลาดด้านคู่แข่งชั้นเชิงพลวัตรและผลการดำเนินงานทางการตลาด: การวิจัยเชิงประจักษ์ ธุรกิจเฟอร์นิเจอร์ในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

(รองศาสตราจารย์ ดร.สุวรรณ หวังเจริญเดช)

รองคณบดีฝ่ายกิจการนิสิต รักษาการแทน

คณบดีคณะการบัญชีและการจัดการ



VITA



VITA

NAME Mr. Chatchai Inthasang
DATE OF BIRTH October 09, 1974
PLACE OF BIRTH NakhonRatchasima, Thailand
ADDRESS 374 Mittraphap Road, Muang sub-district, Muang district,
NakhonRatchasima Province, Thailand 30000
POSITION Lecturer
PLACE OF WORK Rajamangala University of Tecnology Isan NakhonRatchasima,
Thailand 30000

EDUCATION BACKGROUND

1997	Bachelor of Business Administration(Marketing), Vongchavalitkul University, NakhonRatchasima, Thailand
2002	Master of Business Administration (Marketing), Vongchavalitkul University, NakhonRatchasima, Thailand
2018	Doctor of Philosophy in Marketing Management (Ph.D.), Mahasarakham University, MahaSarakham, Thailand

RESEARCH

Chatchai Inthasang, Phaprukbaramee Ussahawanitchakit. (2016). Marketing creativity orientation and marketing profitability: An empirical study of software businesses in Thailand. *The Business and Management Review*, 7(5).

