

**STRATEGIC MARKETING CREATIVITY AND MARKETING
PROFITABILITY: EMPIRICAL INVESTIGATION FROM
INFORMATION AND COMMUNICATION
TECHNOLOGY BUSINESSES
IN THAILAND**

**BY
JARUPORN MEESUPTONG**

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

December 2014

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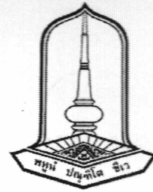
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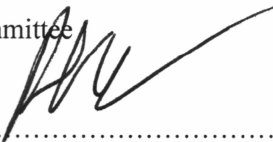
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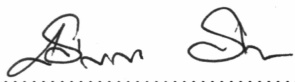



The examining committee has unanimously approved this dissertation, submitted by Miss Jaruporn Meesuptong, as a partial fulfillment of the requirements for the degree of the Doctor of Philosophy in Marketing Management at Maharakham University.


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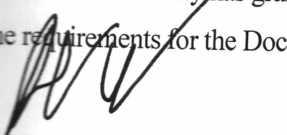

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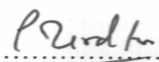

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TITLE Strategic Marketing Creativity and Marketing Profitability: Empirical Investigation from Information and Communication Technology Businesses in Thailand

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ABSTRACT

The contribution of innovation is a concept of economic growth. Enterprise strives to invest substantial resources to build their strategic marketing creativity that have resulted in substantial change for maintaining the competitive advantage. This research aims to examine the impacts of strategic marketing creativity on marketing profitability through the mediating influences of best marketing practice, value innovation, marketing effectiveness, market response success, and sustainable marketing advantage. Moreover, the influences of five antecedents, including, marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty and technology change are also investigated. In particular, the result provided more insight of dynamic capabilities when firms encounter with competitive intensity and marketing well-roundedness as moderating variables. The data were collected by conducting questionnaires from 228 information and communication technology businesses in Thailand. Marketing director or marketing managers are key informants. There are twenty seven hypotheses proposed for testing by employing Ordinary Least Square (OLS) regression analysis.

The results indicate that six activities of strategic marketing creativity, including new marketing idea's generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation, are significant to attain a superior outcome of a marketing activity. In particular, new marketing idea's generation and useful marketing program implementation has strongly influenced on



marketing outcome. In addition, dynamic marketing learning has the most influence for strategic marketing creativity as well as, marketing transformational capability, which are found to be significantly necessary. Meanwhile, marketing well-roundedness moderated some dimensions of strategic marketing creativity such as dynamic marketing learning, marketing activity integration, and novel marketing concept. Competitive intensity plays only a moderating effect on the relationships between marketing long-term vision and new marketing idea's generation. Potential discussion with the research results is effectively implemented in the research. Theoretical and managerial contributions are described. A conclusion, suggestions, and directions for future research are also highlighted.



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CHAPTER I

INTRODUCTION

Overview

Nowadays, enterprise confronts the rapid change of competitive environments in the new economy. Particularly, in the digital era, this speed of change is manifested and centered on swift changes in technology, an enlarged global competition, and shortened product life cycles (Sadi and Al-Dubaisi, 2008). Additionally, information flow is very fast like in real time. Organizational strategies are challenged by the overflow of data that is useful for conducting strategy, whether or not it has the proliferation of media, communicable channels and customer contact points. Adaptive capabilities such as vigilant market learning, adaptive markets and open marketing, become necessary (Day, 2011). With respect to the globalization of markets, increasing competition, fluctuating changes in technological environments, and unstable economic and market conditions, have become challenged in how to do strategic marketing which achieves sustainable competitive advantage.

In recent decades, previous research indicate that executives usually employ both reducing the effective cost (such as cycle time, which competes with speed to launch into the market place) and maximizing the fit with customer needs (Schilling and Hill, 1998) by new-product development toward marketing growth. There are popular views that are namely the market-driven view in which the marketing function seeks to fulfill the needs and wants of each customer (Tuominen, Rajala, and Möller, 2004). On other side, organizations use a market-driven view in new-product development not only to strive to meet customer needs, but also to search for products that pioneer new markets (Beverland, Ewing, and Matanda, 2006). Thus, it is appropriate if firms deploy both exploratory and exploitative learning, leading to better performance in new-product development and organization (Atuahene-gima and Murray, 2007; Atuahene-gima, 2005; He and Wong, 2004; Katila and Ahuja, 2002). Teece, Pisano, and Shuen (1997) inform that firms with renew capabilities to integrate, build, manipulate and reconfigure internal and external competence can cope with



rapidly competitive environment change, and lead to maintain the competitive advantage.

Hansen and Løvås (2004) reveal that sudden changes in technological environments can make a current product quickly obsolete. Business may be suffering by a product's imitation from competitors and price wars. Furthermore, Tidd, Bessant, and Pavitt (2001) indicate that customers are unable to articulate their future needs, but they have the willingness to pay for a new technology. These factors have provided both threat and opportunity in marketing for organizations. For opportunity, firms have the great potential for generating novel and useful ideas, more likely producing innovation marketing to meet the latent need of a customer before a competitor does so. Thus, speeds of organizational adaption for renewable resources, capability, and structures are suitable approaches to cope with these dynamic environments (Amabile, 1988). Consistent with extant research, it is indicated that creativity in marketing is a crucial view for continuous success for the innovation process, which leads to maintaining a sustainable competitive advantage (Amabile et al., 1996; Cumming and Oldham, 1997; Sadi and Al-Dubaisi, 2008; Iqbal, 2011).

In this research, strategic marketing creativity focuses on the organizational-level which refers to the new approach to generate new marketing ideas and new marketing processes. It can ultimately lead to novel and useful marketing activity, which leads to sustainable competitive advantage and superior performance (Shalley and Perry-Smith, 2008; Woodman, Sawyer, and Griffin, 1993). Because creativity in marketing is the source of new and competitive ideas that deal with the changing environment, it can create future business while maintaining today's business (Hurst, Rush, and White, 1996).

Similarly, scholars describe creative ideas or creative individuals as those who can produce novel or beneficial ideas (Greenberg and Baron, 2003). In other words, Van, Woerkum, and Aarts (2007) extend the new concept of planning, which comes from creativity with organizational change, where all employees participate and are accepted. Thus, creative marketing has currently been more of interest.

Information and Communication Technology (ICT) have rapidly developed. New knowledge and innovation have been created resulting in continual development in economy and society. However, there are increasing new rivals due to the technology



necessary for lifestyles in today's society. This leads to more emerging business opportunities that use ICT in establishments, e-commerce business, and use ICT in educational institutions. In fact, technology can be obsolete. Thus, an enterprise should be concerned about technology change that loses competitive potential. Firms utilize new technology to create market value.

Overall, upstream of the ICT industry is the electronics industry group which are hardware manufacturers of devices in order to use as midstream components such as the computer industry, telecommunication equipment, and services. The downstream industry is the e-commerce industry. The computer industry is split into two parts, computer hardware and software. In practice, the software and hardware markets can't possibly or decisively be distinguished. Meanwhile, telecoms can be divided into two parts as equipment (equipment/device) and network communications providers (Network Services Provider), which generally have two types of media such as television and radio stations in the telecommunication group. The services of the telecom industry are divided into four sub-communication models which are (1) basic phone, (2) mobile, (3) satellite communications group, and (4) the internet service providers (Internet Service Provider, or ISP).

The eleventh, national economic and social development plan (2012-2016) of Thailand emphasizes "principles of the sufficiency economy philosophy, knowledge, science and technology, innovation and creative thinking will become crucial factors to achieve balanced and sustainable development" (<http://eng.nesdb.go.th>). Especially, enhancing knowledge science, technology, innovation and creativity are a driving force for developing economic growth. In addition to the application of using information and communication technology, ICT in business leverages the capabilities of the competition such as in e-commerce or e-industry. Firms can more effectively manipulate under adopting creativity in business marketing. Particularly, strategic marketing creativity brings out innovative ideas, products, and services. Also, a new approach fosters marketing leadership to build closer relationships.

Greater customer satisfaction or a fresh perspective opens up new possibilities. Whereas, the ICT industry encounters dynamic environment in terms of effect from the growth leap of advanced technology and intensive competition, there is dramatically changes consumer behavior. Moreover, the role of the ICT industry has influence on



other industries, which is imperative to adopt and utilize in order to respond their business customer such as in the medical industries needing a robot to support treatment for the elderly at home. On the other hand, they need a program for analyzing consumer behavior for the retail business. ICT needs to cope with new solutions for changing demands of their customers or for deliver additionally towering quality. Further, various industrial sectors have adopted high technology for increasing efficient use of the pervasive developments of communications, both inside and outside. As a result, marketers in the ICT industry find it more essential to use strategic marketing creativity than ever to tackle with different situations and cope with these phenomena.

The existing literatures reveal that there is little empirical research on strategic marketing creativity. Meanwhile, previous researchers have focused on the definition of creativity, the conceptualization of marketing creativity, and the consequences of marketing creativity which concern new product development and new marketing programs. Furthermore, it has little empirical investigation regarding the dimensions and relationships between strategic marketing creativity and other business factors, which guide the firm to gain a competitive advantage. Therefore, this research provides clarification of the new dimensions, measurements, and the conceptual model for strategic marketing creativity. Not only does it propose the new empirical investigation, but it also suggests the relationships among the dimensions of strategic marketing creativity, the antecedents, the consequences, and the moderators. Hence, the six new dimensions of strategic marketing creativity comprise new marketing idea generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept, and useful marketing program implementation.

The antecedent constructs of strategic marketing creativity consist of internal factors (marketing long-term vision, marketing transformational capability and dynamic marketing learning), and external factors (market uncertainty and technology change). Additionally, strategic marketing creativity outcomes are value innovation, best marketing practice, and marketing effectiveness. The marketing outcomes are marketing response success, sustainable marketing advantage, and marketing profitability which are the consequence constructs. For these, marketing profitability is a dependent



variable. Finally, competitive intensity and marketing well-roundedness are the two moderators of the aforementioned relationships.

This research attempts to extend the literature by using the contingency model, which draws on dynamic capability perspective and resource advantage theory as underpinnings, describing the relationships and the phenomena in this research (Hunt and Morgan, 1995; Teece, Pisano and Shuen 1997). Especially, theorizations explain the relationships among the dimensions of strategic marketing creativity, its antecedents, and its consequential constructs. This research also proposes theory interaction to describe the relationships of each variable in order to answer the research questions and objectives. The research questions and objective answers by analysis are base on the collecting of data from the sample of information and communication technology businesses in Thailand.

Previous research indicates dynamic capabilities that integrate, build, manipulate and reconfigure internal and external competence to challenge unsteady environments (Dosi, Nelson, and Winter, 2000; Eisenhardt and Martin, 2000; Teece and Pisano, 1994; Teece, Pisano and Shuen, 1997; Ng, 2007; Wheeler, 2002). As discussed by Eisenhardt and Martin (2000), dynamic capabilities are not sources of sustained competitive advantage, it is rather the ability to employ themselves earlier, smarter, or more effectively than competitors. Incidentally, Day (1994) suggested enhancing the capabilities of market-driven organizations to achieve and sustain by having superior market sensing, customer linking, channel bonding and technology monitoring capabilities. Besides under the complexity of globalization, marketing capabilities are adapting to reconfiguration strategies coping with the fast-changing business environment under the limited ability of firms to respond to the demand. Thus, three adaptive capabilities are needed. The first is vigilant market learning, the second is adaptive market experimentation, and the third is open marketing. They will reduce the marketing capability gap that is also more responsive to the acceleration of market changes (Day, 2011). Moreover, Hou (2008) provided the five key processes of dynamic capabilities that effectively undertake the reconfiguration process: sensing capability, absorptive capability, integrative capability and innovative capability.

The resource-advantage theory (R-A theory) reveals that a source of competitive advantage leads to sustainable performance. Particularly, firm resources are



inimitable, valuable, non-substitutable and rare in which are applied four principles: (1) market segments, (2) heterogeneous firm resources, (3) comparative advantages and disadvantages in resources, and (4) marketplace positions of competitive advantage or disadvantage. This implies that the resources of firms lead to the better market position where the firms meet superior performance in any situation. Executives attempt to develop the unique internal capability to achieve competitive advantage and differentiation. Through this, perspective considers marketing creativity as a good resource and an advantage of the firm due to improving and developing new resources to conform to the changes of the competitive environment. It contributes to achieving a competitive advantage and ultimately leads to marketing performance (Hunt and Morgan, 1997).

Thus, the two theories –dynamic capabilities perspective and the resource-advantage theory – are applied to explain the phenomena in this research. Especially, the dynamic capabilities perspective explains the relationships among six dimensions of strategic marketing creativity, and among the moderating effects of competitive intensity with the antecedents and strategic marketing creativity. Meanwhile, the resource-advantage theory is described among the moderating effects of marketing well-roundedness with strategic marketing creativity, strategic marketing creativity outcomes, and the marketing outcomes.

This research endeavors to provide insights into strategic marketing creativity. It is developed by six new dimensions: new marketing idea generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation. The primary goal enhances the potentiality of competition by strategic marketing creativity of the firm. The secondary goal is to continuously integrate useful marketing idea development, which establishes unique marketing strategy to increase firm performance.

The research establishes four contributions to the literature on marketing integration strategy. Firstly, this research applies two theories, namely the resource advantage theory and the dynamic capability perspective which depicts the phenomena and supports the relationships of the overall constructs in this model. Secondly, the development of new dimensions of strategic marketing creativity is different from those



in the past. Thirdly, the antecedents and consequences of strategic marketing creativity are the new concepts in empirical research. Finally, the insight of this research would be of benefit to the owner, marketing directors, and marketing managers of information and communication technology businesses.

Therefore, this research intends to replenish a gap that was acquired in the literature reviews. There are few empirical investigations regarding the dimensions of strategic marketing creativity. The relationships between internal and external factors affect strategic marketing creativity so that this proposes the antecedents and consequences of strategic marketing creativity. Strategic marketing creativity and the antecedent factors enhance best marketing practice, value innovation, and marketing effectiveness. Moreover, this research intends to expand empirical studies to discover factors of strategic marketing creativity to increase marketing performance (market response success, sustainable marketing advantage and marketing profitability) in Thailand's context. Next, the research's purposes and the research's questions are as follows.

Purposes of the Research

The main purpose of this research is to investigate the relationships between each dimension of strategic marketing creativity and marketing profitability. Moreover, the specific objectives are as follows:

1. To investigate the relationships among each dimension of strategic marketing creativity and best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability,
2. To inquire the relationships among best marketing practice, value innovation, marketing effectiveness, market response success and sustainable marketing advantage,
3. To inspect the relationships among value innovation, market response success and sustainable marketing advantage,
4. To explore the relationships among marketing effectiveness , market response success and sustainable marketing advantage,



5. To analyze the relationships among, market response success, sustainable marketing advantage and marketing profitability,

6. To study the relationships between sustainable marketing advantage and marketing profitability,

7. To examine the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change, and each dimension of strategic marketing creativity,

8. To test the moderating effect of competitive intensity that has influences on the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change, and each dimension of strategic marketing creativity, and

9. To check the moderating effect of marketing well-roundedness among each dimension of strategic marketing creativity on value innovation, best marketing practice, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability.

Research Questions

The key research question of this research is how strategic marketing creativity (new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation) has an influence on marketing profitability, market response success, and sustainable marketing advantage in a direct way. Thus, the specific research questions are presented as follows:

1. How does each dimension of strategic marketing creativity affect product innovation, best marketing practice, and marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability?

2. How does best marketing practice affect value innovation, marketing effectiveness, market response success and sustainable marketing advantage?

3. How does value innovation affect market response success and sustainable marketing advantage?



4. How does marketing effectiveness affect market response success and sustainable marketing advantage?
5. How does market response success affect sustainable marketing advantage and marketing profitability?
6. How does sustainable marketing advantage affect marketing profitability?
7. How do marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, and technology change affect each dimension of strategic marketing creativity?
8. How does competitive intensity moderate the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, technology change, and strategic marketing creativity?
And
9. How does marketing well-roundedness moderate the relationship among each dimension of strategic marketing creativity on value innovation, best marketing practice, and marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability?

Scope of the Research

There are two theories that should explain the relationship and the phenomenon in this research, namely, dynamic capabilities perspective and resource advantage theory. All theorizations explain the relationships among the dimensions of strategic marketing creativity, its antecedents, and its consequential constructs. In addition, this research proposes the interaction theory to describe the relationships of each variable and answer the research questions and objectives. The research questions and objective answers by analysis are based on the collecting of data from the sample of information and communication technology businesses in Thailand.

This research emphasizes the effects of strategic marketing creativity and marketing profitability in the context of information and communication technology businesses in Thailand. The reason for selecting this industry as a basis for investigation of strategic marketing creativity is because the information and communication



technology businesses in Thailand are becoming increasingly more important contributors to the development of Thailand's economy and social under the eleventh, national economic and social development plan (2012-2016) of Thailand (<http://eng.nesdb.go.th>).

In addition, the information and communication technology businesses encounter a dynamic environment from the growth leap of advanced technology and intensive competition. These are dramatically changing consumer behavior in the digital era. Therefore, information and communication technology businesses are more essentially using strategic marketing creativity in order to cope with these phenomena. The data was collected by questionnaire survey. The population is information and communication technology businesses in Thailand and the key informants are marketing directors or marketing managers of each information and communication technology business in Thailand. The data base for this research was from the Ministry of Information and Communication Technology of the Thai government.

Additionally, this research on strategic marketing creativity is the new approach that organizations use, focusing on the generating of new marketing ideas for unique and useful marketing activity to create a new market, ultimately leading to invention and innovations, which, in turn, lead to sustainable competitive advantage and superior performance (Shalley and Perry-Smith, 2008; Woodman, Sawyer, and Griffin, 1993). This implies that the firm has the ability for novel innovation, and has useful marketing ideas, which are acquired from continuous development and marketing research in order to generate a strategy for marketing products that are considered original and meaningful, including the implementation of innovative solutions leading to the achievement of business goals. (Amabile, 1988; Andrew and Smith, 1996; Cummings and Oldham, 1997; Heap, 1989; Im and Workman, 2004; Marakas, 1999). Likewise, scholars define creativity as ideas and imagination related to solving problems, as well as new procedures or modern practices that lead to invention and innovation (Shalley and Perr-Smith, 2008).

In addition, strategic marketing creativity consists of six dimensions, namely, new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept



and useful marketing program implementation. Regression analysis is used to test and examine the hypothesized relationships.

Meanwhile, the consequences of strategic marketing creativity consist of best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. Furthermore, this research aims to investigate the effect of the antecedents on six dimensions of strategic marketing creativity of information and communication technology businesses in Thailand. The factors comprise marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, and technology change. Moreover, this research attempts to investigate the moderating effect of competitive intensity on the relationships among antecedents and six dimensions of strategic marketing creativity as well as the moderating effect of marketing well-roundedness on the relationships among six dimensions of strategic marketing creativity, best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. Two factors competitive intensity and marketing well-roundedness are tested as the moderators.

According to the research objectives and research questions. There are many variables in the research. Strategic marketing creativity is an independent variable and it is suitably attributed to manage the organization strategy of the firm. Therefore, strategic marketing creativity strategy is measured by new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation. Strategic marketing creativity is hypothesized to be positively associated with best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. Best marketing practice is hypothesized to be positively associated with value innovation, marketing effectiveness, market response success, and sustainable marketing advantage. Value innovation is hypothesized to be positively associated with market response success and sustainable marketing advantage. Marketing effectiveness is hypothesized to be positively associated with market response success and sustainable marketing advantage. Market response success is hypothesized to be positively associated with sustainable marketing advantage and marketing profitability. Finally,



sustainable marketing advantage is hypothesized to be positively associated with marketing profitability. Marketing profitability is the dependent variable and it is a subjective performance measure. Moreover, competitive intensity is proposed to positively moderate the relationships among antecedents and six dimensions of strategic marketing creativity. Marketing well-roundedness is proposed to positively moderate the relationships among six dimensions of strategic marketing creativity, best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability.

In conclusion, the scope of this research consists of eight major parts. The first is to investigate the effect of six dimensions of strategic marketing creativity on best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. The second is to investigate the effect best marketing practice on value innovation, marketing effectiveness, market response success, and sustainable marketing advantage. The third is to examine the influence of value innovation on market response success, and sustainable marketing advantage. The fourth is to examine the influence of marketing effectiveness on market response success and sustainable marketing advantage. The fifth is to examine the influence of market response success on sustainable marketing advantage and marketing profitability. The sixth is to examine the influence of sustainable marketing advantage on marketing profitability relationships. The seventh is to examine the relationships among five antecedents and six dimensions of strategic marketing creativity. The eighth is to examine the relationships among five antecedents and six dimensions of strategic marketing creativity including the moderating effect of competitive intensity. Finally, is to examine the relationships among each dimension of strategic marketing creativity, and best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability, including the moderating effect of marketing well-roundedness.

Organization of the Dissertation

This research is organized into five chapters. Chapter one provides an overview of the research, the purposes of the research, the research questions, the scope of the



research, and the organization of the research. Chapter two reviews the relevant literature on strategic marketing creativity, explains the theoretical framework to describe the conceptual model and links the associations of all constructs, and develops the related hypotheses for testing. Chapter three presents the research methods, namely, population selection and data collection procedure, the variable measurements of each construct, the instrument verification and the statistics and equations to test the hypotheses. The table of the summary of the definitions and operational variables of the constructs is also included. Chapter four exhibits the empirical results of statistical testing and discussion. Finally, chapter five demonstrates the conclusion, the theoretical and managerial contributions, the limitations, and the suggestions for future research directions.



CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The previous chapter provides an overview of the situation with strategic marketing creativity, which contains information about the purpose of the research, research questions, and scope of the research. Moreover, this chapter attempts to present insights into strategic marketing creativity that consist of the theoretical foundation, the literature review, the conceptual framework, and the hypotheses development. Hence, the hypotheses to be proposed are expected to answer the purposes of the research and the research questions.

Strategic marketing creativity is the crucial construct in this research. This research endeavors to examine the empirical evidence of how strategic marketing creativity influences its marketing profitability. Previous research pays attention to creativity in marketing due to the fact that it can be coped with amid rapid environmental change (Amabile, 1996; Parijanen, 2012). However, previous research usually focuses on the definition of creativity, the conceptualization of marketing creativity, and marketing processes (Mumford and Gustafson, 1989; Woodman, Sawyer, and Griffin, 1993). Meanwhile, the marketing literature has shed light on strategic marketing creativity, which is an enterprise with potential to create distinguished strategy achieving the competitive advantage in the long term. In particular, there are few researches on the dimension of strategic marketing creativity, its antecedents, and consequences. For this reason, it is a source of attention so as to create the characteristics of strategic marketing creativity through six distinctive dimensions, leading to strategic marketing creativity outcomes. In addition, this research endeavors to integrate many theoretical perspectives that support the relationships among antecedents of strategic marketing creativity, strategic marketing creativity, strategic marketing creativity outcomes, marketing profitability, competitive intensity and marketing well-roundedness. These theories include the dynamic capability (Teece, Pisano and Shuen, 1997) and the resource-advantage theory (Hunt and Morgan, 1997).

The literature review is intended to provide an insight of the education fields on which the conceptual framework is based. It is divided into three sections. First, it



deals with theoretical foundations of dynamic capability, and resource advantage theory. Second, it provides a literature review of the variables and evidence from previous research. Third, it presents the conceptualization and hypotheses of strategic marketing creativity, which are used to formalize theories on the relationship between the constructs which are discussed.

Theoretical Foundation

The insight of strategic marketing creativity, sustainable growth and other relationships, there are two theories utilized to back up the relationship. Essentially, they become the theoretical foundation of the research, including the resource advantage theory and dynamic capabilities theory. According to corporate strategic marketing creativity and its surrounding environment, the two theories link together with empirical evidence to explain the research phenomenon. These theories are synergetic to describe, explain, predict, and link all variables together. Each theoretical framework discussed below makes valuable suggestions about the possible sources of corporate innovation as follows:

Resource-Advantage Theory (R-A theory)

This theory was developed in 1995 from the comparative advantage theory of competition (Hunt and Morgan, 1995). Later, it was mentioned in several articles to yield the resource-advantage theory (R-A theory). Hunt and Morgan (1997) defined the resource-advantage theory (R-A theory) as a process theory of competitive organizational behavior that emphasizes the significance of market segments and resources. The R-A theory is an evolutionary in that it describes the process of competition, which is inter-industry and has intra-industry demands. It is under foundational premises that are heterogeneous and dynamic; namely, that consumer data is incomplete and expensive, human motivation is obliged self-interest and seeking demands, whereas the firm's objective is emphasized in superior financial performance. Besides, a firm's lack of perfect information and resources are relational; they are heterogeneous and imperfectly mobile. A manager understands the situation and can create, select, implement and modify strategy. Competitive dynamics are disequilibrium-provoking, with endogenous innovation. Therefore, there are continuous



struggles among firms that attempt to compare their resource advantages with a competitor. It ultimately will allow a market position of competitive advantage in order to gain superior financial performance. Firms learn through competitive behavior as a result of feedback from relative financial performance to signal relative market position and relative resources (Hunt and Madhavaram, 2006).

Components of the R-A theory are resource and market position. Models of the R-A theory comprise three parts. The first part is resources that are independent variables. The second part is a market position that is a mediator variable. The final part is financial performance that is a dependent variable. The resources refer to the tangible and intangible existence that firms have, enabling them to produce and to offer value for the market segment. The market segment refers to identifiable consumer groups whose tastes and preferences in the consumer group are significantly homogeneous, but they are heterogeneous across the consumers groups (Hunt, 1997). In the terms of resources, the market position is measured by comparative advantage, parity and comparative disadvantage. The financial performance is measured by superiority, parity and inferiority. This relationship implies that when a firm receives the feedback information from financial performance, consumers, public policy, competitor and suppliers; then firms endeavor to enhance management, leading to achieve competitive advantage.

The R-A theory emphasizes that a source of competitive advantage leads to sustainable performance. Particularly, firm resources are inimitable, precious, non-substitutable and rare in which are applied four principles: (1) market segments, (2) heterogeneous firm resources, (3) benchmarking firm resources (4) identification of market place positions (Hunt and Madhavaram, 2006).

In this research, the R-A theory is applied in that strategic marketing creativity, as a resource, aids business firm to outperform their competitors and gain better position in the marketplace. With respect to elements of competitive advantage, there are six variables: best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing well-roundedness.

Dynamic Capabilities Theory

Dynamic Capabilities Theory literature usually explains, in strategic management, how firms create and maintain competitive advantage among complex and



inconsistent external environments (Zahra, Sapienza, and Davidsson, 2006); especially, in an open economy with rapid change in innovation, globally-diffused sources of invention, innovation, manufacturing capability (Teece, 2007), and market dynamism (Eisenhardt and Martin, 2000). Firms within these fluctuations will need to integrate, build, manipulate and reconfigure internal and external competences to tackle these unsteady environments, termed as 'dynamic capabilities' (Teece et al., 1997; Eisenhardt and Martin, 2000; Ng, 2007). The dilemma provokes the factors, affecting firms' competency in creating dynamic capabilities to sustain their competitive advantages to respond to market dynamism. Teece, Pisano, and Schuen (1997) defined dynamic capabilities as capability of the organization in integrating, building, manipulating and reconfiguring internal and external competencies in order to match and to challenge unsteady environments. Corresponding to Eisenhardt and Martin, (2000), they assert that firms utilize their resources specifically in the process to integrate, manipulate, reconfigure or explore and exploit resources, and to match or even create market dynamism. Therefore, dynamic capabilities grant the firm the ability to create new, value-creating strategies. Whereas, if a firm's own resources and capabilities still lack dynamic capabilities, it only earns a living by producing and selling the same product to the same customer (Winter, 2003). Particularly, business firms are not only struggling in utilizing their resources and capabilities, but also to improve and enhance their capabilities. This implies that firms can enhance their capabilities if the firm has skill, adaptive capability and continuous learning.

As discussed by Eisenhardt and Martin (2000), dynamic capabilities are not themselves sources of sustained competitive advantages, they are rather the ability to use dynamic capabilities sooner, smarter or more effectively than competitors. Moreover, Ng (2007) asserts that strength of dynamic capabilities depends on the ability of an organization to discover and use new resource combinations through gathering valuable information to apply to its 'prior knowledge', accumulating dependencies through its path. This implies that the ability of organizations to manipulate and adapt their existing resources (or new external resources) in creating dynamic capabilities heavily relies on the knowledge derived from the learning process within. This view is consistent with Grant (1996) who holds that organizational capabilities are the result from knowledge integration of team-based productive activities exemplified by



Chrysler's automobile design process and Shell's deep-sea oil exploration. As a result, it could be concluded its capability relates to competitive advantages which firms need to assess and integrate their staff's specialized knowledge.

Innovation and creativity, yielded from the learning process, are considered to be other crucial elements comprising dynamic capabilities as they help firms reconfigure their resources (Zahra, Sapienza, and Davidsson, 2006) within the firm to respond to dynamic markets and environments. Organizations which execute more innovation will distinctively yield more profits in terms of return on equity (Sharfman and Dean, 1997)

Teece (2007) stated that firm success also depends upon efficient and effective technology transfer inside the enterprise, and between and among enterprises. Technology and the coordination of this knowledge throughout the organization will not only enable firms to grasp opportunities in a dynamic market, but will also empower firms to generate knowledge for their members and enhance innovation and creativity from a downward direction. Nevertheless, employing technology within the firm has its costs. Firms need to consider and analyze trends in their industry and search for any technological advancement that could help their firms to gain advantages in terms of innovation and uses of technology. This is strengthening their operation prior to competitors by learning the processes of individuals and firms that capture all relevant information internally and externally. This creates creativity and innovation, which are also vital sources of dynamic capabilities. Scholars find that dynamic capabilities have a substantial part in the development of technological capability (Figueiredo, 2003) or impact on the development of new product capability (Clark and Takahiro, 1991). Likewise, the firm employs dynamic capabilities and accent technology innovation; they positively influence new product development performance (Ching and Hsu, 2006). In addition, more insight into dynamic capability's perspective describes the conversion of firm resources into exploitation and exploration capabilities where marketing and technological resources provide a foundation for their establishment, which influence the degree of product innovation and market performance (Yalcinkayam, Calantone, and Griffith, 2007).

This research applies dynamic capabilities to explain the relationship among dimensions of strategic marketing creativity, and the moderating effect of competitive



intensity with the antecedents of strategic marketing creativity. Strategic marketing creativity is one of a firm's capabilities that can integrate, build, and reconfigure the core competencies in a rapid environment.

The two theories in this research, namely, the dynamic capabilities theory and the resource-advantage theory, are integrated to explain the phenomenon in this research for the complete explanation and backup of the dimensions of strategic marketing creativity as well. Hence, these theories illustrate the relationships of strategic marketing creativity between its antecedents, its consequences, and its moderating variables as displayed in Figure 1. The next topic discusses about the literature review and the hypotheses of strategic marketing creativity as discussed below.

Relevant Literature Review and Research Hypotheses

The relevant literature is developed for the conceptual framework as shown in Figure 1, based on extant research. The framework provides a crucial construct, namely, strategic marketing creativity that is proposed in six dimensions. These components of strategic marketing creativity are comprised of new marketing ideas generation, dynamic research and development orientation, integration marketing activity, product originality, novel marketing concept and useful marketing program implementation. Furthermore, there are five influential variables on strategic marketing creativity, which are marketing long-term vision, marketing transformation capability, dynamic marketing learning, market uncertainty and technology change.

Additionally, the consequence factors of strategic marketing creativity are comprised of the dimensions of strategic marketing creativity, best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability. The two moderating variables are competitive intensity and marketing well-roundedness, which competitive intensity has a positive effect on the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change and the dimensions of strategic marketing creativity. Moreover, marketing well-roundedness has a positive effect on the relationships among the

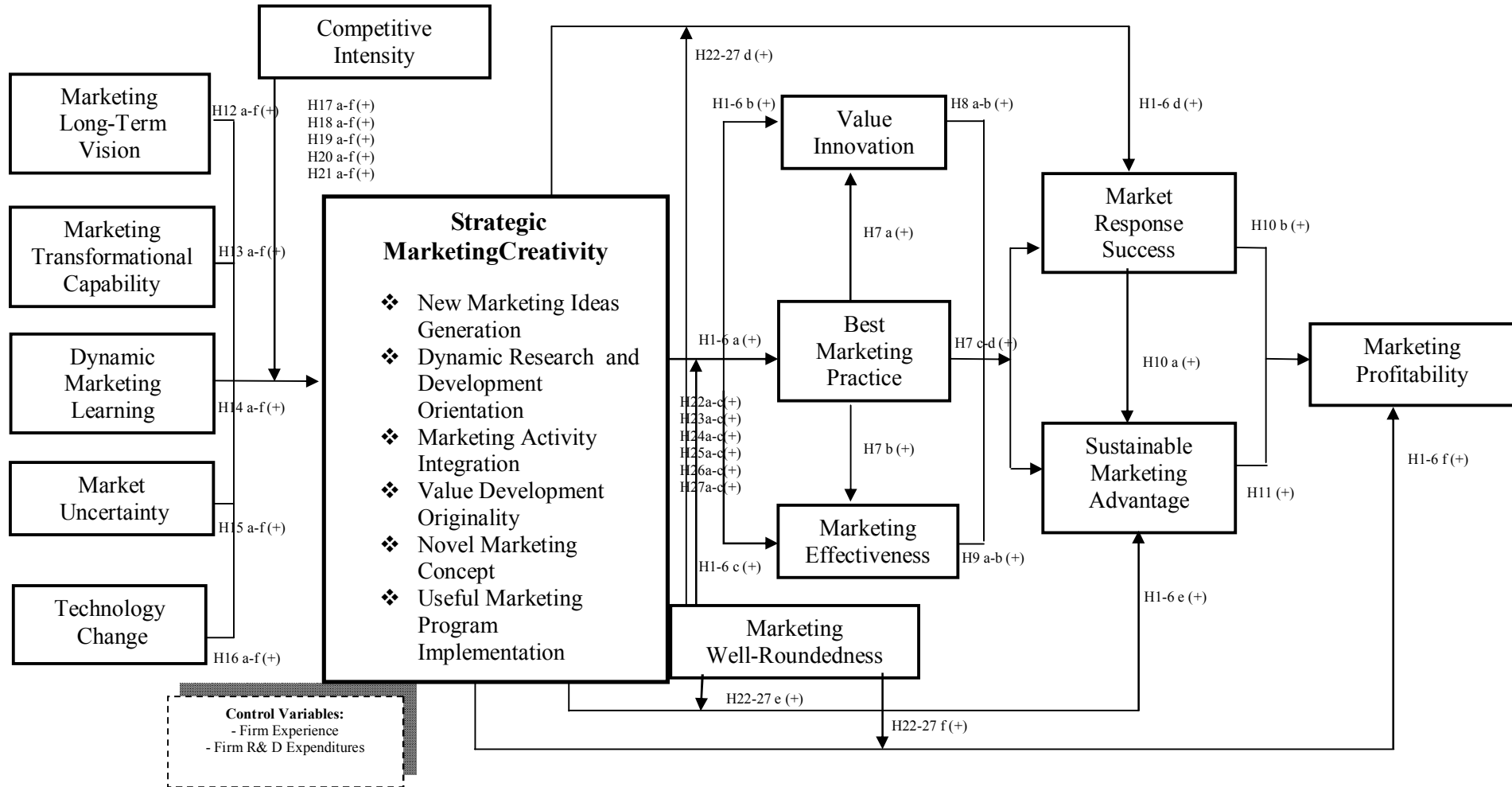


dimensions of strategic marketing creativity, value innovation, best marketing practice, marketing effectiveness and market response. Then, marketing well-roundedness has a positive effect on the relationships among the dimensions of strategic marketing creativity and market response success. Likewise, marketing well-roundedness has a positive effect on the relationships among the dimensions of strategic marketing creativity and sustainable marketing advantage. Similarly, marketing well-roundedness has a positive effect on the relationships among the dimensions of strategic marketing creativity and marketing profitability.

As mentioned earlier, the agenda of this research is proposed to link the key theoretical aspect of strategic marketing creativity by highlighting the relationship between the antecedents and the consequence factors. Then, the full conceptual model is illustrated in Figure 1.



Figure 1 Conceptual Model of Strategic Marketing Creativity and Marketing Profitability



Strategic Marketing Creativity

Creativity has been mentioned as a main concept in various regimens, such as the management, marketing, fine arts and architecture to psychology, sociology, economics, science, and engineering. The concept of creativity can be conducive to a new packaging design for any product, or may be linked more sublimely to an artist creating a painting (Fillis and McAuley, 2000). In addition, creativity in marketing is a continuous search for novel marketing ideas, and an approach that provides a unique and useful marketing activity for generating and keeping customers, simultaneous satisfaction and increasing profit (Peter and Olson, 2005).

The literature review, creativity is the process by which individuals or teams produce novel or useful ideas (Greenberg and Baron, 2003). Similarly, Amabile (1988) defined creativity as the production of novel and useful ideas in terms of novelty, indicating newness or originality. Utility implies that an idea or other contributions must be directly relevant to the firm's goal; it leads to accomplishment. Additionally, Kim, Im, and Slater (2013) revealed that creativity is comprised of novelty and meaningfulness in marketing. Novelty means the degree of marketing strategy that is the original and unique. On the other side, meaningfulness means the degree of marketing strategy, suitable use in responding to a customer's needs (Kim, Im, and Slater, 2013). Furthermore, Thatcher and Brown, (2010) defined creativity as the generation of novel and proper ideas, products, processes, or solutions that are useful or appropriate to the situation. On the other hand, Suh et al. (2010) conclude that creativity in their work is the notion of newness, novelty and originality. This comes from two views in which "a process"— oriented and "outcome"— oriented are the definition of creativity. Initially, empirical research of creativity in marketing usually stresses individual traits (Drazin, Glynn, and Kazanjian, 1999). Afterwards, organizational creativity obtains more significant attention (Andersen and Kragh, 2013). Creative processes provide an outcome comprised of collective rather than individual endeavors (Andersen and Kragh, 2013). Organizational creativity or creative cultures in organizations need to be open to new ideas emphasizing learning, participative decision- making or power-sharing to present new administrative systems, modern production processes and new products/services (Hult, Hurley and Knight, 2004). Also,



firms need to focus on experimentation in developing new products or services, research and development (R&D) in developing new processes and technological leadership (Lumpkin and Dess, 2001).

Therefore organizational creativity is comprised of newness in terms of process, product, person and situation; and each of these components can interact with one another (Brown, 1989; Harrington, 1990). Also, is possible to be spotted with particular attributes of a product (Shalley, 1995; Woodman, Sawyer, and Griffin, 1993), a thought process (Weisberg, 1992), people (Barron, 1969; Guilford, 1950) and a situation in which it takes place (Csikszentmihalyi, 1990). This implies that involves ideas development and a process which is new and useful for individuals or group of individuals who work together. Styhre (2006) stresses organizational creativity, derived from the notion of newness, novelty and originality in the areas of process, product, technology and management. In addition, a researcher extends creativity to describe systems, which can be integrated for improved theory and practice, leading to leadership (Rickards and Moger, 2006).

In the strategic view, Kotler (2003) indicates that strategic marketing means improvement and maintenance of coordination between goals, capabilities, resources, and the variable market opportunities of a firm. Furthermore, it is direction and scope of the firm over the long terms which achieve the advantage in fluctuations of competitive environment through its configuration of resources and capabilities with the aim of fulfilling stakeholder expectations (Johnson, Scholes, and Whittington, 2005). On the other hand, strategic creativity is mentioned as new ways of doing businesses and about new processes of launching to market (Piercy, 2009). Meanwhile, marketing creativity is “the extent to which the actions of taking to market, a product represents a meaningful difference from marketing practices in the product category” (Andrews and Smith, 1996: 175). In addition, marketing creativity deploys innovative value propositions, new pricing models, customer-driven supply networks, or expanded ways and means for contacting customers in order to respond to their specific preferences and interests (Slater, Hult, and Olson, 2010). Therefore, in this research, strategic marketing creativity is defined as the fresh approach that organizations use, focusing on the generating of unique marketing ideas, new marketing processes that can ultimately lead to novel and useful marketing activity, and which lead to sustainable competitive



advantage and superior performance (Shalley and Perry-Smith, 2008; Woodman, Sawyer, and Griffin, 1993). This implies that strategic marketing creativity derives from unique ideas, products, services or new approaches that foster marketing leadership to build closer relationships, and a fresh perspective that opens up new possibilities. Ultimately, these provide greater customer satisfaction.

Strategic marketing creativity is creating value-added product or service apart from visible characteristics. Adding value seems to be more effective to reduce cost in the present marketplace (Klein, 1990) such as arranging something together or creating the new something delivering new value of something. Besides, the application of using technology in business is significant in strategic marketing creativity (John, Weiss and Dutta, 1999). Nowadays, the digital marketing has an important role that has transformed the marketing process for delivery of superior value in terms of new channels, such as online stores which provide effective marketing information in real time. As a result, marketers exploit digital channels (Hagel, Brown, and Davidson, 2009) develop the customer relationships from offering novel marketing activities through learning and understanding the customer. Consistently, Day (2011) asserts that marketers should use highly adaptive capabilities to enhance marketing capabilities by vigilant market learning, adaptive market experimentation and open marketing. Moreover, creative capability has more benefits for businesses because it is the charisma of an employee to generate original ideas for unique value to develop innovation further (Hsiao and Chou, 2004), such as the robot for treatment of a patient or a vehicle driven by a computer operating on behalf of a person. Thereby, strategic marketing creativity is more important for solving a new problem in the market. It builds greater customer satisfaction over a competitor in the industry.

The role of strategic marketing creativity is one of the critical of strategic weapons to be sustained (Atuahene-Gima, 1995; Calantone and Cooper, 1981; Song and Montoya-Wiess, 2001). Because strategic marketing creativity is a crucial factor to effectively establish new products (NP) advantage (Chang, Tein and Lee, 2010), and it is a significant aspect for guaranteeing success in the innovation process (Amabile et al., 1996; Woodman, Sawyer and Griffin, 1993). Especially, strategic marketing creativity determines the generation of new ideas, significant in marketing innovation (Amabile et al., 1996). Moreover, strategic marketing creativity is significant in a firm's



performance as the result of ideas causes marketing differentiation in terms of uniqueness, quality, cost effectiveness, and technical performance that is superior for customer value (Song and Montoya-Weiss, 2001).

As described earlier, this research purposes to stress and refine new dimensions of strategic marketing creativity, composing its antecedents and its consequences of the concepts in this research. The literature, to date, provides a wide range of creativity, marketing creativity, and strategic orientation. Hence, the definition of strategic marketing creativity is various as evidenced in Table 1.

Table 1 The Summary of the definitions and dimensions of creativity

Author(s)	Definitions and Dimensions of Creativity
Jackson and messick (1965)	Creativity is comprised of four extents which represent, 1) original and unexpected, 2) appropriate and meaningful, 3) transformational, and 4) condensed and simple.
Amabile and Amabile (1983)	Creativity is the production of novel, useful ideas by an individual or small group of individuals working together; a model of individual creativity is integrated into a model of organizational innovation
Duchon, (1983)	Creativity is defined as a cognitive process that is characterized by divergent thinking. This research was an experiment in which the effects of three independent variables were examined, namely, goal difficulty, goals specificity, and predisposition to be creative. Subjects performed tasks that measured the expression of divergent thinking through the generation of ideas, the generation of associations, and the transformation of geometric figures. The result exhibits that goals influenced performance on some measures of divergent thinking, but not on others. Subjects in the hard goal condition outperformed those in moderate or easy goal conditions in the generation of ideas.
Amabile (1988)	Creativity can be defined as the existence of new and beneficial concepts. In the term of novelty indicates newness or originality. Utility implies an idea or other contributions must be directly relevant to the firm's goal.



Table 1 (Continued)

Author(s)	Definitions and Dimensions of Creativity
Mumford and Gustafson (1988)	Creativity refers to process to produce of novel, socially valued products. Creativity is best conceptualized as a syndrome involving 1) trait 2) process 3) environment and 4) output.
Martindale (1989)	Creative idea is comprised three components that is original idea or product, appropriate idea for situation and idea must be to use.
Woodman, Sawyer, and Griffin (1993)	Organization creativity is about the building of precious, beneficial unique product, service, idea, procedure, or processes by people working sharing together on a complex social system. There are three levels including: individual creativity, group creativity and organizational creativity influence creative behavior, which determine organizational creativity in firm.
Ford (1996)	Creativity refers to something that result is novel and in meaningful.
Amabile et al. (1996)	Creativity refers to the production of novel and useful ideas in any domain. They provide three dimension of creativity at an organizational level including; organizational motivation to innovate, resources and management practices.
Shalley (1995)	Creativity means that the production or development of thinking, to procedures new and useful thing for an individual or group of individuals working together.
Moorman and Miner (1997)	Organization memory levels improve short-term financial performance of new product, whereas memory dispersion enhances both the financial performance and the creativity of new product.
Gurteen (1998)	Creativity became as the building process of new thinking and innovation outcome, such as putting something into action by sifting, refining and implementing.
Marakas (1999)	Creativity refers to ability to originate novel and useful idea.



Table 1 (Continued)

Author(s)	Definitions and Dimensions of Creativity
Sethi, Smith, and Park (2001)	Creativity refers to the baseline of the unique product is different from competing alternatives in term of meaningful for customers. New product creativity influenced from team characteristics and context around.
Shilling (2006)	Creativity is an ingredient of ideas that allow to the innovation, with the difference, and then later comprises commercialization, and implies the successful implementation of creative ideas.
Ettli and Pavlou (2006)	Firm's ability to establish creative thinking, comprise many ideas together into innovative new products, and launch them enter to the marketplace or in term of a dynamic capability that allows the firm to improve competitive edge, reflected in new product advantage.
Suh et al. (2010)	Two dimensions of creativity that is creativity process-based and outcome-based.

Table 2 The summary of definitions and dimensions of marketing creativity

Author(s)	Definitions and Dimensions Of Marketing Creativity
Andrew and Smith (1996)	Marketing creativity defined as marketing activity to represent a meaningful difference after marketing practices. Marketing program creativity derived from individual problem solving input, motivational factors.
Oldham and Cummings (1996)	Creative marketing strategies refer to involve many other marketing activities that are the implementation of innovation solution, they can enhance a firm's ability to adapt and grow with change in its environment and the changing demand of its customers.



Table 3 The summary of definitions and dimensions of strategic orientation

Author(s)	Definitions and Dimensions of Strategic Orientation
Gatignon and Xuereb (1997)	Strategic orientation is defined as a firm's strategic direction to create proper behaviors to interact with the market for the continuous superior performance of business.
Kolter (2003)	Strategic marketing refers to the development and sustenance of coordination between the goal, capabilities, resources and the variable market opportunities of a firm.
Piercy (2009)	Strategic creativity is mentioned as new ways of doing businesses and about new processes of launching to market.



Table 4 The summary of the key empirical researches on strategic marketing creativity

Author(s)	Title	Independent Variables	Dependent Variables	Results
Bharadwaj and Menon (2000)	Making innovation happens in organizations: individual creativity mechanisms, organizational creativity mechanisms or both?	Individual and organizational creativity mechanisms	Innovation performance	Both individual and organizational creativity became as mechanisms of highest level of innovation performance in particular high levels of individual creativity, express significantly superior innovation performance than low levels of organizational and individual creativity mechanisms.
Ryan (2001)	The relationship of transformational style of leadership to the creativity, productivity, and efficiency of creative work teams within organizations	Transformational style of leadership	Creativity, productivity, and efficiency of creative work teams within organizations	There are the findings that are supported the relationship between a transformational style of leadership and higher levels of creativity, productivity, and efficiency within creative work teams within organizations primarily through two intervening variables: challenged of work and support of a manager

Table 4 (Continued)

Author(s)	Title	Independent Variables	Dependent Variables	Results
Im and Workman (2004)	Market orientation, creativity and new product performance in High- Technology firms	-Customer orientation -Competitor orientation -Cross-function integration -New product creativity -Market program creativity	-New product success (relative market share, sales, return on investment, profitability and objective)	The results indicate that unique product and marketing creativity mediates the relationship between market orientation and new product success. In particular the meaningfulness dimension is greater importance than the novelty dimension in describing the link between market orientation and NP success.
Merlo et al. (2006)	Social capital, customer service orientation and creativity in retail stores	-Open communication -Shared vision -Trusting culture -Customer service orientation -Retail store creativity	-Retail store performance	The results indicate that shared vision and open communication have a significant positive influence on retail store creativity.
Van Woerkum, Aarts, and De Grip (2007)	Creativity, planning	-Long-term orientation -Effectiveness of marketing-sales relations -The use of direct sales force -Customer oriented selling	Market performance: -Sales growth -Market share -Profitability	The results suggest that long-term orientation, effectiveness of marketing-sales relations, and customer oriented selling have a positive impact on superior customer value creation. Then, superior customer value creation has a positive impact on market performance.

Table 4 (Continued)

Author(s)	Title	Independent Variables	Dependent Variables	Results
Schulze and Hoegl (2008)	Organizational knowledge creation and the generation of new product ideas: a behavioral approach	-Socialization -Externalization -Combination -Internalization	-Novelty product ideas	The results showed that socialization and internalization have a positive impact on novelty product ideas whereas externalization and combination have a negative impact on novelty product ideas.
Im, Hussain, and Sengupta (2008)	Testing interaction effects of the dimensions of market orientation on marketing program creativity	-Customer orientation -Competitor orientation -Cross-function integration	- Marketing program novelty - Marketing program meaningfulness.	The research found that significant positive interaction effect between customer orientation and competitor orientation and between competitor orientation and cross-function integration in predicting marketing program novelty, and that found competitor orientation and cross-function integration significantly and positively interacts with each other in improving marketing program meaningfulness.

Table 4 (Continued)

Author(s)	Title	Independent Variables	Dependent Variables	Results
Slater, Hult, and Olson (2010)	Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness	<ul style="list-style-type: none"> -Marketing strategy creativity - Strategy implementation Effectiveness -Uncertain Environments - Strategic Type 	-Performance	<p>The research found that both marketing strategy creativity and marketing strategy implementation effectiveness are positively and generally associated with business unit achieving its objectives. Marketing strategy creativity is more strongly associated with performance in uncertain environments whereas, marketing strategy implementation effectiveness is more strongly associated with the business unit achieving its objectives in predictable environments than in uncertain environments. And whether marketing strategy creativity to work well with prospector, marketing strategy implementation effectiveness creativity to work well with low cost defenders.</p>

Table 4 (Continued)

Author(s)	Title	Independent Variables	Dependent Variables	Results
Chang, Tein, and Lee (2010)	Social capital, creativity, and new product advantage: an empirical study	<ul style="list-style-type: none"> - Social capital -New Product's creativity -Marketing program's creativity 	-New product advantage	The research found that creativity of New Product and Marketing program is the full mediator of the relationship between social capital and new-product advantage.
Suh, et al. (2010)	A multi-level investigation of international marketing projects: The roles of experiential knowledge and creativity on performance	<ul style="list-style-type: none"> -Team-level experiential knowledge -Firm-level experiential knowledge -Process-base creativity -Outcome-based creativity 	Project performance	The research found that process-base creativity is increasing when the team members have a higher level of experiential knowledge whereas outcome-based creativity has no significantly influenced by either team or firm-level experiential knowledge and also found that project performance is directly influenced by firm-level experiential knowledge and process-base creativity, and is indirectly influenced by team-level experiential knowledge through the mediation of process-bass creativity.

Table 4 (Continued)

Author(s)	Title	Independent Variables	Dependent Variables	Results
Harmancioglu, Grinstein, and Goldman (2010)	Innovation and performance outcomes of market information collection efforts: The role of top management team involvement	<ul style="list-style-type: none"> -Top management team involvement information collection efforts -Employees' market information collection efforts -Firm size -Industry context: high vs low technology -Firm innovativeness 	Business performance	The research found that market information of employee collection efforts has significant positively related to firm innovativeness and top management team involvement in market information collection efforts has significant positively related to firm innovativeness, then high technology and small firm have stronger impact between top management team involvement in market information collection and firm performance.

Table 4 (Continued)

Author(s)	Title	Independent Variables	Dependent Variables	Results
Sohn and Jung, (2010)	Effect of creativity on innovation: do creativity initiatives have significant impact on innovative performance in Korean Firms?	Basic skills, compensation systems, external environment factors, and the effects of creativity factors	Creativity factors, and innovative performance	The factors encourage creativity consist of basic skills, compensation systems, and external environment link to the innovative performance of an organization. Particularly, instructive information about how to improve creativity and innovative performance in various organizations.
Wei and Wang (2011)	Making sense of a market information system for superior performance: the roles of organizational responsiveness and innovation strategy	-Market information system -Innovation strategy -Organizational responsiveness -Competitive marketing advantage	-Financial performance	Strategic resources are important to maintain marketing advantage and shaping superior firm performance in the B2B market.

Table 4 (Continued)

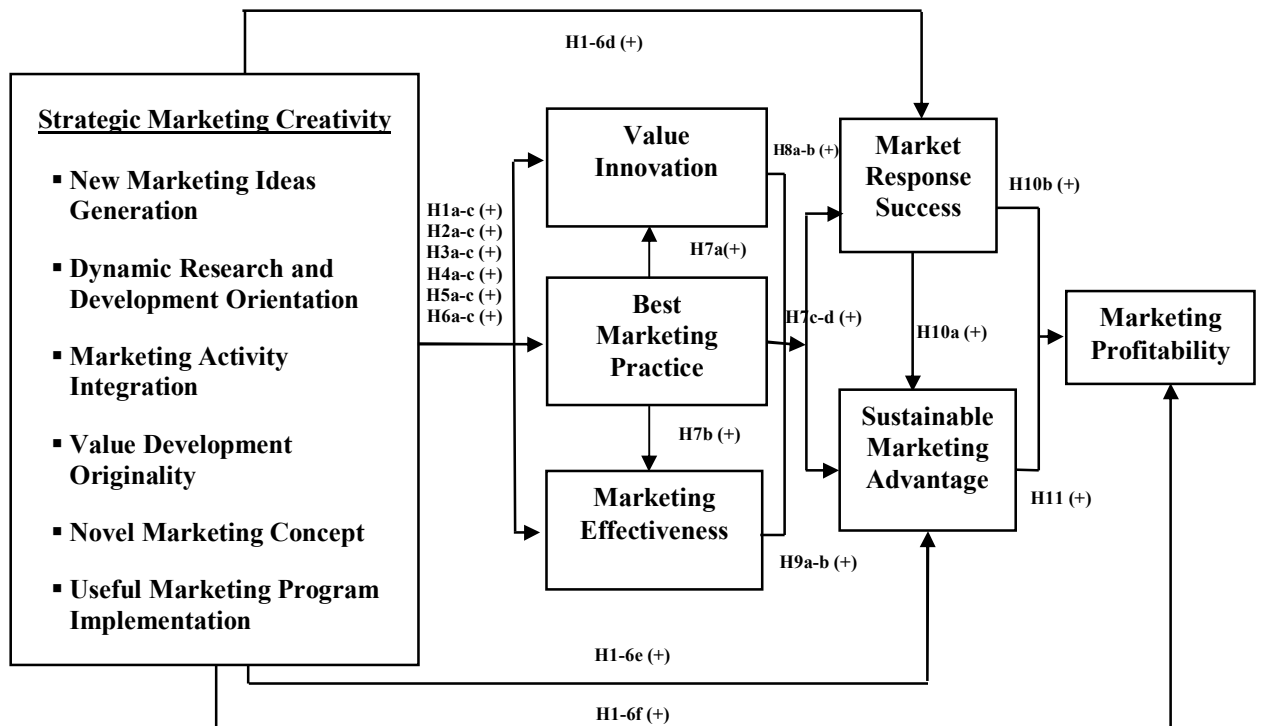
Author(s)	Title	Independent Variables	Dependent Variables	Results
Muñoz-Doyague and Nieto (2012)	Individual creativity performance and the quality of interpersonal relationship	-Leader-member exchange, -Team-member exchange quality	Individual creativity	High-quality exchanges between the employees in teamwork group have a significant positive influence on their creative behavior. This implies that the composition of teamwork groups for achieving the team environment is necessary for creative production.

However, the literature review on strategic marketing creativity suggests that there are still two gaps. The first gap is that most of the previous research is concentrated on the definition of creativity, the conceptualization of marketing creativity, and the outcome based on the consequences of marketing creativity which concern creative products and creative marketing programs. Only a little research focuses on strategic marketing creativity. The second gap is that there is little empirical research investigating the dimensions of strategic marketing creativity, and its effect on marketing outcomes as a dynamic marketing capability. Therefore, this research attempts to fill these gaps. Next, a more detailed discussion of the six dimensions of strategic market creativity and the consequences based on the resource-advantage theory and literature is provided. The six dimensions comprise new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept, and useful marketing program implementations. The detailed discussion of these dimensions is presented in Figure 2.



The Effects of each Dimension of Strategic Marketing Creativity on Its Consequences

Figure 2 The Effects of Each Dimension of Strategic Marketing Creativity on Its Consequences



New marketing ideas generation

Ideas generation has become a focal factor on creative product design in marketing strategy of business (Chulvi et al., 2013). It recognized as “fuzzy front end” of NPD, one of the highest leverage points for a firm (Dahan and Hauser 2001). This is because it helps the marketer to have deeper customer understanding and improve initial new marketing ideas generation (Flint, 2002). Scholars have developed techniques to evaluate the creative outcome. Firms can develop idea generation from brainstorming and also can use checklists of ideas, using the principles of combination and enhancement for further development of ideas (Osborn, 1963). Furthermore, Michinov (2012) has guides for four principles. Firstly, do not blame others ideas. Second, include unusual ideas. Third, create diverse ideas as much as possible. Finally, create and



extend on other's ideas. Likewise, McGrath (1984) suggests steps of ideas generation, development, evaluation, and selection. In summary, many scholars indicate that the firm is essential to the need for continuous brainstorming and meetings based on a cycle of differentiation and integration, in order to generate ideas (Rickards, 1999; Rietzschel, Nijstad, and Stroebe, 2006; Storey and Barnett, 2000). Supported by Heslin (2009) it is suggested to organizations that it is imperative to use "brain writing" as a journalistic principle, with details about what, who, where, when and why. It is good producing unique ideas when people interact for purpose of brainstorming. However, previous research reveals that groups generating ideas using traditional brainstorming are less effective than people generating ideas alone (Diehl and Stroebe 1987). Besides, Shah, Vargas-Hernandez, and Smith (2003) divide into two methods for ideas generation: the intuitive method and the logical method. The intuitive method involves ideas such as morphological analysis, checklist, progressive method, and mind maps. On the other hand, the logical method is such as history-based methods and analytical methods (Chulvi et al. 2013). Meanwhile, firms can generate new ideas from searching both its internal and external sources. The internal sources of an organization are derived from research and development, managers, employees, and marketing functions. On the other side, the external sources of a firm involve the competitors, customers, suppliers, and government departments (Li and Calantone, 1998; Thomke, 2003; Nijssen, Hillerbrand, and Vermeulen, 2005). Therefore, firms can use several techniques to generate innovation, which include brainstorming, suggestion systems, surveys, and special task forces (Verdinejad, Mughari, and Ghasemi, 2011). Also, an organization should use information and communication technologies (ICT) to support collaboration in order to find creative solutions to organizational problems (Wang, Schneider, and Valacich, 2014). A marketer is conscious of the concise information, which derives from several sources for a creative solution.

Idea generation is a conscious activity to develop potential solutions or terms of the problem definition process. It derives from posing the questions which are to find the answers for new product development (Glassman, 2009) and good marketing strategy (Toubia, 2006). In this research, new marketing ideas generation is defined as the capability of the firm to encourage and search for novel ideas and fresh approaches to establish creative marketing ideas in order to provide valuable solutions to a problem



in terms of new product/service development, and new various sales channels in developing customer relationships (Glassman, 2009; Marakas, 1999; Thompson, 2003; McAdam, 2004; Thipsri and Ussahawanichakit, 2009). It yields to the development of marketing innovation in order to respond to needs of the market, and which can achieve competitive advantage. McAdam and McClelland (2002) state in their work that the generation of ideas for new products or 'creativity' is the first step in developing innovative new products, and can be a source of competition. Consistently, Gurteen (1998) suggests that creativity is the generation of new ideas and then action, by sifting, refining and implementing those new ideas for generating innovation. Meanwhile, creativity is a context-specific and subjective decision of the newness and value of an outcome of an individual's or group's behavior (Gurteen, 1998). In addition, Heap (1989) suggests that the implementation of innovation is the result of creativity by synthesizing the radical restructuring of new ideas and concepts.

Moreover, prior research reveals that there is a strong relationship between the number of idea generation techniques and the number of successful products (Parnes, 1961). Much idea generation is possible to find a creative idea, developing unique value for greater customer satisfaction. Consistent with Chang, Tein and Lee, (2010), they find creativity idea is a crucial factor effectively establishing to new product (NP) advantage, and it is a significant aspect for guaranteeing success in the innovation process (Amabile et al., 1996; Woodman, Sawyer and Griffin, 1993). Likewise, prior research suggests that high levels of organizational creativity mechanisms are a significant factor in superior innovation performance (Bharadwaj, 2000). Thus, the firm focusing on the quality improvement of customer value is a way to achieve business excellence (Barczak, Griffin and Kahn, 2009). Ideas generation for creative ideas is the ability of transitioning to greater customer value for new product and service development, original methods of production such as in technical innovation, and new organizational structure like modern administrative systems (Damanpour and Wischnevsky, 2006). The generation of innovation is intended to contribute to the firm's effectiveness and competitiveness by creating a new opportunity or by making use of an existing opportunity in novel ways (Drucker, 1985). In addition, radical innovation comes from creative ideas; enhancing superior solutions for current and future customer needs, leading to a transition to ward competitive rules. Thereby,



creative ideas improve a firm's competitive position and performance (Nijssen et al., 2006).

In summary, many firms concerned with strategic marketing creativity, it is necessary to integrate several sources in order to create potential competitiveness. As firms need to strive to generate new marketing ideas over time; they can produce greater customer satisfaction through fresh propositions or create new practices from the development of their existing innovation, ultimately leading to achieve the best marketing practice through value innovation and marketing effectiveness. Thus, its outcome will lead to market response success, sustainable marketing advantage, and increasing marketing profitability. Hence, the hypotheses are proposed as follows:

Hypothesis 1a: New marketing ideas generation has a positive influence on best marketing practice.

Hypothesis 1b: New marketing ideas generation has a positive influence on value innovation.

Hypothesis 1c: New marketing ideas generation has a positive influence on marketing effectiveness.

Hypothesis 1d: New marketing ideas generation has a positive influence on market response success.

Hypothesis 1e: New marketing ideas generation has a positive influence on sustainable marketing advantage.

Hypothesis 1f: New marketing ideas generation has a positive influence on marketing profitability.

Dynamic research and development orientation

In the last decade, organizations are address on knowledge as the basis for the enhancement of competitive advantage, recognized as the ability to acquire, build



and utilize new technological knowledge assets in order to differentiate themselves from their business competitors and environment (Teece and Pisano, 1994; Diaz-Diaz, Aguiar-Diaz, and De Saa-Perez, 2008). For this reason, organizations must be aware of focusing on research and development (R&D) expenditure for experiment to establish valuable strategies, perform and utilize knowledge in order to have greater competitive advantage, and attain organizational sustainability in the dynamic environments (Ussahawanitchakit, 2012). Moreover, R&D is one of the key mechanisms of firms' strategic renewal (Knott and Posen, 2009), and it as a driver of new technological knowledge (Helfat, 1997). Thus, R&D is the crucial determinant of new knowledge acquisition, assimilation, transformation and utilization for firms, in the term of as the learning or the absorptive capacity of firms (Cohen and Levinthal, 1989).

R&D became a driver of the innovation process. It depends on an investment in technology and future capabilities, which produce to new products, processes, and services. In industry and technology sectors, R&D is a focal component of innovation and a key factor in developing new competitive advantages. Firms rely on their R&D capability in order to access external as well as internal sources of knowledge (Lieberman and Asaba, 2006). In order to acquire, assimilate and transform knowledge, in a term of the absorptive capacity of firms, under R&D capability, manufacturing capabilities, and learning capabilities. These assets, which enable firms to develop and modify technologies to obtain unique value, are seen as focal sources of sustained competitive advantage (Kocoglu et al., 2012). The rapidly changing business environments, under global competition have increased dramatically, particularly in streams of innovation to deliver superior value for customers. R&D is essential for leveraging knowledge to enhance business performance.

Academics categorize R&D into two types: 1) product research, which allows a firm to produce better quality products, and 2) process research which reduces the marginal cost of production (Lin and Saggi, 2002). Research and development involves creative work undertaken on a systematic basis in order to leverage the stock of knowledge, and use they stock of knowledge to devise new applications.

In this study, dynamic research and development orientation are referred to the willingness of a firm to continuously attempt to increase the stock of knowledge and apply this stock of knowledge to devise new applications simultaneously to support



resources that are necessary for research and development in coping with the changing environment (OECD, 1997; Szymanski, Bharadwaj, and Varadarajan, 1993). This valuable stock of knowledge became considerable tools in helping innovation succeed, survive, and be sustainable in competitive markets.

Conte and Vivarelli (2013) find that firms with greater R&D tend to have a greater probability of success of product innovation. Also, available literature indicates that more complicated products or process innovation generally relies on formal R&D (Parisi, Schiantarelli and Sembenelli, 2006). Previous research reveals that R&D enables to support for the best practices in marketing, which provides successful product innovation that is characterized from the high-value project aligned with the business's strategy, the right balance of projects and the right number of objectives, leading to better performance (Cooper, Edgett and Kleinschmidt, 1999). Performance of R&D of organizational not only depends on the gigantic amount of money and other resources but also depends highly on the sharp vision and strategy of firm (Banwet and Deshmukh, 2006). Effective R&D in organization also depend to comprise knowledge, talent, team structures, process, and tools, enable to produce innovation (Jaruzelski and Dehoff, 2010). Consistent with, Lee and Hung (2006), who argued R&D intensity alone, cannot be a source of value creation due to commercialization orientation in the process of exploiting the value of technology assets is more significant than R&D. Firms with strengths in R&D activities conduct efficient acquirement, development, and utilization of technological knowledge. It is distinctively delivered meeting customer requirements from seeking continuous market needs (Ussahawanitchakit, 2008). Therefore, the hypotheses are posited as follows:

Hypothesis 2a: Dynamic research and development orientation has a positive influence on best marketing practice.

Hypothesis 2b: Dynamic research and development orientation has a positive influence on value innovation.

Hypothesis 2c: Dynamic research and development orientation has a positive influence on marketing effectiveness.



Hypothesis 2d: Dynamic research and development orientation has a positive influence on market response success.

Hypothesis 2e: Dynamic research and development orientation has a positive influence on sustainable marketing advantage.

Hypothesis 2f: Dynamic research and development orientation has a positive influence on marketing profitability.

Marketing activity integration

Marketing activity integration is the third dimension of strategic marketing creativity. Integration is defined as an interaction perspective such as in meetings and information exchange between departments, which involve marketing activity, including sales, marketing, manufacturing, and R&D managers (Kahn and Mentzer, 1998). This is because the role of marketing is to be confident that every aspect of the business is focused on delivering superior value to customers in the competitive marketplace. Prior research reveals that sales–marketing integration has the greatest impact on firm performance (Rouziès et al., 2005), and firms will obtain a reference position and win long-term customers if they have a good track record in sales, in a competitive market (Anca and Daniel, 2012). However, scholars assert that differences hamper the cooperation between marketing and sales in general, which leads to a lower market performance of the business unit (Dewsnap and Jobber, 2000; Homburg and Jensen, 2007). This is due to marketing and sales having differing goals (Strahle, Spiro, and Acito 1996). Marketing concerns are more long-term and product oriented, but sales are concerned more with the short-term, and are customer-relationship oriented (Cespedes, 1994). Thus, marketing’s interfaces with other business functions has to have more quality and cooperation, or, an interaction perspective; it impacts on the market performance of the business unit (Homburg and Jensen, 2007). Consistently with academics, it is indicated that cross-functional integration may indeed have a direct impact on new product success (Troy, Hirunyawipada, and Paswan, 2008). In addition, a researcher finds that marketing activities is the set of marketing organization that a sales manager uses to achieve his marketing objectives. It is comprised of a variety of



mixed marketing tasks, plays a significant role in transferring products from producers to customers, and generates profits (Fu, 2011).

Generally, the marketing department often includes functional specialists in sales, advertising and promotion, distribution, pricing, marketing research, and perhaps customer service managers. Therefore, marketing activity involves a diversity of situational decisions as mentioned earlier. 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). At the corporate and business unit levels, marketing is necessary to have shared responsibility for information management, that every aspect of the business is focused on delivering superior value to customers in the competitive marketplace.

In the new economy, advances in technology have been recognized as focal organization resources. It uses more integration into the marketing of the firm (Aziz and Yasin, 2004). On the other hand, competitive advantage can be generated by integrating marketing strategy into an overall organizational architecture of the firm such as formation, organizational culture, structure and strategic behaviors (Barney, 1995). Especially, IT-based marketing information system handles the resultant increasing external and internal information flow and improves the quality of implementation (Sääksjärvi and Talvinen, 1993). They assert that “marketing information system by marketing information systems have become one of the most vital elements of effective marketing.” It granted better communication between the inside and the outside of the organization, consisting of planning, accounting, advertising and sales promotion, product management, channels of distribution and direct sales. Therefore, organizations have integrated internal and external knowledge for sharing information to the whole of marketing through information systems. These are more effectively monitors the marketing environment and deal specifically with marketing strategy and operation. Likewise, supply chain management and marketing integration enable an enterprise to sense consumer demand, respond to it in real time and grant a superior consumer experience at every opportunity; whereas it also reduces a time to market, optimizes productivity and trims overall costs (Madhani, 2012).



In this research, marketing activity integration refers to a business partnership for internal and external interaction perspective to share information and participate in joint planning development of a marketing activity, to deliver superior value in products, technologies, or services (Kahn and Mentzer, 1998; Popa and Sasu, 2008; Troy, Hirunyawipada and Paswan, 2008). Previous research indicated that extended investments in purchasing integration were observed to lead to higher performance returns from investments in purchasing practices (Narasimha and Das, 2001). Furthermore, Swink, Narasimha and Kim (2005) reveal that strategy integration moderates the influences of process quality management practices, workforce development, product-process development, supplier relationship management, and just-in-time flow, on certain manufacturing capabilities allow manufacturing cost efficiency and new product flexibility capabilities mediate the influence of strategy integration on market-based performance. Firms strive to find how to improve their own innovative development methods and practices to assist managers in decision making, under the use of numerous kinds of new methods and techniques to support developing innovation, in particular, integrating their innovation strategy across all the levels of the firm. Empirical research allows better support to implement employee and team communications (Barczak, Griffin and Kahn, 2009). The external collaboration among supply chain members in the logistics-production interface allows better firm logistics-performance, while the integration achieved in the logistics-marketing interface does not lead to reductions in costs, stock-outs and lead-time (Gimenez and Ventura, 2005). However, supply chain integration has a significantly positive influence on operational and customer-based firm performance. Supply chain integration can be a source of competitive advantage when the firm has created several greater capabilities such as competencies of IT infrastructure, collaboration and marketing orientation (Agan, 2011). Also, Martin and Grbac (2003) assert that supply chain integration is very critical to the responsiveness to customer needs. In particular, scholars indicate that supply chain management and marketing interdependence in terms of supply chain management (SCM) and marketing integration can enhance customer value proposition for better firm performance (Madhani, 2012). Hence, the hypotheses are proposed as follows:



Hypothesis 3a: Marketing activity integration has a positive influence on best marketing practice.

Hypothesis 3b: Marketing activity integration has a positive influence on value innovation.

Hypothesis 3c: Marketing activity integration has a positive influence on marketing effectiveness.

Hypothesis 3d: Marketing activity integration has a positive influence on market response success.

Hypothesis 3e: Marketing activity integration has a positive influence on sustainable marketing advantage.

Hypothesis 3f: Marketing activity integration has a positive influence on marketing profitability.

Value development originality

The fourth dimension of strategic marketing creativity is value development originality. Value refers to customers perceived worth in monetary terms regarding the economic, technical, service, and social benefits received by the firm, in exchange for the price a customer is willing to pay for a market offering. Judgments about value also consider the alternate supplier's offerings and prices (Anderson and Narus, 1991). Similarly, Zeithaml (1988) defines value as "the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given" (Zeithaml, 1988, p. 14). Meanwhile, development originality focuses on detection of the change in the market's needs so that firms have continuously developed their ability in order to successfully introduce new products to the market (Leonidou et al., 2011). The term "originality" is treated as being similar to novelty, uniqueness or typicality (Runco and Charles, 1993). This implies that an original invention communicates something that is new and novel in a way that is somehow appreciated, or it is considered here as



an appropriate novelty. The criterion of appropriateness implies that novelty is a relative quality in customer's perspective who recalled only this product, but they cannot recall other products in the same category (Snelders and Hekkert, 1999). Firms have a capability in product development. It is important for delivering superior customer satisfaction from design products that can meet customer needs, by combining existing resources in new ways in order to increase the potential productivity, and which are higher quality than a competitor. Creating value is necessary to deliver greater customer satisfaction from distinguished value, and simultaneously make customers appreciate this innovate product. Meanwhile competitors cannot do it at the right time. For value development, a firm needs to simultaneously do it in two critical performing: maximizing the fit with customer needs, and minimizing the time to market while potentially reducing costs (Schilling and Hill, 1998). Moreover, academics argue that benefits which increase from providing new value include: (1) enhancing the profitability of existing offerings, (2) attracting new customers to the firm, (3) improving the loyalty of existing customers, and (4) enhancing open the opportunity of markets (Storey and Easingwood, 1999).

However, a firm has more challenge to identify the needs of customers due to the fact that “customers don’t know what they want in the future,” (Eisingerich, Bell, and Tracey, 2010). There is a need for identification that is mostly limited to marketing inputs and to the observation of customers’ behavior to elicit the so-called voice of the customers (VoC). Therefore, customer information is considered as a major source of the firm for creating superior value propositions over the competition. Delivering better value to customers is an ongoing concern of management in many business markets today (Wolfgang and Chacour, 2001). Firms must have a good matching between latent customer needs and new solution in radical innovations; lead to succeed in marketing (Witell et al., 2011). Previous research reveals that new product creativity builds its advantage by enhancing the novel and useful qualities of a product (Kleinschmidt and Cooper, 1991; Song and Montoya-Wiss, 2001). Likewise, advanced technologies and product designs help to find solutions for unusual market requirements more effectively than for competing products. Meanwhile, value development involves changing the features, and quality, or style of a product or service to give better benefit fitting, to the new demands of the market or market segment (Lai, 1995). Thereby, this research is



defined value development originality as the firm's ability to exploit from creating the first prototype of service/product in performing activities that increase the worth of services or goods to consumers while creating unique value in the market and receiving recognition from customers (Anderson and Narus, 1991; Runco and Charles, 1993). A firm must continuously be the first mover in the market to create unique value and offer better benefits than its costs in the customer perspective, trending to increasing customer satisfaction, and leading to long service or extending the product life cycle.

The value creation concept or the term "value development originality" is considered one of the most popular constructs among business managers and academia (Ravald and Grönroos, 1996). Also, Mathuramaytha and Ussahawanitchakit (2008) assert that value development originality is a strategic weapon in attracting and retaining customers and has become one of the most significant factors in the success of both manufacturing businesses and service providers. Previous research reveals that value development originality is positively associated with growth and, in turn, profitability (Wolff and Pett, 2006). Particularly, value development originality is the critical instrument of management approaches and main competitive strategies (Fortuin and Omta, 2007; Brennan and Henneberg, 2008). Because value development originality is the instrument for offering unique customer satisfaction, it is the one way for always repeating sales to customers or maintaining customer loyalty and positive word of mouth (Bearden and Teel, 1983). On the other hand, customer co-creation has not positive significant effect on product success when developing radical innovations (Gustafsson, Kristensson and Witell, 2012).

Slater and Narver (2000) argue that value development originality is the fundamental of a firm's competitive advantage, establishing superior customer value through offering more benefits than costs, and it is likely to maintain long service or product life cycle. Firms with strength in value development originality, allow the enlargement of customer satisfaction and maintaining customer loyalty, leading to long-term performance. Empirical research revealed that value development originality linksto customer satisfaction, customer loyalty, sales growth, market share, and profitability in new product development performance (Flint, Blocker and Boutin, 2011; Guenzi and Troilo, 2007; Sullivan, Peterson and Krishnan, 2012; Troilo, Luca and Guenzi, 2009). As firms enable marketing leaders to have prototypes of value



development, it is a unique value to quickly respond to, and deliver superior customer satisfaction with better experience for their customers. It leads to maintaining customer loyalty, increasing sales growth, enhancing market share and greater profitability. Therefore, the hypotheses are proposed as follows:

Hypothesis 4a: Value development originality has a positive influence on best marketing practice.

Hypothesis 4b: Value development originality has a positive influence on value innovation.

Hypothesis 4c: Value development originality has a positive influence on marketing effectiveness.

Hypothesis 4d: Value development originality has a positive influence on market response success.

Hypothesis 4e: Value development originality has a positive influence on sustainable marketing advantage.

Hypothesis 4f: Value development originality has a positive influence on marketing profitability.

Novel marketing concept

Novel marketing concept is the fifth dimension of strategic marketing creativity. Marketing concept has become as a business philosophy in that an organization should analyze the needs of their customers and then make decisions to satisfy those needs, better than the competition. It determines a direction for every employee to serve their customers with aims to deliver good experience. All its efforts make for delighted customers and increasing satisfaction along with better profit (McCarthy and Perreault, 1984). Furthermore, Webster (1992) describe marketing concept that is identifying of customer needs which derive from market research before



development of new products/services in response to their customer needs. Kotler (2001) suggests that there are five competing concepts of marketing, including production orientation, product orientation, selling orientation, marketing orientation and societal marketing. Market orientation is a central focus of marketing concepts, has received wide attention from practitioners (Augusto and Coelho, 2009; Beverland and Lindgreen, 2007; Kaynak and Kara, 2004). 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. Moreover, previous research found that market orientation is necessary to support strategic marketing creativity (Augusto and Coelho, 2009; Hauser, Tellis and Griffin, 2006).

The elements of market orientation, cited by prior research, frequently have two perspectives: behavioral and cultural perspectives. On the one hand is behavioral perspective, in which Kohli and Jaworski (1990) explore the elements consisting of intelligence generation, dissemination, and responsiveness. On the other hand, Narver and Slater (1990) viewed market orientation from a cultural perspective in which its dimensions are a derived strategy of customer orientation, competitor orientation and inter-functional coordination. Market orientation leads a firm to adopt an external focus and commitment to innovation, ultimately to sustain superior performance (Slater and Narver, 1994). Also, it is found that market orientation is an antecedent to innovation (Jaworski and Kohli, 1996). Consistent with this, Hurley and Hult's (1998) research asserts that market orientation can be a significant part of the initiation stage of innovation.

Meanwhile, modern marketing emerges, as a new concept, representing the needs and values of consumers and society, not just corporation and benefits, through emerging with new products that needs new markets (Rahnama and Beiki, 2013). Entrepreneurial marketing is suggested as one new marketing paradigm that is differed from traditional marketing theory. It combines two aspects between marketing and entrepreneurship. They are the overlapping aspects in assumptions. As revealed by Stokes (2000) indicated that "entrepreneurs tend to be innovation-oriented, driven by new ideas and intuitive markets feel, rather than customer oriented, or driven by



rigorous assessment of market needs.” Similarly, Miles and Darroch (2006) indicate entrepreneurial marketing process that highlight on opportunity creation and discovery, evaluation and exploitation. Due to entrepreneur’s behavior have a characteristic as the agent of change, searches new method and exploits with new market through innovation orientation, firms start with an idea come first, and then to find a market acceptance (Drucker, 1986). Scholars divide three dimensions of entrepreneurial activity, combined of risk taking, innovation and proactive response (Covin and Slevin, 1988). In which is a fundament to describe entrepreneurial marketing or in terms of “marketing with an entrepreneurial mindset” that is marketing of the firm characterized as innovativeness, risk taking, proactiveness and pursuit opportunity (Karus, Harms and Fink, 2009). Conversely, a responsive market orientation concern to understand and to satisfy user or needs, while a proactive market orientation emphasizes understanding to satisfy customers' latent need, which empirical research indicated that a responsive market orientation is not sufficient to succeed new-product because a marketer listens too carefully to their customers rather than to discover, to comprehend and satisfy the latent need of user (Narver, Slater and MacLachlan, 2004). Particularly, previous research conclude characteristic of entrepreneurial marketing process that consist of idea-driven to innovation oriented, target markets through bottom-up, interactive marketing methods in term of word-of-mouth marketing and gathering market information through informal network (Stokes, 2000).

According to, marketing and entrepreneurial competency has become as significant to the survival and development of small forms (Carson et al., 1995). The hallmark of successful entrepreneurship is derived from creativity and innovation in product or service (Drucker, 1986). Successful entrepreneurs trend to informal method of gathering market information through networks of personal contacts rather than formal research methods or systematic market intelligence gathering (Carson et al., 1995). Besides, Schumpeter (1934) described that entrepreneurial activity has a significant to destabilize economic equilibrium in dynamic economies.

Dramatically changed in an emerging digital economy is a challenging marketer executive who transforms new approaches such as in ubiquitous internet connectivity and information overload. Technological advancement has made the world a smaller place. Organizations find it imperative to implicate a modern approach run a



business that corresponds to a situation (Day, 2011). The proliferation of digital media, firms adopt to new thinking for communication channels and customer contact points in order to enhance marketing capability during vigilant market learning, adaptive markets, and open marketing along with new media and social networking technologies (Day, 2011). Nowadays communications have changed in consumer behavior. Thus, businesses should adapt their in new marketing approach to seize the opportunity for increasing efficient marketing process, using innovative communication channels such as internet, mobile marketing, to manage customer relationship. Social media marketing is the effectiveness, new way to contact with their customer through contents quality, the company's involvement, and its association with the other marketing platforms (Pradiptarini, 2011).

Thus, in this research, a novel marketing concept refers to as firm's philosophy to search the newness of approaches that enterprise to adopt to enter and to utilize new market in order to increase the potential competitive (Narver and Slater, 1990; Miles and Darroch, 2006; Wang and Almed, 2004). This implies that function of marketing should design and implement in the new way through the pursuit of new opportunities. Firms with a high level of marketing orientation and innovation orientation should complement each other; lead to establish new ideas and motivation in order to respond to the market and increasing innovativeness (Hurley and Hult, 1998). Previous research indicated that firm with combination between entrepreneurship and market orientation is more positively influence firm performance (Matsuno, Mentzer, and Özsoyer, 2002). While the context of professional theaters found that customer orientation has a negative influence on firm performance because of the lack of breakthrough innovation (Voss and Voss, 2000). Then, previous research found that internal quality practices, comprised of customer orientation, process orientation and employee management have positive influence on customer satisfaction, lead to position of business (Nilsson, Johnson, and Gustafsson, 2001). Consistent with, a market orientation is linkage positively to new product development (NPD) activities that combine to new product advantage and to the proficiency in market testing, launch strategy, launch budgeting, and launch tactics (Langerak, Hultink, and Robben, 2004). This implied that firms with the strong of market orientation can link to the best marketing practice. Furthermore, novel marketing concept enables firms increasing both



directly and indirectly business performance (González-Benito, and González-Benito, 2005; Matear et al., 2002; Johnson, Dibrell, and Hansen, 2009). And enhance market share growth, ROI, percentage of new-product sales to total sales (Matsuno, Mentzer, and Özsoy, 2002), return on assets (ROA) (Morgan, Vorhies, and Mason, 2009), profitability (Narver and Slater, 1990; Kohli and Jaworski, 1990) and competitive advantage (Zhou, Brown, and Dev, 2009). Besides, consumers themselves have influenced consumer's behaviors that are related to innovative behavior (Roehrich, 2004). Jaworski and Kohli (1996) it is revealed that there are four outcomes of market orientation: customer consequences, innovation consequences, employee consequences and organizational performance. In conclusion, firms with strong, new marketing concepts are more likely to encourage an employee in offering a new marketing approach in order to pursuit of new opportunities to maintain better customer relationships, along with fast respond and increased customer satisfaction. It leads to increase performance in the long-term, under continuously creating unique processes to deliver best benefits. Therefore, the hypotheses are proposed as follows:

Hypothesis 5a: Novel marketing concept has a positive influence on best marketing practice.

Hypothesis 5b: Novel marketing concept has a positive influence on value innovation.

Hypothesis 5c: Novel marketing concept has a positive influence on marketing effectiveness.

Hypothesis 5d: Novel marketing concept has a positive influence on market response success.

Hypothesis 5e: Novel marketing concept has a positive influence on sustainable marketing advantage.



Hypothesis 5f: Novel marketing concept has a positive influence on marketing profitability.

Useful marketing program implementation

Useful marketing program implementation is the sixth dimension of strategic marketing creativity. There are several scholars who delineate the implementation such as Noble and Mokwa (1999) who defined marketing strategy implementation as the “adoption and enactment of a marketing strategy or strategic marketing initiative,” or the common treatment of implementation as a final stage in the marketing strategy process that is control or monitoring (Wind and Robertson, 1983). Also, Day and Wensley (1983) explain that the use of a firm’s resources is a strategy for implementation. Meanwhile, Kotler (1997) describes marketing implementation as the process that turns plans into action. Similarly, the “how-to-do-it” firms develop specific marketing programs, and the execution of those programs (Cespedes, 1991). Marketing implementation is the process which converts marketing plans into action assignments, and is confident that such assignments are executed in the manner that accomplishes the objective of a plan. Bonoma (1984), and Bonoma and Crittenden (1988) are the first group, to focus exclusively on implementation issues. They provided two scopes. Firstly, it is structural; including the company’s marketing functions, control systems, systems, and policy directives. Secondly, it is a behavioral factor related to the marketing manager's assignments executing a strategy and including skills such as bargaining and negotiation, resource allocation, and the effectively ability develop the informal organizational structures.

In how to succeed in implementing a strategy, Walker and Ruekert (1987) provide three factors that are: 1) the degree to which managers of the business units have autonomy, 2) the degree to which a unit shares functional programs and facilities with other units in the pursuit of synergies, and 3) the approach in which corporate-level managers evaluate and reward the performance of managers of business units. Moreover, Drazin and Howard (1984) found proper relationships among strategy, structure, and control, which can create an environment at the organizational level, and lead to implementation success. Especially, it depends on the degree to which a manager achieves the goals and objectives of a particular role, and facilitates the overall



success of the implementation effort. Meanwhile, a marketing program is the set of marketing activities, thoughtfully designed for attaining marketing objectives in terms of strategic sales goals, or building strong a customer relationship program in order to protect from customer switching (Dwyer, Schurr, and Oh 1987). It also diminishes the customer price sensitivity as well reduces marketing costs (Grönroos, 1994).

Therefore, this study defines useful marketing program implementation as the firm's abilities to adapt fruitful marketing strategy to achieving business's goals (Noble and Mokwa, 1999; Drazin and Howard, 1984). Relevant literature on marketing programs, found that loyalty programs are used to enhance profitability from stable customer relationships by yielding benefits to customers (Shap and Shap, 1997). Previous research found that membership in an automotive customer club is a part of loyalty programs, related increasing customer satisfaction and retention of existing customers (Stauss et al., 2001). Consistent with Bolton, Kannan, and Bramlett (2000) it is found that the loyalty program in a financial service grant extended returns and increased service usage along with to overlook negative service experiences. Likewise, Lewis (2004) found that loyalty programs are related to the positive repatronage of consumer decisions. Useful marketing program implementation relied on designing the marketing programs to attract and retain customer relationships through analyzed consumer idiosyncrasies (Liu, 2007) by selecting unique values to offer to the superior marketing mix. Thereby, firms with a robust useful marketing program implementation are more likely to have better customer relationships. Due to continuously creating to offering of greater value through good marketing mixes, it leads to attaining the marketing goal (increasing sale volume and customers, growth of market share, better profit, and good reputation). Thus, the hypotheses are proposed as follows:

Hypothesis 6a: Useful marketing program implementation has a positive influence on best marketing practice.

Hypothesis 6b: Useful marketing program implementation has a positive influence on value innovation.



Hypothesis 6c: Useful marketing program implementation has a positive influence on marketing effectiveness.

Hypothesis 6d: Useful marketing program implementation has a positive influence on market response success.

Hypothesis 6e: Useful marketing program implementation has a positive influence on sustainable marketing advantage.

Hypothesis 6f: Useful marketing program implementation has a positive influence on marketing profitability.

The Effects of the Strategic Marketing Creativity Outcomes on Marketing Outcomes

This section investigates the effects of strategic marketing creativity outcomes that consist of value innovation, best marketing practice, and marketing effectiveness on marketing outcomes comprising market response success, sustainable marketing advantage, and marketing profitability as shown in Figure 2.

Best marketing practice

The American Productivity and Quality Centre (1997) defines best practice as producing superior results which comes from systematic processes and decisions that are exemplary, good, or successfully demonstrated. Also, the best approaches are derived from both good ideas and good practice to improve business results for organizations which are based on an analysis of process performance data that is adapted to fit a particular organization (Jarrar and Zairi, 2000). Consistent with Mansar and Reijers (2007), it is revealed that best practice is a successful way to respond to a particular problem that relies on modified, skillful ways in reaction to existing conditions in which best practices have been collected and applied in various areas, such as in business planning, manufacturing, and the software development process. While marketing practice consists of four dimensions; namely, transfer, management database, interaction, and network marketing (Coviello, Brodie and Munro, 2000).



Therefore, in this research, best marketing practice is defined an appropriate way that have an exemplary systematic process in order to maintain the superior standards of industry under good marketing procedures and effective techniques, leading to success in the responding market (Jarrar and Zairi, 2000; Phokha and Ussahawanitchakit, 2011). It is consistent with the current situation, and assigns new marketing approaches that effectively respond to the lifestyle consumption of customers (Dekel, Prince and Beaver, 2007). The internet that European e-commerce companies adopt enhances transaction efficiency by contributing to convenience, reducing the asymmetry of information among parties, and diminishing supply cost by offering a large amount of product and service (Zott and Donlevy, 2000). Likewise, firms with high-value projects aligned with business strategy gain the best practice in marketing. They have efficiently improved product and platform projects with new potential through project selection along with resource allocation, R&D, and marketing resources (Cooper, Edgett and Kleinschmidt, 1999). It means that marketing best practices are likely efficient in the marketing process and the market responds success. Because firms cope with fast customer response, they need the right time, place, and service quality through the exemplary systematic process to run a business.

Accordingly, best practice is an excellent performance in the way of new processes in order for cost performance to affect a decline in the operational costs of the development process, reduce the lead-time of through- put time of the new processes' flexibility extent performance, and emerge with new process offering with more alternatives, which are generally perceived by internal and external customers (Mansar and Reijers, 2007). Clearly, firms have best marketing practice when they achieve their business goals and increase the firms' performance (Reijers and Mansar, 2005). Due to firms striving to maintain highest standards of excellence for products, services or processes, they implement improvements to reach the standards for best-performing organizations (Bhutta and Huq, 1999; Biehl, Cook and Johnston, 2006). It often requires learning from the basis for change and enhances its own competitive advantage (Akdeniz, Gonzalez-Padron and Calantone, 2010). Pitta and Fowler (2005) suggest that monitoring and participation through social media online as consumer communities assists firms to increase the success in new product development. Scholars assert a firm's capabilities create value in ways that best practices and competitors find difficult



to copy, becoming distinctive competencies (Blois and Ramirez, 2006). Firm with best practices is higher-order learning capability is valuable, rare, non-substitutable and inimitable; through improvements of marketing capabilities can constitute a source of sustainable competitive advantage (Dickson, 1992). It means that firms with best marketing practice trend to gain sustainable marketing advantage. Therefore, the hypotheses are posited as follows:

Hypothesis 7a: Best marketing practice has a positive influence on value innovation.

Hypothesis 7b: Best marketing practice has a positive influence on marketing effectiveness.

Hypothesis 7c: Best marketing practice has a positive influence on market response success.

Hypothesis 7d: Best marketing practice has a positive influence on sustain marketing advantage.

Value innovation

Innovation derives from the successful implementation of creative ideas within an organization (Amabile et al., 1996). Besides, value innovation or strategic innovation became as a focal variable underpinning the creation of competitive advantage (Baden-Fuller and Pitt, 1996) and superior customer value in industrial markets. Particularly, Value innovation aim is the creation of new market space (Kim and Mauborgne, 1999). Matthyssens, Vandenbempt and Berghman (2006) assert that there are some firms striving to get out of existing frames with specific ways of market sensing, strategic marketing and different marketing-mix tools. Value innovation occurred during the first context of business-to-business markets in order to create or sustain competitive advantage and to rejuvenate the organization (Baden-Fuller and Stopford, 1994). Consistent with Christensen, Johnson and Rigby (2002), it is suggested that if firms endeavor to sustain competitive advantage, they need to create



new markets and new ways of competing, through launching new value concepts and continuously re-inventing the way customer value is created and delivered. Two important tools are utilized to find value innovation opportunities. Firstly, there are value innovation curves that are about identifying new opportunities by determining which factors of a product to reduce, eliminate, create and improve. Secondly, there are voice-of-the-customer assessments that are about listening to customers what they want and creating the right solution, instead of trying to fill the gap with an existing product from a different market. Particularly, value innovation is the willingness and ability of the firm to destroy obsolete routines, leading to the adoption of more effective behaviors. A scholar suggests being successful in value innovation; one should be firmly embedded in a company's entire network relationship, such as the firm receiving co-operation with and commitment to external parties (Matthyssens, Vandenbempt and Berghman, 2006).

Innovation is defined as original idea for establish of product, process, system which derive from an individual, a group of people, firms, an industrial sector, or society as a whole (Vakola and Rezgui, 2000). John (1999) classifies three main types of innovation to improve business performance; firstly, market innovation, product innovation and process innovation. Market innovation is concerned with the identification of new markets and how these are best served. Secondly, product innovation is concerned with the identification of new products and how these are best developed. Finally, process innovation is concerned with the identification of new internal operations and how these are best performed. Most early studies highlight on product innovation in a manufacturing context (Brown and Eisenhardt, 1995), but recently, studies cover a range of products, services, processes and organizations; and encompass a broad range of innovation types, including technological (Pratali, 2003), strategic (Turock, 2001), organizational and administrative (Tarry, 2000).

This research defines value innovation as delivering superior customer value in industrial markets emphasized to create and capture new demand or new market space and successful implementation (Kim and Mauborgne, 1999) by a firm's absorptive capability, integration and reconfiguration. Value innovation has a considerable impact on corporate performance by producing an improved market position that conveys competitive advantage and superior performance (Walker, 2004).



Firms have always improved in new ways of competing to rejuvenate or attain superior value creation, gain better customer satisfaction and maintain the competitive advantage in the long-term (Baden-Fuller and Stopford, 1994; Matthyssens, Vandenbempt, and Berghman, 2006). Value innovation links to market response success and sustainable marketing advantage. Described by the R-A theory, firms that have resource advantages over a competitor, lead to better marketing positions, and are likely to have superior business performance (Hunt and Morgan, 1997). Under receiving feedback information from financial performance and learning through competitive behavior in these relationships, it is recognized that firm resources are inimitable, valuable, non-substitutable and rare. These are a source of competitive advantage which becomes sustainable performance (Hunt and Madhavaram, 2006). However, competitors can copy in short time, hardly to attain sustainable marketing advantage (Ghemawat, 1986). Therefore, the hypotheses are posited as follows:

Hypothesis 8a: Value innovation has a positive influence on market response success.

Hypothesis 8b: Value innovation has a positive influence on sustainable marketing advantage.

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). Meanwhile, Daft (1995) defines organizational effectiveness as the degree to which the organization perceives its goal that leads to the overall success, customer satisfaction, market share, marketing profitability and growth rate of the organization. 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 the 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.

In this research, marketing effectiveness refers to improving operations continuously and providing outcomes to attain better results of marketing objectives (Varadarajan and Clark, 1994; Kumar and Gulati, 2010; Ussahawanitchakit and Intakhan, 2011). Previous research indicates that service effectiveness has contributed directly and indirectly to enhance performance leading it to maintain its satisfied customers by solving problems, keeping accurate records, delivering services on time and communicating effectively to increase customer satisfaction (Leuthesser and Kohli, 1995; Panayides, 2006). 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). As the results express that higher marketing effectiveness is positively related to greater customer satisfaction and better firm performance. Likewise, Appiah-Adu, Fyall, and Singh (2001) find that customer philosophy, operational efficiency, marketing information and integrated marketing organization which are the dimensions of marketing effectiveness, are generally, significantly and positively associated with business performance. This research proposes that higher marketing effectiveness is positively related to market response success and sustainable marketing advantage. Therefore, the hypotheses are posited as follows:

Hypothesis 9a: Marketing effectiveness has a positive influence on market response success.



Hypothesis 9b: Marketing effectiveness has a positive influence on sustainable marketing advantage.

Market response success

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 maintain marketing advantage, derived from high service quality. Likewise, it allows an organization to react quickly to changing market demands (Garett, Covin, and Slevin, 2009; Randall, Morgan, and Morton, 2003), flexibility in reaction to changing demands, and flexibility of production to rapidly and accurately deliver 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, delivery speed, depend on ability of delivery and production, and inventory turnover (Roh, 2009).

Meanwhile, scholars define organizational success as the potential for achieving an organization’s objectives in various outcomes, including the finance, customer, internal business processes, and learning (Chalatharawat and Ussahawanitchakit, 2009). Components of organizational success are collected data from customer satisfaction, sale volume, market share, return on investment, product quality improvement, and profitability (Cadez and Guilding, 2008). Meanwhile, researchers have quantified success in market response that is not only financially but also non-financially viable in terms of enhancing the customer and the sale; for example, increasing existing customer sales and enhancing a sales over in a past. On the other hand, the customer perceives in high value and more benefit offering than the competitors (Lages, Silva, and Styles, 2009; Llonch, Eusebio, and Ambler, 2002).



Thus, this research defines market response success refers to achievement of customer needs fulfill that more quickly than competitor in order to attract new users and retains loyal customers (Tseng, 2005; Garrett, Covin, and Slevin, 2009; Chalatharawat and Ussahawanitchakit, 2009). Enterprises with strong market responsiveness are likely to efficiency and effectiveness in product and deliver 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). Furthermore, for an organization's success in market response, they must have the both efficiencies of customer performance and marketing performance, leading to a fundamental outcome of superior financial performance through good reputation (Hooley et al., 2005). Firms with robust market response success 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 increasing customer satisfaction. Therefore, the aforementioned relationships can be hypothesized as follows:

Hypothesis 10a: Market response success has a positive influence on sustainable marketing advantage.

Hypothesis 10b: Market response success has a positive influence on marketing profitability.

Sustainable marketing advantage

An organization's capability and resources are the source of its competitive advantage when the firm can exploit its resources and operate activities which provide superior performance (Barney, 1991). Marketing advantage refers to the ability of the firm to generate or develop new products superior to competitors in the extent of quality, modernity, outstanding features, reasonable price, and good reputation (Thipsri and Ussahawanitchakit, 2009). Alternatively, firms receive benefits from marketing operations that are superior to major competitors from new products and services, involving uniqueness, high quality, and accessibility and are reasonably-priced over its competitors, leading to recognition by consumers (Syers and Ussahawanitchakit, 2011).



In this research, sustainable marketing advantage is defined as the continuously outcome of excellence in marketing operations to innovate and develop the new value creation to attain the better results when compare with a competitor of both the short- and long-term (Dickson, 1992; Talke, 2007; Thipsri and Ussahawanitchakit, 2009; Syers, Ussahawanitchakit, and Jhundra-indra, 2012). As previous research indicates that marketing advantage reflects the achievement of the competitive position, the firm's ability to launch products to the market faster, means that it can achieve the marketing goals in terms of high product quality, innovativeness, uniqueness, modern product features, and quality reputation (Talke 2007; He and Nie, 2008). In particular the outcome of marketing advantage continuously allows a customer to receive unique benefits and greater quality that is expressed in increasing customer satisfaction (Miller, Droque, and Touse, 1988). It links to marketing advantage in the long-term, competitive advantage and trends toward better profitability. Findings show that competitive marketing advantage has a positive effect on a firm's financial performance (He and Nie, 2008; Wei and Wang, 2011). Therefore, the organization has always introduced product innovation and delivers the best usefulness, leading to the acceptance of consumers; it reflects the increase in marketing advantage (Swink and Song, 2007). On the other hand, firms gains continuous marketing advantage when they have an ability to differently perform; it gained the competitive advantage in operations that can change to new things by faster adaptation over others (Dickson, 1992).

Moreover, firms have adaptation capabilities in terms of creative ideas continuously developed and produce unique value, leads to increasing customer satisfaction; they are likely to maintain a marketing advantage, enabling more profit from different products or outstanding services over the competitors (Thipsri and Ussahawanitchakit, 2009). Likewise, the organization has adaptation capabilities and rapidly responds to market changes, reflecting the company's ability to adapt to new market opportunities, and trends to maintain marketing advantage (Teece, Pisano, and Shuen, 1997).

The firm with robust in superior value along with fast response to customer expectation, usually changes over time, together with delivered increasing customer satisfaction, leading to maintain a customer's loyalty. It trends to gain marketing



advantage in the long-term, leading to better marketing profitability. This research proposes that sustainability marketing advantage relates to increasing marketing profitability. Hence, the hypothesis is proposed as follows:

Hypothesis 11: Sustainable marketing advantage has a positive influence on marketing profitability.

Marketing Profitability

Different organizations have different levels of profitability. In particular, a firm gaining the high average profit potential in the market, as an instrument can be used as a guideline for knowing how to ensue spending strategies for persistent a results. Enterprise realizes balancing resources between customer acquisition efforts and customer retention efforts is through determining how much to spend on customer acquisition and customer retention, and how expenditures are allocated (Reinartz, Thomas, and Kumar, 2005). In terms of resource allocation, decisions relating to both the benefits and the costs of marketing, sales, and customer interactions are considered. Consistent with Lambert and Sterling (1987) it is suggested that marketing profitability reports have become a tool that will help marketers make strategic decisions about their organizations' product offerings and the allocation of scarce corporate resources. Meanwhile, Rust et al.(2004), focusing on the business community that can increase marketing's vitality in the firm through the chain of marketing productivity, explains marketing profitability as a part of the financial impact to be derived from marketing strategies linking to marketing asset, to market position, and ultimately to the financial position.

In particular, financial and non-financial measures will help marketers fully understand the performance consequences of their strategies (Varadarajan and Jayachandran, 1999). Financial performance can be measured by profitability, a percentage of sales, return on investment (ROI), profit margin, profit growth (Hultman, Katsikeas, and Robson, 2011) and shareholder value in both the short and the long run (Rust et al., 2004). On the other hand, non-financial performance can be measured by attitudes and behavioral intentions (Clark 1999). The firm should track how marketing expenditures influence what customers know, believe, and feel; and ultimately how they



behave. Both are quantified in marketing profitability in terms of enhancing the volume of customer buying, increasing of sales volume, growth of market share, and profit growth (Jaakkola et al., 2010; Kaynak and Kara, 2004).

This research focuses on marketing profitability that refers to outcomes performance accomplished in the long run, derived from an organization's perception of customer behaviors in terms of increasing sales to existing customers, sales growth, market share growth and increasing profitability (Hultman, Katsikeas, and Robson, 2011; Jaakkola et al., 2010; Kaynak and Kara, 2004). Executives should regularly monitor information such as an increase in new customers, sales growth, market share, profitability, revenue growth, and return on investment in order to assess strategic planning and management competence, leading to the achievement of a sustainable competitive advantage from resources and capabilities (Barney, 1991; Conner and Prahalad, 1996)

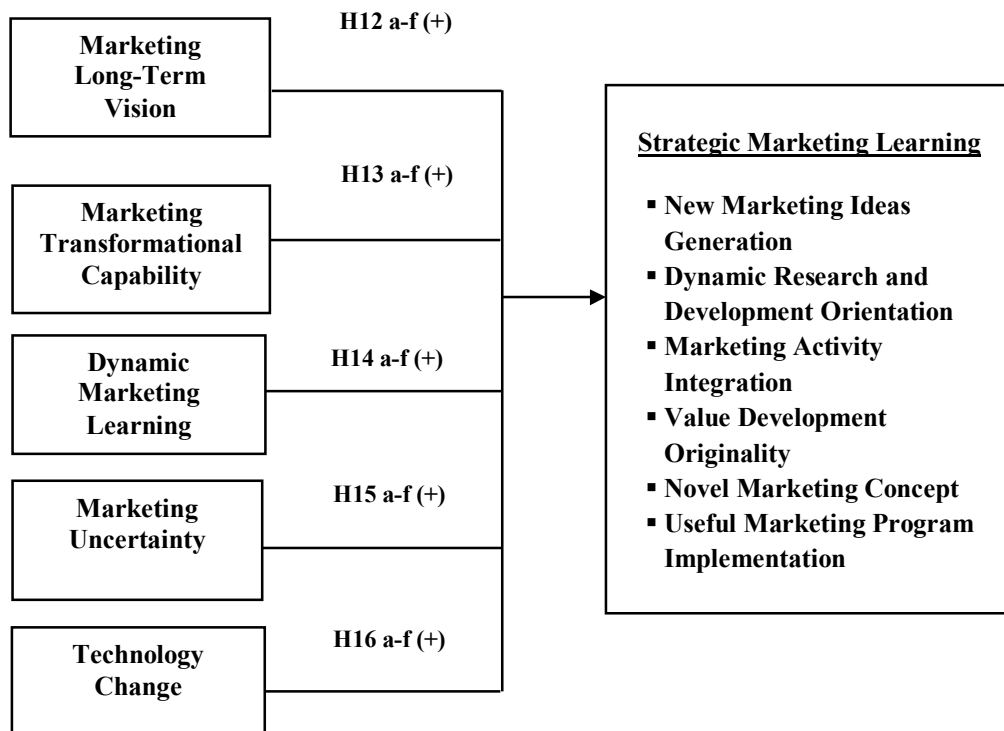
Hence, this research expects that strategic marketing creativity is positively related to marketing profitability, becoming a source of competitive advantage to help a firm in generating superior performance, both in the short and long-term (Hurley and Hult, 1998; Vázquez, Santos, and Alvarez, 2001).

The Effects of Antecedent Variables on Strategic Marketing Creativity

This research proposes that the strategic marketing creativity is gained from the influences of endogenous organizational determinants. It includes five antecedents of strategic marketing creativity as follows: (1) marketing long-term vision, (2) marketing transformational capability, (3) dynamic marketing learning, (4) marketing uncertainty, and (5) technology change. These components are the determining causes of the strategic marketing creativity of the firm. Additionally, this research requires the testing of what and how of antecedent variables of the main variable, and whether they have a significant effect on strategic marketing creativity as shown in Figure 3.



Figure 3 Effects of Antecedent Variables on Each Dimension of Strategic Marketing Creativity



Marketing long-term vision

Scholars describe vision in terms of something that helps clarify the direction in which to proceed (Revilla and Rodríguez, 2011), or the subject of future hopes to create or achieve the goal with explicit direction in order to provide guidelines for improvement or implementation. Consistent with this, Carmen, de la Luz, and Salustiano (2006) indicate that vision is defined in terms of direction, goals and objectives of the organization. Meanwhile, long-term vision is up to the leaders who can promote adaptable organizational competency to move from the current state to a future desirable state in response to rapid environmental change (Korbangyang and Ussahawanitchakit, 2010). However, vision is determined by chief executive organization but it does not let everyone in the organization to participate in the vision. It will result in a vision that is just the attitude of the executive (Collins and Porras, 1996).



In previous research, academics reveal that long-term vision is a guideline to the clarity of the firm's operations, exhibiting the long-term planning operation of the firm in the future such as a plan for new-product launches, anticipating new competitors, and a human development plan (Cooper and Cronin, 2000). In particular, the executive is a key person to guide the organization's goals which require the best decisions despite an encounter with high levels of uncertainty, complexity and unpredictability (Bonn and Fisher, 2011). Therefore, the leaders must continuously sense competitive environment change in order to adapt and keep up with change that leads to success and has an ability to undergo and sustain change that generates, motivates, inspires and fascinates people who can transform organizations, leading to achieve long-term objectives. In particular, skillfulness in management and business practices are important for leadership to acknowledge and facilitate in this process of creating a vision and strategically integrating all components of business functions to align with this vision (Foster and Akdere, 2007). Furthermore, the vision provides support, strategy, planning, and design appropriate for action. Especially, strong vision as a fundamental value creates credibility 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 marketing long-term vision that maintains customer satisfaction and customer loyalty (Srinivasan, Anderson and Ponnayolu, 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 marketing long-term 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).

Currently, a firm encounters high uncertainty and complex environments; these contexts display the important role of a firm's vision toward more understanding of innovation creation (Sarpong and Maclean, 2012). Obviously, scholars have dedicated considerable attention to studying the emergence and impact of vision on new product development (Tessarolo, 2007). These have the important role of a firm's vision



toward more understanding of innovation creation. Meanwhile, there are three dimensions of executive long-term vision, consisting of long-term financial success, organization and social commitment, and long-term growth (Srikarsem and Ussahawanitchakit, 2009). Thereby, this research defines marketing long-term vision as the marketing goal set by organization to achieve ongoing growth in the future (Sarpong and Maclean, 2012).

According to Price (2001), it was found that there is a significant relationship between vision and innovation. Consistent with Sarpong and Maclean (2012), it is indicated that the deployment of the visions' organizational project is important for the understanding and acceptance of successful technical innovation. Likewise, it moderates the relationship between process-based creativity and marketing success in the context of home decoration export businesses in Thailand (Phong-Inwong and Ussahawanitchakit, 2011). Thus, this research proposes that marketing long-term vision, as a future direction, is the beginning of creating a new strategy that relates to the innovation capability of a firm in order to gain a competitive advantage. This research proposes the following hypotheses:

Hypothesis 12a: Marketing long-term vision has a positive influence on new marketing ideas generation.

Hypothesis 12b: Marketing long-term vision has a positive influence on dynamic research and development orientation.

Hypothesis 12c: Marketing long-term vision has a positive influence on marketing activity integration.

Hypothesis 12d: Marketing long-term vision has a positive influence on value development originality.

Hypothesis 12e: Marketing long-term vision has a positive influence on novel marketing concept.



Hypothesis 12f: Marketing long-term vision has a positive influence on useful marketing program implementation.

Marketing transformational capability

A fluctuating environment is evidenced by economic crises, disruptive technologies and privatization, causing the instability of market demand that impacts firm production, transforming their strategy to respond to these environmental uncertainties (Hitt, Ireland and Hoskisson, 2005). Scholars suggest that “Faced with an unprecedented economic, technological, sociopolitical, and moral/ethical tumultuous sea of change, there is a need for new theories, new applications and just plain new thinking about leadership” (Luthans and Slocum, 2004). Particularly, a successful firm does not only rely on capabilities to meet business needs at present, but it must also be able to realize which capabilities need to change in a rapid, risk-managed approach and is cost-effective to address new market conditions. That is, the ability to continuously transform the organization becomes a key capability for the organization’s competitive edge. While transformation planning is about a process of developing a strategic plan for modifying an enterprise's business processes through the modification of policies, procedures, and processes, it enables the organization to transition from the current to a future state (<http://www.mitre.org>). Furthermore, organizations realize that roles of a manager are to promote creativity in employees due to the fact that people are a valuable resource of the firm (Bass, 1998; Bass and Avolio, 1990). Transformational capability has become as the motor and transmitter of innovative culture, and has to disseminate of knowledge that is oriented to seek the best possible organizational performance (Bass, 1998; Bass and Avolio, 1999; Conger and Kanungo, 1987).

In previous research, Gratton (1999) defined transformational capability as the ability to create and embed processes which link business strategy to the behaviors and performance of individuals and teams to change to meet future business needs. Meanwhile, marketing capability means the integrative process of all marketing-related activities of a firm in both its tangible and intangible resources, using superior market knowledge from customers and competitors (Day, 1994; Dutta, Narashiman and Surendra, 1999; Song, Benedetto and Nason, 2007). Organizations can combine individual skills and knowledge of employees along with the available resources; this



enhances their marketing capabilities (Vorhies and Morgan, 2005). Moreover, previous research asserts that dynamic capabilities facilitate organizational transformation (Dixon, Meyer and Day, 2010)

In this research, marketing transformational capability is defined as the ability of the firm to completely change and develop new capabilities in order to improve strategic marketing plans and in turn meet future business needs (Bass, 1998; Bass and Avolio, 1999; Day, 1994; Dutta, Narashiman and Surendra, 1999).

Previous research found that transformational organization was positively and significantly linked to firm performance under uncertain environmental conditions, through the perceived climate and support for creative thinking (Nemanich and Keller, 2007). Also, organization is continuous change, linked to successful multiple-product innovation which rely on unstructured and priorities with extensive communication and design freedom to create improvisation within project, allowing to new thinking, new method which is corresponding changing environment (Brown and Eisenhardt, 1997). Empirical evidence indicates that transformational organization has an important effect on creativity at both the individual and organizational levels, and was positively related to organizational innovation (Gumusluoglu and Ilsev, 2008). This implies that a firm encouraging organizational change in terms of marketing transformational capability is likely to refine the new strategic plan, leading to better meet customer need. Therefore, the hypotheses are posited as follows:

Hypothesis 13a: Marketing transformational capability has a positive influence on new marketing ideas generation.

Hypothesis 13b: Marketing transformational capability has a positive influence on dynamic research and development orientation.

Hypothesis 13c: Marketing transformational capability has a positive influence on marketing activity integration.

Hypothesis 13d: Marketing transformational capability has a positive influence on value development originality.



Hypothesis 13e: Marketing transformational capability has a positive influence on novel marketing concept.

Hypothesis 13f: Marketing transformational capability has a positive influence on useful marketing program implementation.

Dynamic Marketing Learning

Marketing learning helps firms to obtain and share information about customer needs, market changes, and competitor actions in order to develop new technologies for creating innovation products that are superior to those of competitors. Accordingly, marketing learning becomes a focal organizational value that influences firms' propensities to generate new knowledge. Furthermore, marketing learning is a key source of firms' sustainable competitive advantage (Liu, Luo, and Shi, 2002). It encourages firms to question long-held assumptions and behaviors and helps create knowledge and competency. In other words, marketing learning is process or activity of obtaining knowledge that involves customer needs, market changes and competitor actions derived from both direct and indirect experience. Clearly, market learning involves how firms store knowledge, and leads to expertise in key marketing activities, such as responding to customer's needs, new-product development, building brand image, and channeling established relationships (Luo, Slotegraaf and Pan, 2006; Menon et al., 1999; Moorman, 1995; Srivastava, Shervani and Fahey, 1998).

Meanwhile, dynamic capabilities depend on the ability of the firm to discover fresh resource combinations and apply them by gathering valuable information to adapt with prior accumulated knowledge (Ng, 2007). This implies that the ability of firms to manipulate and adapt their existing resources or fresh external resources in creating dynamic capabilities rigorously relies on the knowledge derived from the learning process within. Similarly, firms find it necessary to enhance and integrate knowledge between existing and new knowledge, as well as developing absorptive capacity in creating new knowledge and capability through combination and exchange processes (Nonaka, 1994).

Several scholars argue that marketing learning is the fundamental source of organizational knowledge, which is characteristic of dynamic capability, leading to



increased marketing opportunity and marketing position advantage (Baker and Sinkula, 1999; Day, 1994; Slater and Narver, 2000). There are three elements of marketing learning from the previous research: Firstly, it is a customer learning focus that is the ability of an organization to acquire customer information and to utilize it to develop a marketing strategy and create superior value to the customer (Feng et al., 2011; Narver and Slater, 1990; Phokha and Ussahawanitchakit, 2010; Theoharakis and Hooley, 2008). Secondly, it is a competitive learning focus that is the ability of an organization to learn and generate new knowledge about the marketing strategy of rivals and particularly the change of competitor activities and the marketplace (Zhou and Li, 2010; Morgan, Katsikeas and Appiah-Adu, 1998; Narver and Slater, 1990). Thirdly, it is marketing knowledge diversity that is the ability of an organization regarding the acquisition of new knowledge and utilization as diversified knowledge from outside and inside the firm (Jumpapang and Ussahawanitchakit, 2012). Whereas Connor (1988) assert that marketing learning likely to less important for NPD project involved radical product innovation because customers are hard to explain about their requirements and there are limit of knowledge in technology. Moreover, the different cultures may enhance or inhibit how creativity is transferred, absorbed, used in form different cultures (Napier, Leonard and Sendler, 2006).

In this research, dynamic marketing learning is defined as the ability of the firm to acquire new experience and continuously integrate knowledge from outside and inside of the firm about customer needs, market trend and competitor actions (Moorman, 1995; Menon et al., 1999; Srivastava, Shervani and Fahey, 1998; Luo, Slotegraaf and Pan, 2006). Calantone, Cavusgil, and Zhou (2002) found a strong learning orientation link to innovativeness. Consistent with Salim and Sulaiman (2011) it was found that in small and medium enterprises operating in the ICT industry in Malaysia, organizational learning had a positive impact on innovation and a positive relationship between innovation and performance. Previous research asserts that innovation and creativity, yielded from the learning process, are considered to be other crucial elements combining dynamic capabilities as they help firms reconfigure their resources (Zahra, Sapienza and Davidsson, 2006). Furthermore, scholars also assert that the new knowledge and skills obtained through learning to enhance a firm's innovative capabilities, ultimately improve the level of firms' competitiveness and performance



(Baker and Sinkula, 1999; Keiser and Koch, 2008; Nonaka, 1994). Firms that have been increasing newly acquired information about marketing and have integrated knowledge inside and outside, tend to continuously generate creative ideas for delivering superior value to customers. Therefore, the hypotheses can be developed as follows:

Hypothesis 14a: Dynamic marketing learning has a positive influence on new marketing ideas generation.

Hypothesis 14b: Dynamic marketing learning has a positive influence on dynamic research and development orientation.

Hypothesis 14c: Dynamic marketing learning has a positive influence on marketing activity integration.

Hypothesis 14d: Dynamic marketing learning has a positive influence on value development originality.

Hypothesis 14e: Dynamic marketing learning has a positive influence on novel marketing concept.

Hypothesis 14f: Dynamic marketing learning has a positive influence on useful marketing program implementation.

Market uncertainty

Market uncertainty is defined as the level of unreliability and unpredictability of market information, customer need, and change of products in the market (Jaworski and Kohli, 1993; Olson, Slater and Hult, 2005; Nurittamont and Ussahawanitchakit, 2008). Alternatively, it means the rate of change in customer preferences along with major rival action (Lee, Kim and Jean 2008). In this research, market uncertainty is defined as the magnitude of effect of market change and instability in customer preferences and rival action (Jaworski and Kohli, 1993; Lee, Kim and Jean 2008).



When a firm encounters highly volatile market situations, there is more likelihood that customer demands can change frequently, leading to an emphasis on offering new products (Briggs, Landry and Daugherty, 2010). Likewise, more intensive competition and more fluctuating demands in the industry enable a firm to react more rapidly than rivals in different ways (Luo, 2001). Consistent with this, these scholars indicate that an organization adopting production innovation strategy could relieve the undesirable effects from uncertain environments because product innovation and strategy enable the organization to redefine customer preferences, change the competitive game, or reduce the role of the rival (Li and Atuahene-Gima, 2001). On the other hand, Penhirin (2004) and Lee (2010) found that the characteristic of the market is very volatile, including the uncertainty in market demand and cannot predict the direction and strategies of competitors that is difficult to develop new product to success.

Therefore, firms with strong market uncertainty derived from rapidly fluctuating environment, are probable to change in customers' demands, and their needs are more likely to occur more quickly than in situations of less market uncertainty. As a result, customers require more innovation outcome. Thus, firms faced with high market uncertainty, tended to use more strategic marketing creativity than firms faced with less market uncertainty. Therefore, the hypotheses can be developed as follows:

Hypothesis 15a: Market uncertainty has a positive influence on new marketing ideas generation.

Hypothesis 15b: Market uncertainty has a positive influence on dynamic research and development orientation.

Hypothesis 15c: Market uncertainty has a positive influence on marketing activity integration.

Hypothesis 15d: Market uncertainty has a positive influence on value development originality.



Hypothesis 15e: Market uncertainty has a positive influence on novel marketing concept.

Hypothesis 15f: Market uncertainty has a positive influence on useful marketing program implementation.

Technology change

Technological development, including information technology and the internet, has been a serious driver for changes in all aspects of business processes and activities, and thus has brought major changes to the competitive environment. For adopting advanced information technology, organizational strategies are challenged by the overflow of data that is useful for conducting their strategy, whether it has the proliferation of media, communicable channels, or other customer contact points. It leads to adaptive capabilities such as vigilant market learning; and thus, adaptive market and open marketing become necessary (Day, 2011). As a result, there are risks if the firm can't adapt to coping with changing modern technology. Marketing is required to be aware of technological change in order to apply a modern marketing strategy approach, which provides competitive speed to launch into the market place and maximize the fit with customer needs (Schilling and Hill, 1998).

Technological change is the invention of a technology (the creation of something new, or a technological “breakthrough”), the continuous process of improving a technology, and its diffusion throughout industry or society. These involve advantages that fulfill the same needs that are superior to prior innovation. A number of complex factors hasten technological change, leading to limitation of performance, breakthrough technology, market competition, manufacturing capability, economics, and changing needs of consumers. Therefore, firms need to be vigilant concerning technology learning; and in particular, changing modern technology which marketing adopts to create new marketing strategy to maintain a competitive advantage due to the new technology which usually performs better than the old one. In this research, technology change is defined as the degree of advancement of the technological environment can that make a firm's existing technology become quickly obsolete.



Therefore, the firm must have a wider scope of knowledge to understand and handle frequent technological changes (Sinchuen and Ussahawanitchakit, 2010).

Previous research asserts that rapid technological advancement, coupled with globalization, has strong effects on the performance of businesses in not only manufacturing industries but also service industries (Froehle et al., 2000). These conducive to sudden and more fluctuating changes in technological environments are that can make a current product quickly obsolete (Hansen and Løvås, 2004). Thus, an organization is required to quickly create and/or develop new marketing strategies which launch new products and distinguish services in the marketplace to increase their competitiveness and growth (De Brentani, 1995). Consistent with this, Ching and Hsu (2006) reveal that firms which focus on technology innovation positively influence new product development and project performance. Then, academics indicate that technology is a disruptive influence on dynamic competitiveness. Therefore, firms must apply technology to marketing operations since technology helps the success of new product development and creates value for the customers (Adner, 2002). Likewise, Jiao (2010) indicated that the firm uses technological flexibility, to adopt improve, and rapidly serve in response to the needs of customers. For instance, the firm focuses on technology to describe the property of the products in the website of the company, and facilitate communication in the organization. These imply that technology advance is positively related to competitive advantage which the firm adopts to generate marketing creativity. Accordingly, scholars assert that information technology has the high capability of collecting customer information, leading to the leverage of business capability and the new-product development team, and integrates new knowledge to increase new-product development performance (Ching and Hsu, 2006; Racela and Thoumrungroje, 2010). As a result of the increase of change or technology development, it tends toward firms using it to improve increasing efficiency and effectiveness in strategic marketing creativity. Therefore, the hypotheses are proposed as below:

Hypothesis 16a: Technology change has a positive influence on new marketing ideas generation.



Hypothesis 16b: Technology change has a positive influence on dynamic research and development orientation.

Hypothesis 16c: Technology change has a positive influence on marketing activity integration.

Hypothesis 16d: Technology change has a positive influence on value development originality.

Hypothesis 16e: Technology change has a positive influence on novel marketing concept.

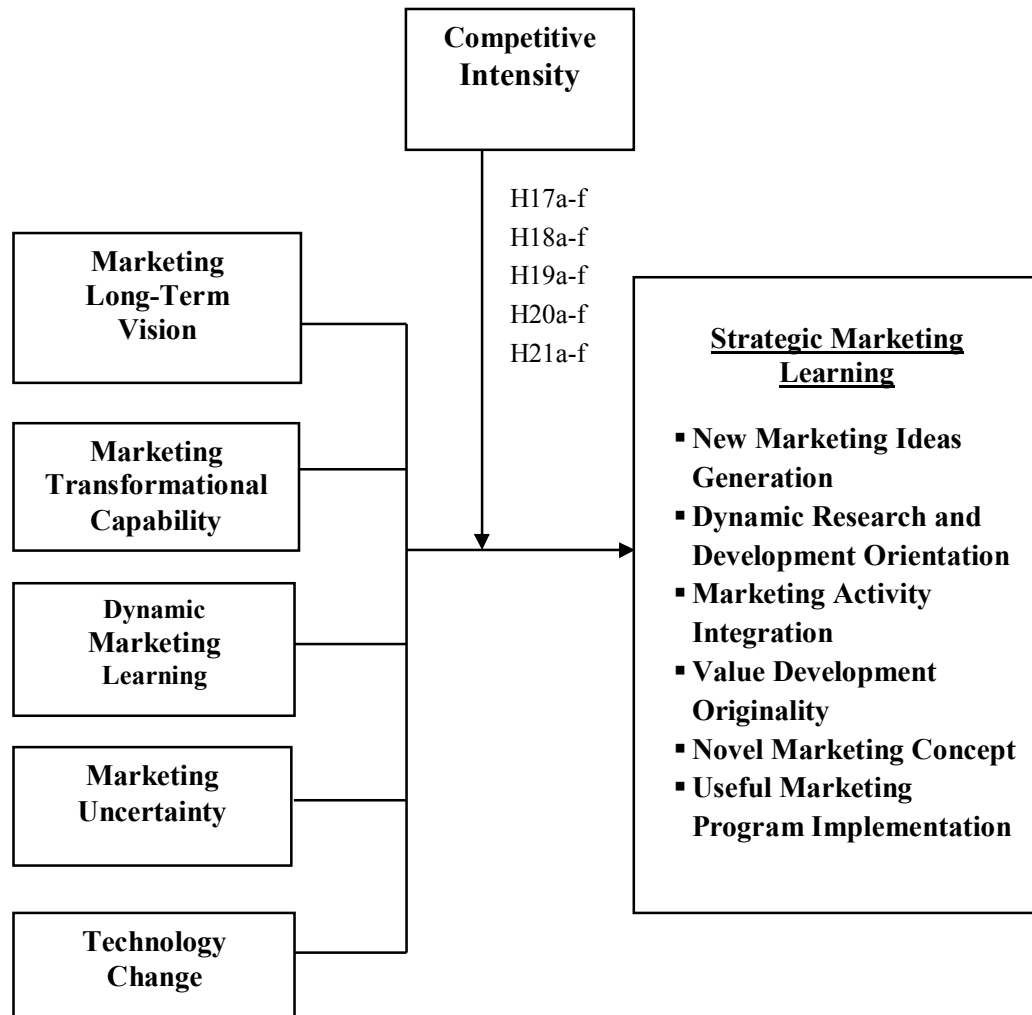
Hypothesis 16f: Technology change has a positive influence on useful marketing program implementation.

The Role of Moderating Effects on Antecedent Variables and Strategic Marketing Creativity

This research assigns marketing well-roundedness as the moderating variable on the relationships among strategic marketing creativity and its outcomes. This part describes the influence of marketing well-roundedness on the relationships among six dimensions of strategic marketing creativity (new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation), best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability as shown in Figure 4.



Figure 4 The Role of Moderating Effect of Competitive Intensity on Antecedent Variables and Strategic Marketing Creativity



Competitive intensity

Competitive intensity refers to the degree of encounter with the competitive industry depending on the situation of the existing competition (Grewal and Tansuhaj, 2001), or the competitive behavior (Gatignon and Xuereb, 1997) such as customer scramble and increasing new rivals in the industry. Similarly, the level of competitive intensity is indicated by the number of existing competitors, new rivals in the industry, and customer scramble, with marketing techniques to gain higher market share (Jaworski and Kohli, 1993). Competitive intensity includes intense price wars, heavy advertising, diversifying products, and added service (Porter, 1980).



In this research, competitive intensity is defined as the magnitude of effect of the instability of competition with many numbers of existing competitors, new competitor entries into the industry, and competitors' actions (Grewal and Tansuhaj, 2001; Gatignon and Xuereb, 1997). Competition yields helpful insights for firms to understand their relative standing in the market, which enables them to anticipate and respond rapidly to competitors' actions (Han, Kim and Srivastava, 1998). Scholars indicated that competitive intensity forces the development of a knowledge base due to a firm's attempts to exploit emerging-market opportunities with learning capability (Weerawardena, Cass and Julian, 2006). This implies that competitive intensity causes an organization to pursue creative ways which provide superior value to market. Organizations rely on acquiring developing distinctive capabilities. Consistent with this, academics assert that more complexity and instability in the competitive environment leads to the development of strategic orientation that relies on developing marketing skills (Miller, Droge and Touse, 1988). Thus, firms that have vigilant marketing when they are faced with competitive intensity are more likely to develop strategic marketing creativity. Therefore, the hypotheses are proposed as follows:

Hypotheses 17: The relationships between marketing long-term vision on (a) new marketing ideas generation, (b) dynamic research and development orientation, (c) marketing activity integration, (d) value development originality, (e) novel marketing concept and (f) useful marketing program implementation will be positively moderated by competitive intensity.

Hypotheses 18: The relationships between marketing transformational capability on (a) new marketing ideas generation, (b) dynamic research and development orientation, (c) marketing activity integration, (d) value development originality, (e) novel marketing concept and (f) useful marketing program implementation will be positively moderated by competitive intensity.



Hypothesis 19: The relationships between dynamic marketing learning on (a) new marketing ideas generation, (b) dynamic research and development orientation, (c) marketing activity integration, (d) value development originality, (e) novel marketing concept and (f) useful marketing program implementation will be positively moderated by competitive intensity.

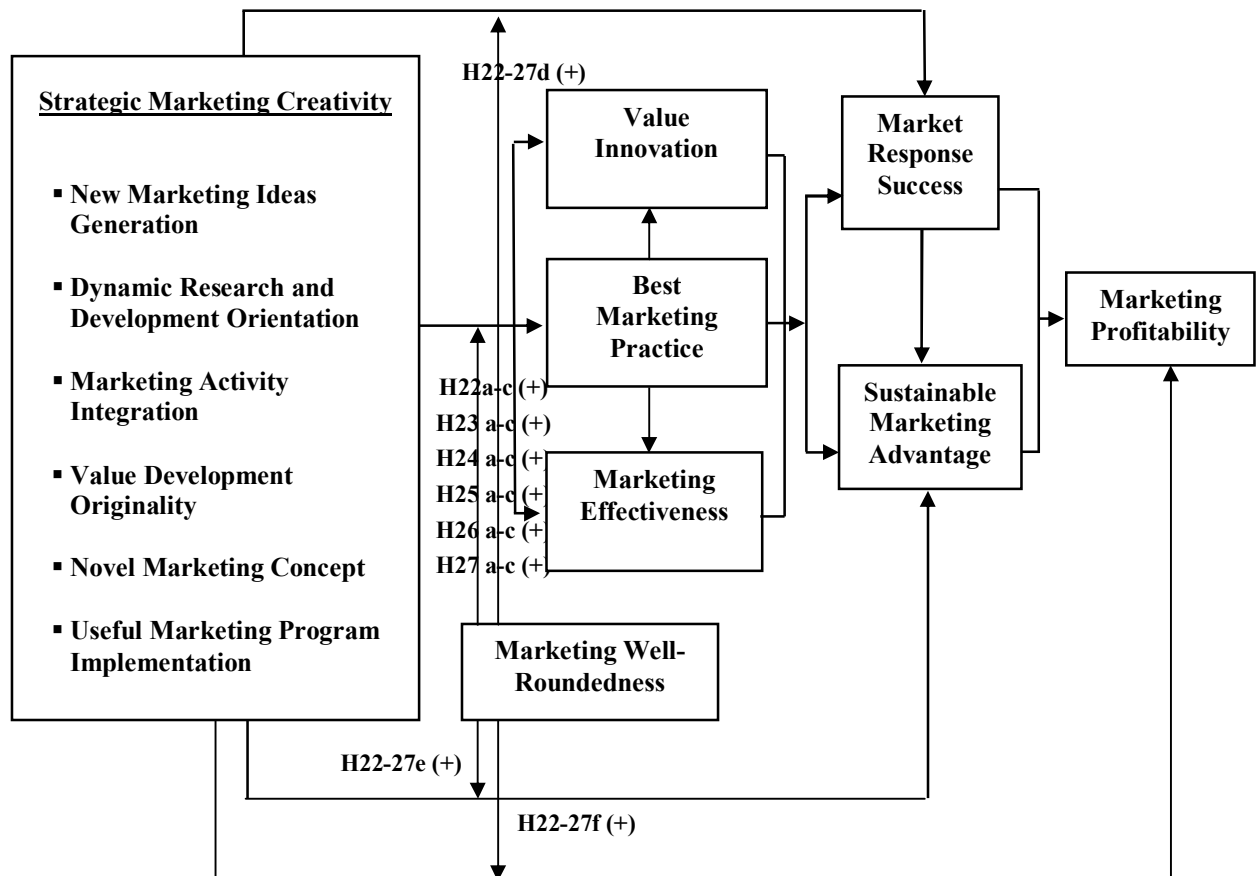
Hypothesis 20: The relationships between market uncertainty on (a) new marketing ideas generation, (b) dynamic research and development orientation, (c) marketing activity integration, (d) value development originality, (e) novel marketing concept and (f) useful marketing program implementation will be positively moderated by competitive intensity.

Hypothesis 21: The relationships between technology change on (a) new marketing ideas generation, (b) dynamic research and development orientation, (c) marketing activity integration, (d) value development originality, (e) novel marketing concept and (f) useful marketing program implementation will be positively moderated by competitive intensity.



The Role of Moderating Effects of Marketing Well-Roundedness on and Among Strategic Marketing Creativity and Its Outcomes

Figure 5 The Role of Moderating Effects of Marketing Well-Roundedness on and Among Strategic Marketing Creativity and Its Outcomes



Marketing well-roundedness

Several scholars mention marketing management as a process of decision-making or problem-solving, which relies on analytical frameworks from economics, psychology, sociology, and statistics (McCarthy 1960; Kotler 1967). Marketing management involves product planning and development, pricing, promotion, and distribution to deliver superior value to the customer (Webster 1988). This implies that it is concerned with converting materials and labor into goods and services to maximize the profits of the organization. Furthermore, Srivastava, Shervani, and Fahey (1999) assert that the transition of marketing in three core business processes that are product



development management, supply-chain management and customer relationship management, derived from awareness of customer focus, solution customization, relationship-based intimacy, building a networks in competition, and increasing returns. These express that organizations have broad knowledge in supply chain management, production, marketing management, and operation managements; and are likely to increase business performance. Likewise, Vargo and Lusch, (2004) suggest that a new dominant logic for marketing has evolved into a service-dominant perspective, placing more emphasis on focus on intangible exchange processes, embedded value, and relationship management. Hence, there is more focus on enterprise knowledge and skill to well-balance all activity in firms such as in supply chain management, service marketing, customer relationship management, and marketing orientation. Meanwhile, the new economy edge, means that firms need to rely on a marketing information system and that it become a vital determinant for establishing different value propositions, leading to acquisition of knowledge as better understanding of the specific needs of customers, as well as to define their competitive advantage (Harmon, 2003). On the other hand, scholars state that marketing proficiency refers to the competence to manipulate marketing related activities, usually carried out during customer value development, such as market assessment, testing product concepts or a product launch (Bstieler, 2005).

Therefore, marketing well-roundedness involves a variety of aspects, knowledge, skills, expertise and other competencies related to marketing management, product development management, supply-chain management and customer relationship management (Srivastava, Shervani and Fahey, 1999). Service marketing (Vargo and Lusch, 2004) is likely to show effectiveness and efficiency in core business operations to impose ancompetitive advantage and better marketing performance. In this research, marketing well-roundedness is defined as the variety of perspective, knowledge, and skills in application to efficiently manipulate the marketing operation and marketing knowledge development as within an organization in order to better decision-making in problem-solving (Bstieler, 2005; McCarthy, 1960).

Previous research asserts that successful firms should be prosperous in operational management, finance, and marketing divisions (Heizer, Render, and Watson, 2009). In particular, marketing well-roundedness involves the activity of manipulating



the resources which are devoted to the production and delivery of products and services (Ghraiiri, 2011). Consistently, marketing well-roundedness places more focus on enhancing firm effectiveness and efficiency through process improvement, planning, and control and through application in supply chain management (Mentzer, Stank, and Esper, 2008). Therefore, attainments in marketing operation management are important for precise decision-making on certain matters such as quality management, service and product design, networks of buyer-seller relationships, strategic alliance processes, supply-chain management, material requirements planning, short-term and project scheduling, and maintenance. It gains well-balanced activity in firms and enhances decision-making, and is recognized by all parties involved. As a result it links to enhancing firm performance (Tanriverdi, 2005; Ghraiiri, 2011). Plessis and Boon (2004) suggest that knowledge management in terms of marketing well-roundedness enables an organization to enhance competence and effectiveness in delivering products and/or service to customers under extracted knowledge, inside and outside of the firm, in order to support good planning. Several knowledge provide more benefit under creating, sharing, transferring and retaining knowledge into practice that relates to firm performance (Argote, 1999).

In this research, marketing well-roundedness is treated as a moderating variable which has a positive effect on the relationships among the six dimensions of strategic marketing creativity (new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation), value innovation, best marketing practice, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. Hence, an enterprise which has more marketing well-roundedness will enhance strategic marketing creativity to increase best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. Therefore, the hypotheses are posited as follows:



Hypothesis 22: Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation on (a) best marketing practice, (b) value innovation, (c) marketing effectiveness, (d) market response success, (e) sustainable marketing advantage, and (f) marketing profitability.

Hypothesis 23: Marketing well-roundedness will positively moderate the relationship between dynamic research on development orientation and (a) best marketing practice, (b) value innovation, (c) marketing effectiveness, (d) market response success, (e) sustainable marketing advantage, and (f) marketing profitability.

Hypothesis 24: Marketing well-roundedness will positively moderate the relationship between marketing activity integration on (a) best marketing practice, (b) value innovation, (c) marketing effectiveness, (d) market response success, (e) sustainable marketing advantage, and (f) marketing profitability.

Hypothesis 25: Marketing well-roundedness will positively moderate the relationship between value development originality on (a) best marketing practice, (b) value innovation, (c) marketing effectiveness, (d) market response success, (e) sustainable marketing advantage, and (f) marketing profitability.

Hypothesis 26: Marketing well-roundedness will positively moderate the relationship between novel marketing concept on (a) best marketing practice, (b) value innovation, (c) marketing effectiveness, (d) market response success, (e) sustainable marketing advantage, and (f) marketing profitability.

Hypothesis 27: Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation on (a) best marketing practice, (b) value innovation, (c) marketing effectiveness, (d) market response success, (e) sustainable marketing advantage, and (f) marketing profitability.



Summary

In conclusion, this chapter is pivotal in detailing the conceptual basis of the framework for strategic marketing creativity which emphasizes its antecedents and consequences. From the literature, the review is relevant to strategic marketing creativity. There are two theoretical foundations (dynamic capability theory and resource-advantage theory) which are utilized to support all constructs of the conceptual framework. Especially, strategic marketing creativity has six dimensions, comprised of new marketing ideas generation, dynamic research and development orientation, integration marketing activity, product originality, novel marketing concept and useful marketing program implementation. Furthermore, there are five influential variables on strategic marketing creativity which are marketing long-term vision, marketing transformation capability, dynamic marketing learning, market uncertainty and technology change. Likewise, the consequence factors of strategic marketing creativity consist of best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability. Meanwhile, the two moderating variables are competitive intensity and marketing well-roundedness. Competitive intensity is stimulating among the relationships' antecedent variables and each dimension of strategic marketing creativity. In the other words, marketing well-roundedness is moderating among each dimension of strategic marketing creativity and its outcome. All the hypotheses are purposed to have positive relationships, which are investigated in 27 hypotheses. All hypotheses are presented in Table 5 below.

Hence, the next chapter describes the research methods; including the sample selection, data collection procedure, the variable measurements of each construct, the instrumental verification, and the statistical analyses as shown in the following.



Table 5 The Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships
H1a	New marketing ideas generation has a positive influence on best marketing practice.
H1b	New marketing ideas generation has a positive influence on value innovation.
H1c	New marketing ideas generation has a positive influence on marketing effectiveness.
H1d	New marketing ideas generation has a positive influence on market response success.
H1e	New marketing ideas generation has a positive influence on sustainable marketing advantage.
H1f	New marketing ideas generation has a positive influence on marketing profitability.
H2a	Dynamic research and development orientation has a positive influence on best marketing practice.
H2b	Dynamic research and development orientation has a positive influence on value innovation.
H2c	Dynamic research and development orientation has a positive influence on marketing effectiveness.
H2d	Dynamic research and development orientation has a positive influence on market response success.
H2e	Dynamic research and development orientation has a positive influence on sustainable marketing advantage.
H2f	Dynamic research and development orientation has a positive influence on marketing profitability.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H3a	Marketing activity integration has a positive influence on best marketing practice.
H3b	Marketing activity integration has a positive influence on value innovation.
H3c	Marketing activity integration has a positive influence on marketing effectiveness.
H3d	Marketing activity integration has a positive influence on market response success.
H3e	Marketing activity integration has a positive influence on sustainable marketing advantage.
H3f	Marketing activity integration has a positive influence on marketing profitability.
H4a	Value development originality has a positive influence on best marketing practice.
H4b	Value development originality has a positive influence on value innovation.
H4c	Value development originality has a positive influence on marketing effectiveness.
H4d	Value development originality has a positive influence on market response success.
H4e	Value development originality has a positive influence on sustainable marketing advantage.
H4f	Value development originality has a positive influence on marketing profitability.
H5a	Novel marketing concept has a positive influence on best marketing practice.
H5b	Novel marketing concept has a positive influence on value innovation.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H5c	Novel marketing concept has a positive influence on marketing effectiveness.
H5d	Novel marketing concept has a positive influence on market response success.
H5e	Novel marketing concept has a positive influence on sustainable marketing advantage.
H5f	Novel marketing concept has a positive influence on marketing profitability.
H6a	Useful marketing program implementation has a positive influence on best marketing practice.
H6b	Useful marketing program implementation has a positive influence on value innovation.
H6c	Useful marketing program implementation has a positive influence on marketing effectiveness.
H6d	Useful marketing program implementation has a positive influence on market response success.
H6e	Useful marketing program implementation has a positive influence on sustainable marketing advantage.
H6f	Useful marketing program implementation has a positive influence on marketing profitability.
H7a	Best marketing practice has a positive influence on value innovation.
H7b	Best marketing practice has a positive influence on marketing effectiveness.
H7c	Best marketing practice has a positive influence on market response success.
H7d	Best marketing practice has a positive influence on sustain marketing advantage.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H8a	Value innovation has a positive influence on market response success.
H8b	Value innovation has a positive influence on sustainable marketing advantage.
H9a	Marketing effectiveness has a positive influence on market response success.
H9b	Marketing effectiveness has a positive influence on sustainable marketing advantage.
H10a	Market response success has a positive influence on sustainable marketing advantage.
H10b	Market response success has a positive influence on marketing profitability.
H11	Sustainable marketing advantage has a positive influence on marketing profitability.
H12a	Marketing long-term vision has a positive influence on new marketing ideas generation.
H12b	Marketing long-term vision has a positive influence on dynamic research and development orientation.
H12c	Marketing long-term vision has a positive influence on marketing activity integration.
H12d	Marketing long-term vision has a positive influence on value development originality.
H12e	Marketing long-term vision has a positive influence on novel marketing concept.
H12f	Marketing long-term vision has a positive influence on useful marketing program implementation.
H13a	Marketing transformational capability has a positive influence on new marketing ideas generation.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H13b	Marketing transformational capability has a positive influence on dynamic research and development orientation.
H13c	Marketing transformational capability has a positive influence on marketing activity integration.
H13d	Marketing transformational capability has a positive influence on value development originality.
H13e	Marketing transformational capability has a positive influence on novel marketing concept.
H13f	Marketing transformational capability has a positive influence on useful marketing program implementation.
H14a	Dynamic marketing learning has a positive influence on new marketing ideas generation.
H14b	Dynamic marketing learning has a positive influence on dynamic research and development orientation.
H14c	Dynamic marketing learning has a positive influence on marketing activity integration.
H14d	Dynamic marketing learning has a positive influence on value development originality.
H14e	Dynamic marketing learning has a positive influence on novel marketing concept.
H14f	Dynamic marketing learning has a positive influence on useful marketing program implementation.
H15a	Market uncertainty has a positive influence on new marketing ideas generation.
H15b	Market uncertainty has a positive influence on dynamic research and development orientation.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H15c	Market uncertainty has a positive influence on marketing activity integration.
H15d	Market uncertainty has a positive influence on value development originality.
H15e	Market uncertainty has a positive influence on novel marketing concept.
H15f	Market uncertainty has a positive influence on useful marketing program implementation.
H16a	Technology change has a positive influence on new marketing ideas generation.
H16b	Technology change has a positive influence on dynamic research and development orientation.
H16c	Technology change has a positive influence on marketing activity integration.
H16d	Technology change has a positive influence on value development originality.
H16e	Technology change has a positive influence on novel marketing concept.
H16f	Technology change has a positive influence on useful marketing program implementation.
H17a	Competitive intensity will positively moderate the relationship between marketing long-term vision and new marketing ideas generation.
H17b	Competitive intensity will positively moderate the relationship between marketing long-term vision and dynamic research and development orientation.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H17C	Competitive intensity will positively moderate the relationship between marketing long-term vision and marketing activity integration.
H17D	Competitive intensity will positively moderate the relationship between marketing long-term vision and value development originality.
H17E	Competitive intensity will positively moderate the relationship between marketing long-term vision and novel marketing concept.
H17F	Competitive intensity will positively moderate the relationship between marketing long-term vision and useful marketing program implementation.
H18a	Competitive intensity will positively moderate the relationship between marketing transformational capability and new marketing ideas generation.
H18b	Competitive intensity will positively moderate the relationship between marketing transformational capability and dynamic research and development orientation.
H18C	Competitive intensity will positively moderate the relationship between marketing transformational capability and marketing activity integration.
H18D	Competitive intensity will positively moderate the relationship between marketing transformational capability and value development originality.
H18E	Competitive intensity will positively moderate the relationship between marketing transformational capability and novel marketing concept.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H18F	Competitive intensity will positively moderate the relationship between marketing transformational capability and useful marketing program implementation.
H19a	Competitive intensity will positively moderate the relationship between dynamic marketing learning and new marketing ideas generation.
H19b	Competitive intensity will positively moderate the relationship between dynamic marketing learning and dynamic research and development orientation.
H19C	Competitive intensity will positively moderate the relationship between marketing transformational capability and marketing activity integration.
H19D	Competitive intensity will positively moderate the relationship between marketing transformational capability and value development originality.
H19E	Competitive intensity will positively moderate the relationship between marketing transformational capability and novel marketing concept.
H19F	Competitive intensity will positively moderate the relationship between marketing transformational capability and useful marketing program implementation.
H20a	Competitive intensity will positively moderate the relationship between market uncertainty and new marketing ideas generation.
H20b	Competitive intensity will positively moderate the relationship between market uncertainty and dynamic research and development orientation.
H20C	Competitive intensity will positively moderate the relationship between market uncertainty and marketing activity integration.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H20D	Competitive intensity will positively moderate the relationship between market uncertainty and value development originality.
H20E	Competitive intensity will positively moderate the relationship between market uncertainty and novel marketing concept.
H20F	Competitive intensity will positively moderate the relationship between market uncertainty and useful marketing program implementation.
H21a	Competitive intensity will positively moderate the relationship between technology change and new marketing ideas generation.
H21b	Competitive intensity will positively moderate the relationship between technology change and dynamic research and development orientation.
H21C	Competitive intensity will positively moderate the relationship between technology change and marketing activity integration.
H21D	Competitive intensity will positively moderate the relationship between technology change and value development originality.
H21E	Competitive intensity will positively moderate the relationship between technology change and novel marketing concept.
H21F	Competitive intensity will positively moderate the relationship between technology change and useful marketing program implementation.
H22a	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and best marketing practice.
H22b	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and value innovation.
H22c	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and marketing effectiveness.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H22d	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and marketing response success.
H22e	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and sustainable marketing advantage.
H22f	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and marketing profitability.
H23a	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and best marketing practice.
H23b	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and value innovation.
H23c	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and marketing effectiveness.
H23d	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and marketing response success.
H23e	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and sustainable marketing advantage.
H23f	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and marketing profitability.
H24a	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and best marketing practice.



CHAPTER III

RESEARCH METHODS

The previous chapter has provided insight on the definition of each construct covering the relationships among strategic marketing creativity. Particularly, the theoretical foundations are described the overall conceptual framework from relevant literature reviews. This is necessary to be empirical and examine hypotheses. Therefore, this chapter grants more details concerning the research methodology. In order to, a researcher can be answers, the research objectives and the research questions as well as the hypotheses' testing as specified. By organized into four parts, first part is about the sample selection and data collection procedure which include the information of the population, sample, data collection, and the test of non-response bias. The second part is detailed about the variable measurements. The third part explicates the instrumental verifications involving the test of validity, reliability, and statistical analysis. The final part depicts the table of the summary of definitions and the operations of all variables.

Sample Selection and Data Collection Procedure

Population and Sample

This research selects information and communication technology (ICT) businesses in Thailand. This population is chosen because ICT industry is facing a dynamic environment where technology has developed rapidly, higher rate of competition is an effect from a leap growth and consumer behavior is changing dramatically. Firms need more creativity in marketing than ever to tackle and cope with these phenomena. This research use database from the Ministry of Information and Communication Technology of the Thai government, totaling 12,630 companies (information drawn on 26 December, 2013). This database is a good source that provides all complete addresses, which can confirm and assert data concerning whether a certain company still remains in business.

In addition, there is little previous empirical research having investigated the influence of strategic marketing creativity on strategic marketing creativity outcome and



marketing profitability in Thailand. The sample of this research is chosen from the database of the Ministry of Information and Communication Technology of the Thai government which provides a total of 12,630 existing firms (information drawn on 26 December, 2013). Accordingly, an appropriate sample size is 388 firms selected by using Yamane (1973) to calculate appropriate sample size. Due to the required sample size are to be a representative information and communication technology (ICT) businesses in Thailand. Based on this simplified formula with a 95% confidence level is assumed for this calculation.

According to Aaker, Kumar and Day (2001), the response rate for a mail survey, without an appropriate follow-up procedure, is less than 20%. In the case of an appropriate sample size is 388 firms. Nevertheless, a data-collection method, the response rates are typically lower than 100 percent (Bartlett et al., 2001). In accordance with prior suggestions, oversampling is needed to ensure a minimum sample size is achieved (Bartlett et al., 2001). Therefore, to achieve a sufficient amount of returning mail surveys, 1,940 firms are an appropriated sample for a distributed mail survey. Accordingly, the questionnaires are directly distributed to randomly choosing 1,940 firms in Thailand by using the simple random sampling procedure. Applications of random sampling are employed by computer program. The key participants were marketing executive, marketing directors or marketing managers.

Data Collection

A mail survey procedure via the questionnaire was used for data collection. The reasons use this instrument because a mail survey reaches a large number of firms at a lower cost, time saving, and less distribution bias, and puts less pressure for an immediate response on the potential informants, and gives respondents a greater feeling of autonomy (Pongpeachan and Ussahawanitchakit, 2011). Especially, the researcher promises all individual responses will be kept completely confidential, information would be neither revealed nor shared with any outside party without an informant's written permission (Sittimalakorn and Hart, 2004; Neuman, 2006). Information and communication technology (ICT) businesses in Thailand are selected as the sample. In all, 1,940 firms were randomly chosen from the list of the Department of Business Development, the Ministry of Information and Communication Technology of the Thai government.



According to Campbell (1995), in quantitative research, the key informant is a considerable factor affecting the reality of the information for analysis and consigns the true understanding of its business. The marketing executive, marketing director, or marketing manager that works at information and communication technology businesses in Thailand are identified and used as the single key informant because they determine the marketing policy and strategy, with a major responsibility in the marketing function of the organization, and understand well about their firm's activities and truly understand their businesses. Thus, They lead to the information is more valid. The respondents are given a set of questionnaires, including the cover letter, questionnaire, and an envelope for returning the completed questionnaire, and directly sent back to the researcher and prepare returned envelopes for ensuring the confidentiality within four weeks for the undelivered mails that no longer in business will be eliminated.

Cover letter introduces research objective and contribution of this research for to create confidently and increasing interest of the respondent. Simultaneously, attach a letter from the university to confirm that the researcher came from the cited academic institution, and to ask for cooperation from the participants. If respondents who are interested in the result of this research will receive a free copy of the summary results as a non-monetary incentive afterward they completed and returned the valid questionnaire (Sittimalakorn and Hart, 2004).

In preparing process of the questionnaire is design the set which comprises a cover letter containing an explanation of the research, and a postage pre-paid reply envelope to distribute to each key informant? When the questionnaires were sent out, it is approximately two weeks after the first mailing. In following up process will have to conduct with sending a postcard to remind the respondent to complete the questionnaire and request to cooperate in answering it.

A self-administered questionnaire comprises seven sections. In section one, respondents are requested to provide their personal information such as gender, age, marital status, education level, working experience, and current position. Section two canvasses the organizational characteristics; for example, business type, number of employees, firm experience, annual income and research and development expenditure. For section three to section seven, they ask for respondents' perceptions on strategic



marketing creativity, its consequences, internal influences, and external influences, using a Likert five-point interval scale, ranging from 1 = strongly disagree to 5 = strongly agree.

Section three requests information for six dimensions of strategic marketing creativity, that consists of new marketing idea's generation, dynamic research and development orientation, integration marketing activity, product originality, novel marketing concept and useful marketing program implementation. Next, section four asks for the perceptions of best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability. Section five inquiries about the perceptions of the internal factors of strategic marketing creativity consisting of marketing long-term vision, marketing transformational capability, dynamic marketing learning, and marketing well-roundedness, section six contains the questions about the perceptions of the two variables of the external factors that have an impact on strategic marketing creativity consisting of market uncertainty, technology change and competitive intensity. Finally, section seven includes an open-ended question for the informant's suggestions and opinions regarding the strategic marketing creativity of information and communication technology businesses in Thailand.

All 1,940 questionnaires were sent on May 7, 2014. Then the finished questionnaire was sent back directly to the researcher by mail. The schedule plan to collect data was about nine weeks which was separated into three parts. The first three weeks was a waiting period for the answers from the respondents after the questionnaire was sent, 144 questionnaires were received. The second three weeks follow-up method was conducted on a postcard and the second set of questionnaires was issued on Jun 4, 2013, the received questionnaire was increased by 42 responses. The third three weeks follow-up method is conducted on the telephone reminder and third mailing of the questionnaires (on June 18, 2013); the received questionnaire was increased by 43 responses. Therefore, the total of received questionnaire was 229 but 1 questionnaire was unusable. The details of the questionnaire sending and the calculated response rate are presented as shown in Table 6.



Table 6 The Details of Questionnaire Mailing

Details	Numbers
Questionnaire mailed	1,940
Undelivered questionnaire	312
Successful questionnaire	1,632
Received questionnaire	229
Unuseable questionnaire	1
Useable questionnaire	228
Response rate (228/1,628*100)	14%

Test of Non-Response Bias

A non-response bias has been claimed in applying mail surveys because there is a difference between responding firms and non-responding firms, which may limit an inference from sample to population (Armstrong and Overton, 1977). This is the important step before the sample is generalized to the population. Thus, this research employs a t-test by comparing the group means of the company characteristics between early and late responding firms such as the amount of capital, the type of business in ICT, and the age of the firm. These firm's demographics are tested between the early group and the late group of respondents for test a non-response bias. If the results of the t-test show no significant difference between these two groups of respondents, it implies that these returned questionnaires have no non-response bias problem, thus assumed that non-response bias had no major impact on the result of this research (Armstrong and Overton, 1977).

Measurements

The developmental procedures involve the multiple item developments for measuring each construct in the conceptual model because the abstraction of the construct that cannot be directly measured so that multiple items increase the validity and reliability (Churchill, 1979). These constructs are transformed to the operational variables for true measuring. To measure each construct in the conceptual model, all



variables are developed for measuring from the definition, and all variables gained from the survey are measured by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The contents of variable measurements are comprised of the dependent variable, the independent variables, the moderating variables, and the controlled variables described as follows.

Dependent Variable

Marketing Profitability: Marketing profitability is applied as the final dependent variable of strategic marketing creativity. In this research, marketing profitability refers to outcome performs to accomplish in the long run, derive from organization's perception in customer behaviors in terms of increasing sales to existing customers, sales growth, market share growth and increasing profitability (Hultman, Katsikeas, and Robson, 2011; Jaakkola et al., 2010; Kaynak and Kara, 2004). This construct is developed from the definition, literature review, and adapted from Phokha and Ussahawanitchakit (2011) which includes four-item scale.

Independent Variables

This research consists of 16 independent variables divided into three groups. The first group is the core construct of this research, which is strategic marketing creativity that comprises six dimensions: new marketing ideas generation, dynamic research and development orientation, marketing activity integration, product originality, novel marketing concept and useful marketing program implementation. These dimensions reflect the way to identify, create, and deliver the superior value propositions to the market. The measure of each constructs depends on its definition, which is also detailed.

New marketing idea generation. New marketing ideas generation is measured by the capability of the firm to encourage in search for novel idea and fresh approach to establish marketing creative idea in order to provide valuable solutions to a problem in terms of new product/service development, new various channels for sale in developing customer relationship (Glassman, 2009; Marakas, 1999; Thompson, 2003; McAdam, 2004; Thipsri and Ussahawanichakit, 2009). This variable is developed as a new scale from the related literatures and its definition. Four items are used to estimate the new idea generation which adapt from (Thipsri and Ussahawanichakit, 2009)



Dynamic research and development orientation. Dynamic research and development orientation is measured by the willingness of a firm to continuously attempt to increase the stock of knowledge and employ of this stock to devise new applications such as new and improved products (goods/services) and processes (including software research), and simultaneously support resources that are necessary for research and development in coping with the changing environment (Szymanski, Bharadwaj, and Varadarajan, 1993; OECD, 1997; Limpsurapong and Ussahawanichakit, 2011). This variable is developed as a new scale from the related literatures and its definition. Four items are used to estimate dynamic research and development orientation, which adapts from (Limpsurapong and Ussahawanichakit, 2011).

Marketing Activity Integration. Marketing activity integration is measured by level of business partnership for internal and external interaction perspective to share information and participate in joint planning development of marketing activity to deliver superior value in product, technologies, or services (Kahn and Mentzer, 1998; Popa and Sasu, 2008; Troy, Hirunyawipada, and Paswan, 2008). This variable is developed as a new scale with four-item scale developed from definition and literature review including a four-item scale.

Value development originality. Value development originality is measured by firm's ability to estimate, exploit and develop the first prototype of service/product in perform activities that increase the worth of services or goods to consumers with creating unique value in the market and recognition from customers in terms of quality, newness and usefulness (Anderson and Narus, 1991; Edgett, Shipley, and Forbes 1992; Runco and Charles, 1993; Song and Parry, 1997; Snelders and Hekkert, 1999). This construct is developed as a new scale from the definition and literature review which includes four-item scale.

Novel marketing concept. Novel marketing concept is a firm's philosophy to search the newness of approaches that enterprise to adopt to enter and to utilize new market in order to increase the competitive potential through different way of doing marketing (Day, 1994; Karus, Harms, and Fink, 2009; Narver and Slater, 1990; Miles and Darroch, 2006; Wang and Almed, 2004). This construct is developed as a new scale from the definition and literature review which includes four-item scale.



Useful Marketing program Implementation. Useful marketing program implementation is measured by the firm's abilities to adapt fruitful marketing strategy to achieving business's goals (Noble and Mokwa, 1999; Drazin and Howard, 1984). This construct is developed as a new scale from the definition and literature review which includes four-item scale.

Consequent Variables

The second group is the consequences of strategic marketing creativity comprise best marketing practice, value innovation, and marketing effectiveness. Particularly in this research market response success and sustainable marketing advantage are treated as the marketing strategy outcomes of strategic marketing creativity. The measure of each dimension conforms to its definition to be discussed as follows.

Best marketing practice. Best marketing practices refer to an appropriate way that have an exemplary systematic process in order to remain the superior standards of industry under good marketing procedures and effective techniques, lead to succeed in the responding market (Jarrar and Zairi, 2000; Phokha and Ussahawanitchakit, 2011). This construct is developed from the definition, literature review, and adapted from Phokha and Ussahawanitchakit, (2011) which includes four-item scale.

Value innovation. Value innovation refers to as delivering exceptional value or superior customer value in industrial markets emphasized to create and capture new demand or new market space and successful implementation (Kim and Mauborgne, 1999). This construct is developed from the definition, literature review and adapt from Phokha and Ussahawanitchakit, (2011) including four-item scale.

Marketing effectiveness. Marketing effectiveness is measured by degree to improve operation continuously and providing outcome to attain the better results of both the short- and long-term marketing objectives under appropriate marketing strategy, which is distinguished from its competitors and is difficult for competitors to imitate (Varadarajan and Clark, 1994; Kumar and Gulati, 2010; Nwokah and Ahiauzu, 2008; Ussahawanitchakit and Intakhan, 2011). This construct is developed from the definition, literature review, and adapt from Tuntrabundit and Ussahawanitchakit, (2010) including four-item scale.



Market response success. Market response success refers to achievement of customer needs fulfill that more quickly than competitor in order to attract new users and retains loyal customers (Tseng, 2005; Garrett, Covin, and Slevin, 2009; Chalatharawat and Ussahawanitchakit, 2009). This construct is developed from the definition, literature review, and adapted from Chalatharawat and Ussahawanitchakit (2009) which includes four-item scale.

Sustainable marketing advantage. Sustainable marketing advantage refers to the outcome of excellence marketing operation, continuously, as a result from innovating and developing the new value creation, in terms of unique offering, high quality, appropriate prices, superior benefit and good reputation over competitors to attain the better results when compare with a competitor of both the short-and long-term (Dickson, 1992; Talke, 2007; Thipsri and Ussahawanitchakit, 2009; Syers, Ussahawanitchakit, and Jhundra-indra, 2012). This construct is developed from the definition, literature review, and adapted from Thipsri and Ussahawanitchakit (2009) including four-item scale.

Antecedent Variables

The third group is the antecedents of strategic marketing creativity which encompasses five variables –marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty and technology change. All antecedents depend on their definitions. The measure of each factor is discussed as follows.

Marketing long-term vision. Marketing long-term vision refers to the organization-wide focus on achievement in the future to attained desirable positions, and has a guideline in the clarity of the strategy formulation and implementation of a firm through developing process of marketing creativity (Calantone, Cavusgil, and Zhao, 2002; Sarpong and Maclean, 2012) It is measured by the focus of a favorable competitive position in the future that determines strategy formulation and implementation. Items include: quality and the standards leads to have potential business direction; emphasizing continuous developing marketing creativity; and developing diversity of skill of an employee; and adopt new technology to enhance marketing operation. The measurement scale is adapted from Pungboonpanich and Ussahawanitchakit (2010), including a four-item scale.



Marketing transformational capability. Marketing transformational capability refers to the ability of the firm to completely change and develop new capabilities in order to improve strategic marketing plan and in turn meet future business needs (Bass, 1998; Bass and Avolio, 1999; Day, 1994; Dutta, Narashiman, and Surendra, 1999). This construct is developed as a new scale from the definition, literature review, and adapted from Sookaneknun and Ussahawanitchakit (2013) which includes 4 items.

Dynamic marketing learning. Dynamic marketing learning is assessed by the firm to acquire new experience and continuously integrate knowledge from outside and inside of the firm about customer needs, market trend and competitor actions (Moorman, 1995; Menon et al., 1999; Srivastava, Shervani, and Fahey, 1998; Luo, Slotegraaf, and Pan, 2006). This construct is developed from the definition, literature review and adapt from Sinchuen and Ussahawanitchakit (2010) which includes 4 items.

Market uncertainty. Market uncertainty refers to the magnitude of effect of market change and instability in customer preferences and rival action (Jaworski and Kohli, 1993; Lee, Kim, and Jean 2008). Thereby organization has propensity to modify their products and approaches to market rapidly in order to keep pace with the changing needs of customers which it more adaptation than its stable market. This construct is developed from the definition, literature review. This construct is developed from Phromket and Ussahawanitchakit, (2009) including three-item scale.

Technology change. Technology change is measured the degree of advance of the technological environment that can make a firm's existing technology become quickly obsolete. Therefore, the firm must have a wider scope of knowledge to understand and handle frequent technological changes (Sinchuen and Ussahawanitchakit, 2010). This construct is developed from the definition, literature review and adapt from Sinchuen and Ussahawanitchakit (2010) including three-item scale.

Moderating Variables

This research determines competitive intensity as the moderators of the relationships among each dimension of strategic marketing creativity and its antecedents. Like other variables, these moderators are developed from the definition of



each, as well as from the related literature. The measurements of this variable use a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Marketing well-roundedness. Marketing well-roundedness is measured the variety of perspective, knowledge, skills in application to manipulate the marketing operation and marketing knowledge development as efficiently within an organization and enhancing decision-making or problem-solving better adapt rapidly in changing demand in order to maximize the profits of an organization (McCarthy 1960; Kotler 1967; Bstieler, 2005; Srivastava, Shervani, and Fahey, 1999; Vargo and Lusch, 2004). This construct is developed as a new scale from the definition and literature including a four-item scale.

Competitive intensity. Competitive intensity is measured the magnitude of effect of the instability of competition with many number of existing competitors, new competitor entries into the industry, and competitors' actions (Grewal and Tansuhaj, 2001; Gatignon and Xuereb, 1997). Thus, executive observe new product of competitors, searching information of customer's need, market demand, realizing the drawback of organization, find the way to create marketing distinguished for survival and capability to compete. This construct is developed from Pongpeachan and adapt from Ooncharoen and Ussahawanitchakit, (2009) including four-item scale.

Control Variables

Research and development expenditures. Research and development expenditures are measured by the percentage of expenditures R&D per year. According to Zenger and Lazzarini² (2004) assert that the large firms need to invest in technology innovation, lead to more high investment of research and development than small firms. Morbey (1988), R&D intensity has a correlation the growth in profitability. Besides, R&D expenditures may affect the successful innovation (Jaruzelski, Loehr, and Holman, 2012), and also R&D investments link to creativity. Previous research indicated that the proportion of the turnover of new products to market that incorporates creativity through the total turnover (Diaconu, 2014). A firm has more R&D expenditures to the new product success than less R&D expenditures. In this research, R&D expenditures is represented by dummy variable including 0 (R&D expenditures < 4 percent per year) and 1 (R&D expenditures \geq 4 percent).



Firm experience. Firm experience is measured by the number of years a firm that has been in operation adapted from Chen and Huang (2009). A firm operating in business for a long time has more experience to creativity organization more effectively than the late entrants (Moorman and Minner, 1997). Consequently, firm age may affect strategic marketing creativity. It is measured by asking a closed question about the years in which the firms was operated. The measurement is an ordinal scale which is analyzed by multiple regression analysis. Therefore, the firm age is translated to a dummy variable. Thus, firm age is represented by a dummy variable including 0 (ten years or less) and 1 (more than ten years).

Methods

The design of collecting the data is used a questionnaire mailed survey. The developing of constructs in the conceptual model is applied by both adopting relevant literature and creating new scales in order to establish truthfulness and credibility. Moreover, two academic experts have reviewed the instrument and adjusted it to the best possible scale measure. Then, the questionnaire is the pre-test to ensure a clear and accurate understanding of the questionnaire to assert the validity and reliability. In this case, thirty marketing executives who responses in the first wave of returning questionnaires are the data source for conducting a pre-test in order to verify the validity and reliability of each of the measures used in the questionnaire, and they are included in the further data analysis for hypotheses and assumption's testing of multiple regression analysis

Validity and Reliability

Validity represents the ability of a scale or measuring instrument to measure what is intended to be measured (Zikmund, 1997). This focus on accurate measurement can measure what it is supposed to measure. As a result, it achieves qualities of research. The validity and reliability are a concern in this research because both ideas help establish the truthfulness, credibility, and believability of the findings (Neuman, 2006).

Validity. Validity is the degree of precise of the questionnaire which instruments measure the variable correctly from the questionnaire (Hair et al., 2010). It will result in a powerful predictor of future behaviors (Piercy and Morgan, 1994;



Wainer and Braun, 1988). In this research, it is applied three types of validity comprising face, content, and construct validity are tested.

The face and content validity. Face validity is the extent to which the measure represents the relevant content domain for the construct or reflects what it intends to measure (Zikmund, 1997) by professional academics or specialist (Trochim, 1999). With the content, validity relies on subjective interpretation of the appropriateness of the items to the construct under review of the literature to the filtering process, the accuracy of content validity (Hair et al., 2010). Moreover, two professionals who are proficient in marketing and management fields are requested to review and suggest necessary recommendations to review the instrument, in order to ensure that all constructs are sufficient to cover the contents of the variables. Until the questionnaires are the most appropriate to measure the concept of the variables.

Construct validity. Construct validity mean the congruence between a theoretical concept and a specific measuring the instrument or procedure which is internally consistent (Trochim, 1999). Convergent validity has two types that are convergence validity and discriminant validity.

Convergent validity means the degree of similarity such as two measures are designed to measure the same construct related to that convergence, and will be found if the two measures are highly correlated (Kwok and Sharp, 1998) whereas discriminant validity assesses the degree to which an operation is not similar to other operations that theoretically should not be similar (Trochim, 1999). This research utilizes the Exploratory Factor Analysis (EFA) to examine the construct validity of the data in the questionnaire. Because in this research apply both new constructs and adapted constructs from previous literature. As the rule-of-thumb, the acceptable cut-off score is 0.40, as a minimum (Nunnally and Bernstein, 1994).

Reliability. Reliability is the degree to measures is free from errors and thus yields consistent results (Kwok and Sharp, 1998); it indicates the degree of internal consistency between the multiple variables (Hair et al., 2010). Cronbach's alpha coefficient is applied as a measure of the internal consistency or reliability of the constructs (Hair et al., 2010). Thus, it is applied to evaluate the reliability. As suggested by Nunnally and Bernstein (1994) Cronbach's alpha coefficient is recommended that its value should be equal or greater than 0.70, as widely accepted.



In this research, the pre-test was performed in order to determine the validity and reliability of a questionnaire as qualities of a good instrument. The pre-test was conducted from thirty marketing manager of information communication technology. This was tested by the Exploratory Factor Analysis (EFA) and Cronbach's Alpha respectively to improve the questionnaire so as to ensure validity and reliability. Table 7 shows the results of factor loadings of multi-item scales. It can be seen that each item of all variables is loaded on a single factor and the range of factor loadings is between 0.696-0.960. These values are greater than the cut-off score of 0.4 which indicate the acceptable construct validity (see also Appendix E). Furthermore, the findings of Cronbach's alpha coefficients are between 0.779-0.945 that are greater than 0.70 as recommended by Hair and others (2010). As a result, all constructs of this research have internal consistency reliability and the reliability of all variables is adopted (see also Appendix E).

Table 7 Results of Validity and Reliability Testing

Variables	Factor Loadings	Cronbach's Alpha
Marketing Profitability (MPR)	0.813 - 0.913	0.880
New marketing ideas generation (NIG)	0.793 - 0.886	0.840
Dynamic research and development orientation (DRD)	0.842 - 0.886	0.877
Marketing activity integration (MAI)	0.772 - 0.860	0.836
Value development originality (VDO)	0.800 - 0.887	0.845
Novel marketing concept (NMC)	0.696 - 0.903	0.832
Useful marketing program implementation (UPI)	0.713 - 0.914	0.887
Best marketing practice (BMP)	0.882 - 0.926	0.920
Value innovation (VIN)	0.820 - 0.886	0.876
Marketing effectiveness (MEF)	0.816 - 0.902	0.896
Market response success (MRS)	0.920 - 0.934	0.945
Sustainable marketing advantage (SMA)	0.793 - 0.955	0.917
Marketing long-term vision (MLV)	0.844 - 0.916	0.910
Marketing transformational capability (MTC)	0.792 - 0.912	0.779
Dynamic marketing learning (DML)	0.800 - 0.860	0.851
Market uncertainty (MUC)	0.788 - 0.920	0.809
Technology change (TEC)	0.881 - 0.934	0.883
Competitive intensity (CIT)	0.908 - 0.960	0.914
Marketing well-roundedness(MWR)	0.837 - 0.905	0.886



Statistical Techniques

Several statistical techniques are used in this research including variance inflation factors (VIF Both descriptive and inferential multiple regression analysis is used to test all hypotheses following the conceptual model to test hypotheses through basis of checking of all assumption including normality, linearity, heteroscedasticity, autocorrelation, and multicollinearity.

Variance inflation factors (VIF's). Variance inflation factors are applied to test for the severity of multicollinearity between the independent variables and Pearson's correlation. It provides an indication that measures how much the variance of an estimated regression coefficient is increased as a result of collinearity. Large VIF values indicate a high degree of multicollinearity among independent variables. All VIF values should be smaller than 10 to be considered that the associations among the independent variables are not problematic (Hair et al., 2010; Stevens, 2002). In this research, an analysis of collinearity statistics indicates that the range of VIF values is 1.195 – 3.987, which indicates that there is no multicollinearity problem.

Correlation analysis. Correlation analysis is the basis to measure the strength of the linear dependence between two variables. There are two purposes in applying Pearson's correlation, that is, to examine a bivariate-correlation and to explore the relationships between variables, and to check the presence of multicollinearity. Cohen et al. (2003) suggest that covariance of the two variables by the product of their standard deviation values is between +1 and -1, inclusively. Correlation analysis is applied for testing the two assumption of regression analysis. Firstly, correlation analysis is used for testing the relationship between independent variables and dependent variables. The coefficient values between independent variables and dependent variables should be significantly associated. Secondly, correlation coefficient is used as indicator of the multicollinearity assumptions, the coefficient values between independent variables should be smaller than 0.80 and should not be significantly associated (Berry and Feldman, 1985). Importantly, when the relationships between variables are equal or greater than 0.80, it indicates a multicollinearity problem (Hair et al., 2010). However, if the coefficient values between independent variables is greater than 0.80, the multicollinearity problem will be identified by variance inflation factor (VIF).



Multiple regression analysis. The multiple regression analysis is used to test all hypotheses following the conceptual model. Before hypotheses testing, all raw data are diagnosed basic assumptions of regression analysis including, autocorrelation, normality, heteroscedasticity, and linearity. The results of tested the basic assumption of regression analysis show that: variance of error constant (no heteroscedastic problem), Durbin-Watson statistic does not exceed 2.5 (no autocorrelation), error have a normal distribution (see in Appendix F). Regression analysis is appropriate to examine the relationships between the dependent variables and independent variables in which all variables are categorical and interval data (Hair et al., 2010). As a result, all proposed hypotheses in this research are transformed to twenty nine statistical equations. Each equation conforms to the hypotheses development described in the previous chapter. The equations are depicted as shown below:

$$\textbf{Equation 1:} \quad \text{BMP} = \alpha_1 + \beta_1 \text{NIG} + \beta_2 \text{DRD} + \beta_3 \text{MAI} + \beta_4 \text{VDO} + \beta_5 \text{NMC} + \beta_6 \text{UPI} + \beta_7 \text{FRD} + \beta_8 \text{FEX} + \varepsilon_1$$

$$\textbf{Equation 2:} \quad \text{VIN} = \alpha_2 + \beta_9 \text{NIG} + \beta_{10} \text{DRD} + \beta_{11} \text{MAI} + \beta_{12} \text{VDO} + \beta_{13} \text{NMC} + \beta_{14} \text{UPI} + \beta_{15} \text{FRD} + \beta_{16} \text{FEX} + \varepsilon_2$$

$$\textbf{Equation 3:} \quad \text{MEF} = \alpha_3 + \beta_{17} \text{NIG} + \beta_{18} \text{DRD} + \beta_{19} \text{MAI} + \beta_{20} \text{VDO} + \beta_{21} \text{NMC} + \beta_{22} \text{UPI} + \beta_{23} \text{FRD} + \beta_{24} \text{FEX} + \varepsilon_3$$

$$\textbf{Equation 4:} \quad \text{MRS} = \alpha_4 + \beta_{25} \text{NIG} + \beta_{26} \text{DRD} + \beta_{27} \text{MAI} + \beta_{28} \text{VDO} + \beta_{29} \text{NMC} + \beta_{30} \text{UPI} + \beta_{31} \text{FRD} + \beta_{32} \text{FEX} + \varepsilon_4$$

$$\textbf{Equation 5:} \quad \text{SMA} = \alpha_5 + \beta_{33} \text{NIG} + \beta_{34} \text{DRD} + \beta_{35} \text{MAI} + \beta_{36} \text{VDO} + \beta_{37} \text{NMC} + \beta_{38} \text{UPI} + \beta_{39} \text{FRD} + \beta_{40} \text{FEX} + \varepsilon_5$$

$$\textbf{Equation 6:} \quad \text{MPR} = \alpha_6 + \beta_{41} \text{NIG} + \beta_{42} \text{DRD} + \beta_{43} \text{MAI} + \beta_{44} \text{VDO} + \beta_{45} \text{NMC} + \beta_{46} \text{UPI} + \beta_{47} \text{FRD} + \beta_{48} \text{FEX} + \varepsilon_6$$

$$\textbf{Equation 7:} \quad \text{VIN} = \alpha_7 + \beta_{49} \text{BMP} + \beta_{50} \text{FRD} + \beta_{51} \text{FEX} + \varepsilon_7$$

$$\textbf{Equation 8:} \quad \text{MEF} = \alpha_8 + \beta_{52} \text{BMP} + \beta_{53} \text{FRD} + \beta_{54} \text{FEX} + \varepsilon_8$$

$$\textbf{Equation 9:} \quad \text{MRS} = \alpha_9 + \beta_{55} \text{BMP} + \beta_{56} \text{VIN} + \beta_{57} \text{MEF} + \beta_{58} \text{FRD} + \beta_{59} \text{FEX} + \varepsilon_9$$

$$\textbf{Equation 10:} \quad \text{SMA} = \alpha_{10} + \beta_{60} \text{BMP} + \beta_{61} \text{VIN} + \beta_{62} \text{MEF} + \beta_{63} \text{MRS} + \beta_{64} \text{FRD} + \beta_{65} \text{FEX} + \varepsilon_{10}$$

$$\textbf{Equation 11:} \quad \text{MPR} = \alpha_{11} + \beta_{66} \text{MRS} + \beta_{67} \text{SMA} + \beta_{68} \text{FRD} + \beta_{69} \text{FEX} + \varepsilon_{11}$$



$$\text{Equation12: } NIG = \alpha_{12} + \beta_{70}MLV + \beta_{71}MTC + \beta_{72}DML + \beta_{73}MUC + \beta_{74}TEC + \beta_{75}FRD + \beta_{76}FEX + \varepsilon_{12}$$

$$\text{Equation13: } DRD = \alpha_{13} + \beta_{77}MLV + \beta_{78}MTC + \beta_{79}DML + \beta_{80}MUC + \beta_{81}TEC + \beta_{82}FRD + \beta_{83}FEX + \varepsilon_{13}$$

$$\text{Equation14: } MAI = \alpha_{14} + \beta_{84}MLV + \beta_{85}MTC + \beta_{86}DML + \beta_{87}MUC + \beta_{88}TEC + \beta_{89}FRD + \beta_{90}FEX + \varepsilon_{14}$$

$$\text{Equation15: } VDO = \alpha_{15} + \beta_{91}MLV + \beta_{92}MTC + \beta_{93}DML + \beta_{94}MUC + \beta_{95}TEC + \beta_{96}FRD + \beta_{97}FEX + \varepsilon_{15}$$

$$\text{Equation16: } NMC = \alpha_{16} + \beta_{98}MLV + \beta_{99}MTC + \beta_{100}DML + \beta_{101}MUC + \beta_{102}TEC + \beta_{103}FRD + \beta_{104}FEX + \varepsilon_{16}$$

$$\text{Equation17: } UPI = \alpha_{17} + \beta_{105}MLV + \beta_{106}MTC + \beta_{107}DML + \beta_{108}MUC + \beta_{109}TEC + \beta_{110}FRD + \beta_{111}FEX + \varepsilon_{17}$$

$$\text{Equation18: } NIG = \alpha_{18} + \beta_{112}MLV + \beta_{113}MTC + \beta_{114}DML + \beta_{115}MUC + \beta_{116}TEC + \beta_{117}CIT + \beta_{118}(MLV * CIT) + \beta_{119}(MTC * CIT) + \beta_{120}(DML * CIT) + \beta_{121}(MUC * CIT) + \beta_{122}(TEC * CIT) + \beta_{123}FRD + \beta_{124}FEX + \varepsilon_{18}$$

$$\text{Equation19: } DRD = \alpha_{19} + \beta_{125}MLV + \beta_{126}MTC + \beta_{127}DML + \beta_{128}MUC + \beta_{129}TEC + \beta_{130}CIT + \beta_{131}(MLV * CIT) + \beta_{132}(MTC * CIT) + \beta_{133}(DML * CIT) + \beta_{134}(MUC * CIT) + \beta_{135}(TEC * CIT) + \beta_{136}FRD + \beta_{137}FEX + \varepsilon_{19}$$

$$\text{Equation20: } MAI = \alpha_{20} + \beta_{138}MLV + \beta_{139}MTC + \beta_{140}DML + \beta_{141}MUC + \beta_{142}TEC + \beta_{143}CIT + \beta_{144}(MLV * CIT) + \beta_{145}(MTC * CIT) + \beta_{146}(DML * CIT) + \beta_{147}(MUC * CIT) + \beta_{148}(TEC * CIT) + \beta_{149}FRD + \beta_{150}FEX + \varepsilon_{20}$$

$$\text{Equation21: } VDO = \alpha_{21} + \beta_{151}MLV + \beta_{152}MTC + \beta_{153}DML + \beta_{154}MUC + \beta_{155}TEC + \beta_{156}CIT + \beta_{157}(MLV * CIT) + \beta_{158}(MTC * CIT) + \beta_{159}(DML * CIT) + \beta_{160}(MUC * CIT) + \beta_{161}(TEC * CIT) + \beta_{162}FRD + \beta_{163}FEX + \varepsilon_{21}$$

$$\text{Equation22: } NMC = \alpha_{22} + \beta_{164}MLV + \beta_{165}MTC + \beta_{166}DML + \beta_{167}MUC + \beta_{168}TEC + \beta_{169}CIT + \beta_{170}(MLV * CIT) + \beta_{171}(MTC * CIT) + \beta_{172}(DML * CIT) + \beta_{173}(MUC * CIT) + \beta_{174}(TEC * CIT) + \beta_{175}FRD + \beta_{176}FEX + \varepsilon_{22}$$



$$\begin{aligned} \text{Equation 23: } UPI &= \alpha_{23} + \beta_{177}MLV + \beta_{178}MTC + \beta_{179}DML + \beta_{180}MUC + \beta_{181}TEC + \\ &\beta_{182}CIT + \beta_{183}(MLV * CIT) + \beta_{184}(MTC * CIT) + \beta_{185}(DML * \\ &CIT) + \beta_{186}(MUC * CIT) + \beta_{187}(TEC * CIT) + \beta_{188}FRD + \\ &\beta_{189}FEX + \varepsilon_{23} \end{aligned}$$

$$\begin{aligned} \text{Equation 24: } BMP &= \alpha_{24} + \beta_{190}NIG + \beta_{191}DRD + \beta_{192}MAI + \beta_{193}PDO + \beta_{194}NMC \\ &+ \beta_{195}UPI + \beta_{196}MWR + \beta_{197}(NIG * MWR) + \\ &\beta_{198}(DRD * MWR) + \beta_{199}(MAI * MWR) + \beta_{200}(VDO * MWR) + \\ &\beta_{201}(NMC * MWR) + \beta_{202}(UPI * MWR) + \beta_{203}FRD + \beta_{204} \\ &FEX + \varepsilon_{24} \end{aligned}$$

$$\begin{aligned} \text{Equation 25: } VIN &= \alpha_{25} + \beta_{205}NIG + \beta_{206}DRD + \beta_{207}MAI + \beta_{208}VDO + \beta_{209}NMC + \\ &\beta_{210}UPI + \beta_{211}MWR + \beta_{212}(NIG * MWR) + \beta_{213}(DRD * MWR) + \\ &\beta_{214}(MAI * MWR) + \beta_{215}(VDO * MWR) + \beta_{216}(NMC * MWR) + \\ &\beta_{217}(UPI * MWR) + \beta_{218}FRD + \beta_{219} FEX + \varepsilon_{25} \end{aligned}$$

$$\begin{aligned} \text{Equation 26: } MEF &= \alpha_{26} + \beta_{220}NIG + \beta_{221}DRD + \beta_{222}MAI + \beta_{223}VDO + \beta_{224}NMC \\ &+ \beta_{225}UPI + \beta_{226}MWR + \beta_{227}(NIG * MWR) + \\ &\beta_{228}(DRD * MWR) + \beta_{229}(MAI * MWR) + \beta_{230}(VDO * MWR) + \\ &\beta_{231}(NMC * MWR) + \beta_{232}(UPI * MWR) + \beta_{233}FRD + \beta_{234}FEX + \\ &\varepsilon_{26} \end{aligned}$$

$$\begin{aligned} \text{Equation 27: } MRS &= \alpha_{27} + \beta_{235}NIG + \beta_{236}DRD + \beta_{237}MAI + \beta_{238}VDO + \beta_{239}NMC + \\ &\beta_{240}UPI + \beta_{241}MWR + \beta_{242}(NIG * MWR) + \beta_{243}(DRD * MWR) + \\ &\beta_{244}(MAI * MWR) + \beta_{245}(VDO * MWR) + \beta_{246}(NMC * MWR) + \\ &\beta_{247}(UPI * MWR) + \beta_{248}FRD + \beta_{249}FEX + \varepsilon_{27} \end{aligned}$$

$$\begin{aligned} \text{Equation 28: } SMA &= \alpha_{28} + \beta_{250}NIG + \beta_{251}DRD + \beta_{252}MAI + \beta_{253}VDO + \beta_{254}NMC \\ &+ \beta_{255}UPI + \beta_{256}MWR + \beta_{257}(NIG * MWR) + \\ &\beta_{258}(DRD * MWR) + \beta_{259}(MAI * MWR) + \beta_{260}(VDO * MWR) + \\ &\beta_{261}(NMC * MWR) + \beta_{262}(UPI * MWR) + \beta_{263}FRD + \beta_{264}FEX \\ &+ \varepsilon_{28} \end{aligned}$$

$$\begin{aligned} \text{Equation 29: } MPR &= \alpha_{29} + \beta_{265}NIG + \beta_{266}DRD + \beta_{267}MAI + \beta_{268}VDO + \beta_{269}NMC + \\ &\beta_{270}UPI + \beta_{271}MWR + \beta_{272}(NIG * MWR) + \beta_{273}(DRD * MWR) + \\ &\beta_{274}(MAI * MWR) + \beta_{275}(VDO * MWR) + \beta_{276}(NMC * MWR) + \\ &\beta_{277}(UPI * MWR) + \beta_{278}FRD + \beta_{279}FEX + \varepsilon_{29} \end{aligned}$$



Where,

<i>NIG</i>	=	New Marketing Ideas Generation
<i>DRD</i>	=	Dynamic Research and Development
<i>MAI</i>	=	Marketing Activity Integration
<i>VDO</i>	=	Value Development Originality
<i>NMC</i>	=	Novel Marketing Concept
<i>UPI</i>	=	Useful Marketing Program Implementation
<i>VIN</i>	=	Value Innovation
<i>BMP</i>	=	Best Marketing Practice
<i>MEF</i>	=	Marketing Effectiveness
<i>MWR</i>	=	Marketing Well-Roundedness
<i>MRS</i>	=	Marketing Response success
<i>SMA</i>	=	Sustainable Marketing Advantage
<i>MPR</i>	=	Marketing Profitability
<i>MLV</i>	=	Marketing Long-Term Vision
<i>MTC</i>	=	Marketing Transformational Capability
<i>DML</i>	=	Dynamic Marketing Learning
<i>MUC</i>	=	Market Uncertainty
<i>TEC</i>	=	Technology Change
<i>CIT</i>	=	Competitive Intensity
<i>FRD</i>	=	Firm Research and Development Expenditures
<i>FEX</i>	=	Firm Experience
ε	=	Error Term
α	=	Constant
β	=	Coefficient



Summary

This chapter explains the research methods for gathering the data and examining of this research phenomenon. Leading to answer the research objectives and research questions. The four main parts in this chapter include: (1) sample selection and data collection procedures, (2) measurement of variables, (3) verification of instrument, and (4) statistical techniques. Population of this investigation is 12,630 firms are chosen as a sampling frame of communication technology businesses on database from the Ministry of Information and Communication Technology of the Thai government. The data was recorded in 2013 (drawn on 26 December, 2013). The 1,940 firms are as an appropriated sample for a distributed mail survey. Key informants are marketing executive, marketing directors or marketing managers. The data is collected by the self-administered questionnaires and the non-response bias is tested, as well as the validity and reliability measurement. Finally, twenty nine statistical equations for hypotheses testing are also included. A summary of constructs' definition and its operational explanation is given in Table 8.

In the next chapter presents the findings of statistical analyses; the descriptive statistics, correlation analysis, and hypotheses testing. Also, research findings are thoroughly discussed.



Table 8 Definitions and Operational Variables of Constructs

Constructs	Definitions	Operational Variables	Scale Sources
Dependent Variable			
Marketing profitability (MPF)	Outcome performs to accomplish in the long run, derive from organization's perception in customer behaviors in terms of increasing sales to existing customers, sales growth, market share growth and increasing profitability.	The degree of the outcomes of a marketing strategy of the firm which accomplished in the long run, derive from organization's perception in customer behaviors in terms of increasing sales to existing customers, sales growth, market share growth and increasing profitability.	Adapt from Phokha and Ussahawanitchakit (2011)
Independent Variables			
New marketing idea generation (NIG)	The capability of the firm to encourage in search for novel idea and meaningful thinking to establish marketing creative idea, provide valuable solutions to a problem in terms of new product/service development, new various channels for sale in developing customer relationship.	The degree of the capability of the firm to encourage in search for novel idea and meaningful thinking to establish marketing creative idea, provide valuable solutions to a problem in terms of new product/service development, new various channels for sale in developing customer relationship.	New scale

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Dynamic research and development orientation (DRD)	The willingness of a firm continuously attempts to increase the stock of knowledge and utilizing of this stock for devising to new applications such as new and improved products (goods/services) and processes (including software research), and simultaneously support resources that are necessary for research and development in coping with the changing environment.	The degree of the willingness of a firm continuously attempts to increase the stock of knowledge and utilizing of this stock for devising to new applications such as new and improved products (goods/services) and processes (including software research), and simultaneously support resources that are necessary for research and development in coping with the changing environment.	New scale

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Marketing activity integration (MAI)	The firms' ability has internal and external interaction perspective of business partnership to share information and to participate in joint planning development of marketing activity to deliver superior value in product, technologies, or services.	The degree of the firms' ability has internal and external interaction perspective of business partnership to share information and to participate in joint planning development of marketing activity to deliver superior value in product, technologies, or services.	New scale
Value development originality (VDO)	The firm's ability to estimate, exploit from creating the first prototype of service/product in perform activities that increase the worth of services or goods to consumers with creating unique value in the market and recognition from customers in terms of quality, newness and usefulness.	The degree of the firm's ability to estimate, exploit from creating the first prototype of service/product in perform activities that increase the worth of services or goods to consumers with creating unique value in the market and recognition from customers in terms of quality, newness and usefulness.	New scale

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Novel marketing concept (NMC)	Firm's philosophy search the newness of approaches that enterprise to adopt to enter and to utilize new market in order to increase the competitive potential through different way of doing marketing.	The degree of firm's ability encourages all employees to focus on a new solution or offering in the new way in marketing operation in order to enhance competition potential under market orientation to serve better marketing process, leads to maintain the competitive advantage in the long-term.	New scale
Useful marketing program implementation (UPI)	The firm's ability can adopt, execute, and utilize successful marketing strategies in responding target market and lead to accomplish the organization's goals.	The degree of firm's ability can adopt, execute, and utilize successful marketing strategies in responding target market and lead to accomplish the organization's goals.	New scale

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Best marketing practices (BMP)	An appropriate way has an exemplary systematic process in order to remain the superior standards of industry under good marketing procedures and effective techniques, lead to succeed in the responding market.	The degree of the outcome attains exemplary systematic process in order to remain the superior standards of industry under good marketing procedures and effective techniques, lead to succeed in the responding market.	Adapt from Phokha and Ussahawanitchakit 2011
Value innovation (VIN)	Delivering exceptional value or superior customer value in industrial markets emphasized to create and capture new demand or new market space and successful implementation.	The degree of the outcome attains to deliver exceptional value or superior customer value in industrial markets emphasized to create and capture new demand or new market space and successful implementation.	Adapt from Phokha and Ussahawanitchakit 2011

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Marketing effectiveness (MEF)	Improving operation continuously and providing outcome attain the better results of both the short- and long-term marketing objectives under appropriate marketing strategy, which is distinguished from its competitors and is difficult for competitors to imitate.	The degree of the outcome attains the better results of both the short- and long-term marketing objectives under appropriate marketing strategy, which is distinguished from its competitors and is difficult for competitors to imitate.	Adapt from Tuntrabundit and Ussahawanitchakit, (2010)
Market response success (MRS)	Function more effectively reacts quickly changing consumer in order to attract new users and retain loyal customers and maintain greater customer satisfaction and flexible in unique offering faster than a competitor.	The degree of the outcome attains to reacts quickly changing consumer in order to attract new users and retain loyal customers and maintain greater customer satisfaction and flexible in unique offering faster than a competitor.	Adapt from Chalatharawat and Ussahawanitchakit, (2009)

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Sustainable marketing advantage (SMA)	The outcome of excellence marketing operation has continuously, as a result a result from innovating and developing the new value creation, in terms of unique offering, high quality, appropriate prices, superior benefit and good reputation over competitors to attain the better results when compare with a competitor of both the short- and long-term.	The degree of the outcome attains the better results both of the short- and long-term by continuously innovating and developing the new value creation, in terms of unique offering, high quality, appropriate prices, superior benefit and good reputation over competitors.	Adapt from Thipsri and Ussahawanitchakit (2009)

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Marketing long-term vision (MLV)	The organization-wide focus on achievement in the future to attain desirable positions, and has a guideline in the clarity of the strategy formulation and implementation of a firm through developing process of marketing creativity.	The degree of the organization-wide focus on achievement in the future to attain desirable positions, and has a guideline in the clarity of the strategy formulation and implementation of a firm through developing process of marketing creativity	Adapt from Pungboonpanich and Ussahawanitchakit (2010)
Marketing transformational capability (MTC)	The ability of the firm to complete change and develop new capabilities in order to improving strategic marketing plan through the modification of policies and processes, oriented to seek the best possible organizational performance and to meet future business needs.	The degree of the ability of the firm to complete change and develop new capabilities in order to improving strategic marketing plan through the modification of policies and processes, oriented to seek the best possible organizational performance and to meet future business needs.	New scale

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Dynamic marketing learning (DML)	The ability of the firm to acquire new experience and integrate knowledge from organizational experience about customer needs, market changes, competitor actions, and diversified knowledge from outside and inside of the firm in order to expertise in key marketing activities, and utilize those experiences.	The degree of employee’s learning characteristics that knowledge is acquired mainly through education and training in marketing and marketing programs, communication or interaction with the external environments such as clients, and others, and conversations with among all the departments in the organization, that is, through dialogue and participative decision making teamwork and group problem-solving.	Adapt from Sinchuen and Ussahawanitchakit (2010)

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Independent Variables			
Market uncertainty (MUC)	The level of unreliability and unpredictability of market's information, customer need, and change of product in the market.	The degree of the firm's senses regarding rapidly changing in the rates of customer requirements or customer tastes, preferences thereby organization has propensity to modify their products and approaches to market rapidly in order to keep pace with the changing needs of customers which it more adaptation than its stable market.	Adapt from Phromket and Ussahawanitchakit (2009)
Technology change (TEC)	The degree of advance of technological environment can make the firm's existing technology obsolete quickly. Therefore, the firm must have a wider scope of knowledge to understand and handle frequent technological changes.	Technology change is measured via vary of a technology, which creates of something new, or a "breakthrough" technological and continuous process of improving a technology and its diffusion throughout industry or society.	Adapt from Sinchuen and Ussahawanitchakit (2010)

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Moderator Variables			
Competitive intensity (CIT)	The degree of encounter with intense of the number of competitors exist and new competitor's entry in the industry and competitor's action.	The degree of encounter with intense of the number of competitors exist and new competitor's entry in the industry and competitor's action.	Adapt from Ooncharoen and Ussahawanitchakit, (2009)
Marketing well-roundedness (MWR)	The variety of perspective, knowledge, skills in application to manipulate the marketing operation and marketing knowledge development as efficiently within an organization and enhancing decision-making or problem-solving better adapt rapidly in changing demand.	The degree of the variety of perspective, knowledge, skills in application to manipulate the marketing operation and marketing knowledge development as efficiently within an organization and enhancing decision-making or problem-solving better adapt rapidly in changing demand.	New scale

Table 8 (Continued)

Constructs	Definitions	Operational Variables	Scale Sources
Control Variables			
Research and development expenditures (RDE)	The percentage of expenditures is R&D per year (Diaconu, 2014; Jaruzelski, Loehr, and Holman, 2012; Zenger and Lazzarini, 2004).	Dummy variable 0 = 0 or less than 4 Percent 1 = more than 4 Percent	New scale
Firm experience (FEX)	The number of years a firm has been in operation in operation adapted from (Chen and Huang, 2009; Moorman and Minner, 1997).	Dummy variable 0 = ten years or less, 1 = more than ten years	Adapt from Chen and Huang (2009)

CHAPTER IV

RESULTS AND DISCUSSION

Previous chapter explains the research methodologies which consist of the sample selection, the data collection procedure, and the test of non-response bias. In order to achieve the research objectives and research questions. This chapter presents the analysis of the survey data and the results of hypothesis testing and discussion which are organized as follows. Firstly, the respondent and firm characteristics are presented. Secondly, the hypotheses testing and results are detailed. Finally, the summary of all hypotheses testing are included in Table 16.

Respondent Characteristics and Descriptive Statistics

Respondent Characteristic

This research, information and communication technology businesses in Thailand are the unit of analysis and the key informants certainly are marketing directors or marketing managers. They are also called respondents because they represent their information and communication technology businesses and complete the questionnaire of this research. The respondent characteristics are described by the demographic characteristics of respondents including gender, age, marital status, education level, current position, average revenue per month, and current position. Moreover, information and communication technology businesses are also described by types of business, type of product, period of time operation, operation capital, firm's average revenue per year, total assets of the firm, number of full-time employees, and percent of research and development expenditures per year. Table 1B in Appendix B shows the demographic characteristics of the 228 participants with returned questionnaires. Most respondents are male (50.40 percent). The age span of respondents is between 30-40 years old (39.90percent). Marital status is married (52.60 percent). Education level is higher than bachelor's degrees (56.10 percent). Work experience is more than 15 years (36.80 percent). Average revenue per month is between 50,000-100,000 Baht per month



(38.60 percent). Finally, the current position of respondents is marketing managers (50.90 percent).

Firms Characteristics

For Table 1C (in Appendix C), illustrates the firm characteristics of information and communication technology businesses in Thailand. The results illustrate that most respondents are a corporate (96.10 percent). For the product types of a firm, the most of them are manufacturing and software services (39.90 percent). The period of time in operation is more than 15 years (37.30 percent). The operational capital is less than 25,000,000 Baht (65.80 percent). The most of firm's average revenue per year is less than 50,000,000 Baht (54.40 percent). And total asset of the firm is also less than 50,000,000 Baht (60.10 percent). The number of employees in the organization is less than 50 persons (64.50 percent). The percentage of expenditures on research and development per year is less than 4 percent (48.70 percent).

Descriptive Statistics

The mean and standard deviation for analysis descriptive statistical analysis utilized to describe the basic features of the data and characteristics of variables. The descriptive statistics of all variables of 228 usable respondents are illustrated in Table 6, 8 and 12. All of variable are gained by the survey that are measured by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The descriptive statistics of strategic marketing creativity and its consequence are demonstrated in Table 9. The result indicates that information and communication technology businesses in Thailand show a high degree of strategic marketing creativity. Standard deviation value of strategic marketing creativity is 0.43-0.58. In addition, the mean score for the measure of consequences of strategic marketing creativity are relatively high in consist of best marketing practice (3.92), value innovation (3.85), marketing effectiveness (3.86), marketing response success (3.79), sustainable marketing advantage (4.00) and marketing profitability (4.00). Meanwhile, the mean of the moderating effect of marketing well-roundedness is (4.11). Respectively, the consequences of strategic marketing creativity have a standard deviation value at 0.52-0.63.



The descriptive statistics of the antecedents of strategic marketing creativity are shown in Table 9. The results show that the mean score is rather high comprise of marketing long-term vision (4.06), marketing transformational capability (3.63), dynamic marketing learning (3.91), market uncertainty (4.05), and technology change (4.16). Meanwhile, the mean of the moderating effect of competitive intensity is 4.20. Consequently, these results indicate a high degree of leadership of marketing management, marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, and technology change also competitive intensity. Finally, the standard deviations of antecedents of strategic marketing creativity have a value of 0.46-0.63.

Correlation Analysis

In this research, multicollinearity problem was concern in independent variable. Hence, the Pearson correlation for the bivariate analysis is utilized to describe the relationships between variables and to investigate the presence of a multicollinearity problem. Multicollinearity problem is indicated when independent variables have inter-correlation exceeding 0.80 (Hair et al., 2006). According to Table 9 shows the results of the correlation analysis of all constructs. Meanwhile six dimensions of strategic marketing creativity were treated as independent variables have a correlation between $r = 0.261$, $p < 0.05$ - 0.625 , $p < 0.01$ that did not exceed 0.8. Therefore, this results have no multicollinearity problem and also indicate that all dimensions of strategic marketing creativity are a significantly and positively correlated with best marketing practice, value innovation, marketing effectiveness, marketing response success, sustainable marketing advantage and marketing profitability ($r=0.155$, $p < 0.05$ - 0.657 , $p < 0.01$). The antecedent variables, including marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty and technology change ($r = 0.259$, $p < 0.01$ - 0.631 , $p < 0.01$). Besides, the correlations between moderating variables (competitive intensity) and the antecedents in correlation matrix illustrate a significant correlation between $r = 0.155$, $p < 0.05$ - 0.311 , $p < 0.10$. Also marketing well-roundedness as moderating variables are a significantly and positively correlated with best marketing practice, value innovation, marketing effectiveness, marketing response success, sustainable marketing advantage and marketing profitability ($r = 0.122$, $p < 0.10$ - 0.236 , $p < 0.01$).



Therefore, correlation matrix can justify the correlation between two variables and verify multicollinearity problems by inter-correlations among independent variables. The results indicate that there are no multicollinearity problems in this research. Due to the correlation matrix reveals correlation between all dimensions of strategic marketing creativity and its consequences lower than 0.80. The evidence suggests that there are inter-correlations among the independent variables which are less than 0.80 as recommended by Hair et al. (2006), meaning that each variable is not highly correlated with each other. As a result, the sign of multicollinearity problems may not occur. However, generally accepted levels of multicollinearity are diagnosed using variance inflation factors (VIF) (Hair et al., 2006) which are described in the next part.



Table 9 Descriptive Statistics and Correlation Matrix of Strategic Marketing Creativity and all Constructs

Variables	NIG	DRD	MAI	VDO	NMC	UPI	BMP	VIN	MEF	MRS	SMA	MPR	MLV	MTC	DML	MUC	TEC	MWR	CIT	FRD	FEX
MEAN	3.963	3.945	4.191	3.907	3.948	4.036	3.920	3.854	3.858	3.789	3.997	4.007	4.061	3.627	3.910	4.046	4.157	4.111	4.197	N/A	N/A
S.D.	.433	.550	.504	.580	.508	.575	.625	.626	.554	.623	.515	.552	.464	.630	.599	.527	.535	.400	.515		
NIG	1.000																				
DRD	.261**	1.000																			
MAI	.381***	.401***	1.000																		
VDO	.397***	.518***	.519***	1.000																	
NMC	.348***	.554***	.517***	.625***	1.000																
UPI	.368***	.410***	.437***	.567***	.609***	1.000															
BMP	.448***	.424***	.516***	.652***	.519***	.614***	1.000														
VIN	.396***	.311***	.424***	.460***	.463***	.582***	.689***	1.000													
MEF	.318***	.278***	.263***	.402***	.433***	.489***	.614***	.551***	1.000												
MRS	.439***	.374***	.348***	.463***	.544***	.657***	.653***	.558***	.613***	1.000											
SMA	.583***	.251***	.401***	.464***	.423***	.436***	.687***	.497***	.453***	.559***	1.000										
MPR	.563***	.155***	.292***	.282***	.320***	.384***	.382***	.451***	.329***	.478***	.548***	1.000									
MLV	.446***	.434***	.396***	.504***	.498***	.498***	.550***	.569***	.416***	.506***	.478***	.537***	1.000								
MTC	.458***	.470***	.411***	.583***	.509***	.580***	.670***	.565***	.515***	.614***	.523***	.476***	.721***	1.000							
DML	.416***	.610***	.452***	.631***	.607***	.584***	.639***	.568***	.531***	.588***	.483***	.362***	.692***	.722***	1.000						
MUC	.361***	.267***	.306***	.417***	.424***	.483***	.467***	.490***	.336***	.451***	.355***	.403***	.542***	.585***	.484***	1.000					
TEC	.259***	.303***	.336***	.405***	.471***	.430***	.424***	.330***	.292***	.393***	.291***	.256***	.476***	.428***	.483***	.513***	1.000				
MWR	.065	.239***	.185***	.210***	.207***	.242***	.158**	.236***	.162**	.122	.045	.050	.214***	.191***	.260***	.136**	.143**	1.000			
CIT	.086	.155**	.122	.171***	.212***	.311***	.215***	.194***	.140**	.251***	.184***	.198***	.311***	.334***	.248***	.308***	.253***	.094	1.000		
FRD	.091	.172***	.115	.128	.094	-.060	.126	.031	.061	.074	.089	.114	.114	.153**	.141**	.009	-.036	.073	.037	1.000	
FEX	.180**	.057	.138**	.188***	.188**	.157	.387***	.229***	.192***	.251***	.332***	.156**	.236***	.276***	.235***	.213***	.151**	-.059	-.085	.165**	1.000

***p<0.01, **p<0.05, control variable: FRD = Firm R&D Expenditures, FEX=Firm Experience

Hypothesis Testing and Results

The multiple regression analysis is conducted in the research. The regression equation generated is a linear combination of the independent variables that best explains and predicts the dependent variable. Then, multiple regression analysis is an appropriate method for examining the hypothesized relationships. The all hypotheses in this dissertation are transformed to twenty-nine equations. Furthermore, there are two dummy variables of firm research and development expenditures, firm experience which are consistent with the data collection included in those equations for testing as follows:

The Effects of Strategic Marketing Creativity on Its Consequences, and the Moderating Role of Marketing Well-Roundedness

Figure 6 The Effects of Strategic Marketing creativity on Its Consequences, and the Moderating Role of Marketing Well-Roundedness

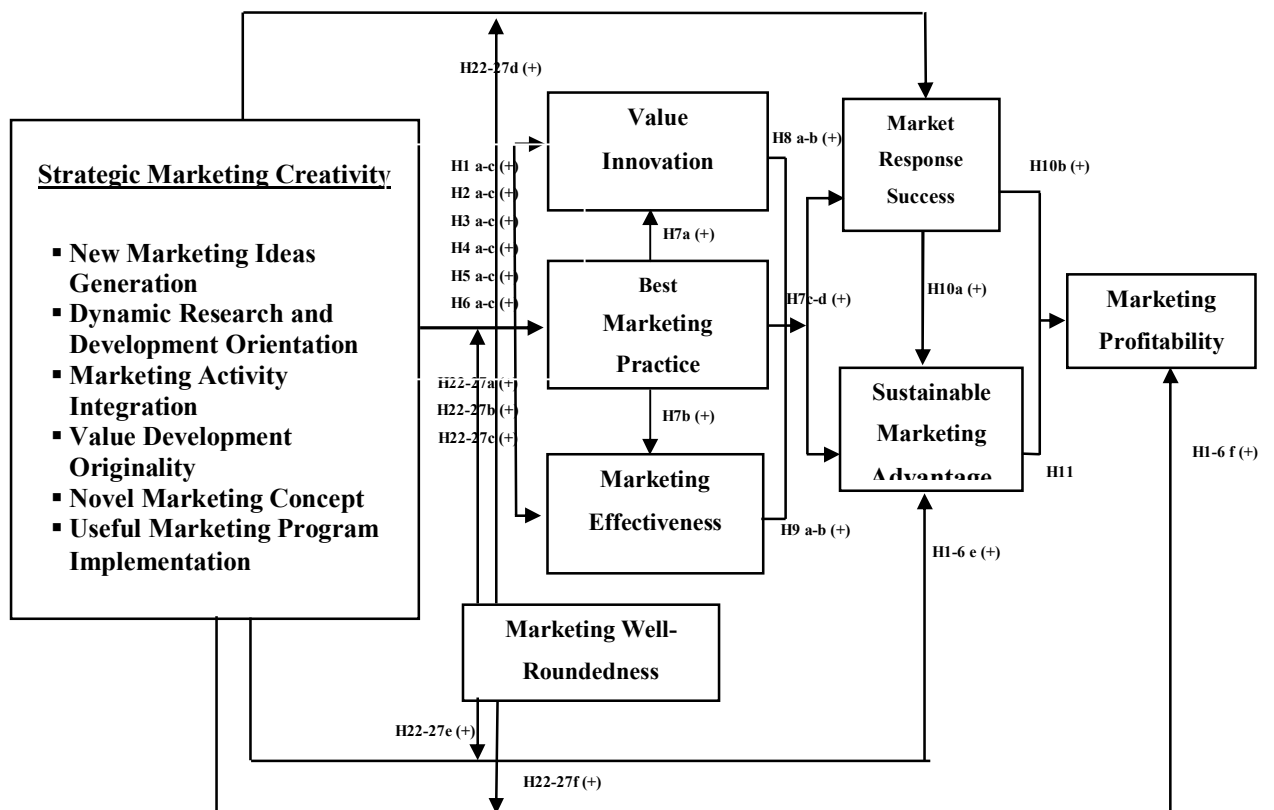


Figure 6 demonstrates the relationships among the six dimensions of strategic marketing creativity on its consequences based on Hypotheses 1a-1f, 2a-2f, 3a-3f, 4a-4f, 5a-5f, and 6a-6f. These hypotheses are analyzed from the regression equations 1-6 according to Chapter 2. Also, Figure 6 demonstrates the relationships among the outcomes of strategic marketing creativity and the outcome of marketing (including best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability) which are based on Hypotheses 7a-7d, 8a-8b, and 9a-9b. These research hypotheses are analyzed from the regression equations 7, 8 and 9 according to Chapter 2. The relationships among market response success, sustainable marketing advantage, and marketing profitability are also demonstrated which are based on Hypotheses 10a-10b and 11. These research hypotheses are analyzed from the regression equations 10 and 11 according to Chapter 2. In addition, the moderating effect of marketing well-roundedness on the relationship among best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability which are based on Hypotheses 22a-22f to 27a-27f. These research hypotheses are analyzed from the regression equations 24, 25, 26, 27, 28 and 29 according to Chapter 3.

This research proposes that the six dimensions of strategic marketing creativity and the moderating role of marketing well-roundedness are positively associated with its consequences from the regression model. Thus, Table 11 presents the results of multiple regression analysis of the relationship among six dimensions of strategic marketing creativity on best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability. The moderating effect of marketing well-roundedness on the relationship among best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability has already mentioned in chapter 1.



Table 10 Descriptive Statistics and Correlation Matrix for Strategic Marketing Creativity, Its Consequence and Moderating Effect Constructs

Variables	NIG	DRD	MAI	VDO	NMC	UPI	BMP	VIN	MEF	MRS	SMA	MPR	MWR	FRD	FEX
MEAN	3.963	3.945	4.191	3.907	3.948	4.036	3.920	3.854	3.858	3.789	3.997	4.007	4.111	N/A	N/A
S.D.	.433	.550	.504	.580	.508	.575	.625	.626	.554	.623	.515	.552	.400		
NIG	1.000														
DRD	.261**	1.000													
MAI	.381***	.401***	1.000												
VDO	.397***	.518***	.519***	1.000											
NMC	.348***	.554***	.517***	.625***	1.000										
UPI	.368***	.410***	.437***	.567***	.609***	1.000									
BMP	.448***	.424***	.516***	.652***	.519***	.614***	1.000								
VIN	.396***	.311***	.424***	.460***	.463***	.582***	.689***	1.000							
MEF	.318***	.278***	.263***	.402***	.433***	.489***	.614***	.551***	1.000						
MRS	.439***	.374***	.348***	.463***	.544***	.657***	.653***	.558***	.613***	1.000					
SMA	.583***	.251***	.401***	.464***	.423***	.436***	.687***	.497***	.453***	.559***	1.000				
MPR	.563***	.155**	.292***	.282***	.320***	.384***	.382***	.451***	.329***	.478***	.548***	1.000			
MWR	.065	.239***	.185***	.210***	.207***	.242***	.158**	.236***	.162**	.122	.045	.050	1.000		
FRD	.091	.172***	.115	.128	.094	-.060	.126	.031	.061	.074	.089	.114	.073	1.000	
FEX	.180**	.057	.138**	.188***	.188**	.157*	.387***	.229***	.192***	.251***	.332***	.156**	-.059	.165**	1.000

***p<0.01, **p<0.05, *p<0.1

Table 10 shows the correlation analysis of the moderating role of marketing well-roundedness between six dimensions of strategic marketing creativity and its consequences (best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability). In this research, six dimensions of strategic marketing creativity and marketing well-roundedness were treated as independent variables which concerned about the multicollinearity problem. The results illustrate that the relationship of six dimensions of strategic marketing creativity and marketing well-roundedness. They have a significant on independent variables. Accordingly, the result exhibits the correlation coefficient among antecedence variables as $r = 0.185$, $p < 0.01$ - 0.625 , $p < 0.01$. These correlations are less than 0.80 as recommended by Berry and Feldman (1985). Therefore, the multicollinearity problems should not be of concern that meaning to the relationship among those variables which is independent of one another and without multicollinearity problem of this research. Moreover, the variance inflation factors



(VIF) have the maximum value as 3.987 which Table 11 show that VIF value has not over than 10 (Kutner, Nachtsheim, and Neter, 2008). The results of the multiple regression analysis of the relationships between the dimension of strategic marketing creativity and its consequences indicated in Hypotheses 1 to 6 and the moderating effect of marketing well-roundedness on the relationship among best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability as aforementioned in Hypotheses 22a-22f to 27a-27f are presented in Table 11.



Table 11 Results of Regression Analysis for Effects of Strategic marketing Creativity, Its Consequences and Marketing Well-Roundedness as a Moderator

Independent Variables	Dependent Variable											
	Eq.1	Eq.24	Eq.2	Eq.25	Eq.3	Eq.26	Eq.4	Eq.27	Eq.5	Eq.28	Eq.6	Eq.29
	BMP	BMP	VIN	VIN	MEF	MEF	MRS	MRS	SMA	SMA	MPR	MPR
New Marketing Ideas Generation (NIG) H1a-H1f	.114** (.048)	.148*** (.049)	.143** (.059)	.175*** (.061)	.118* (.064)	.150** (.065)	.194*** (.053)	.213*** (.056)	.407*** (.056)	.429*** (.058)	.481*** (.061)	.474*** (.064)
Dynamic Research and Development (DRD) H2a-H2f	.062 (.054)	.081 (.054)	-.006 (.066)	-.020 (.067)	-.004 (.072)	.012 (.072)	.046 (.060)	.063 (.061)	-.065 (.063)	-.041 (.064)	-.107 (.068)	-.081 (.070)
Marketing Activity Integration (MAI) H3a-H3f	.145*** (.053)	.150*** (.053)	.125* (.065)	.124* (.066)	-.063 (.071)	-.036 (.070)	-.055 (.059)	-.047 (.060)	.078 (.062)	.072 (.063)	.029 (.067)	.026 (.069)
Value Development Originality (VDO) H4a-H4f	.314*** (.061)	.305*** (.063)	.068 (.075)	.085 (.078)	.093 (.082)	.156* (.083)	-.016 (.068)	.024 (.071)	.141** (.071)	.123* (.074)	-.069 (.077)	-.082 (.081)
Novel Marketing Concept (NMC) H5a-H5f	-.061 (.063)	-.054 (.064)	.054 (.078)	.041 (.080)	.159* (.085)	.101 (.085)	.170** (.071)	.150** (.073)	.080 (.074)	.108 (.076)	.090 (.080)	.093 (.084)
Useful Marketing Program Implementation (UPI) H6a-H6f	.307*** (.058)	.270*** (.060)	.389*** (.071)	.334*** (.075)	.315*** (.078)	.248*** (.080)	.483*** (.064)	.466*** (.068)	.120* (.068)	.120* (.072)	.226*** (.073)	.251*** (.078)
Marketing Well-roundedness (MWR)		-.012 (.045)		.096* (.056)		.056 (.059)		-.039 (.051)		-.052 (.053)		-.023 (.058)
NIG x MWR: H22a-H22f		.013 (.048)		.002 (.059)		-.017 (.063)		.064 (.054)		.091 (.057)		.041 (.062)
DRD x MWR: H23a-H23f		.060 (.051)		-.037 (.064)		.073 (.068)		.031 (.058)		.073 (.061)		.122* (.067)
MAI x MWR: H24a-H24f		.015 (.051)		.012 (.063)		.181*** (.067)		.020 (.057)		-.057 (.060)		-.028 (.066)
VDO x MWR: H25a-H25f		-.065 (.069)		.030 (.086)		.069 (.092)		.067 (.078)		-.066 (.082)		-.032 (.090)
NMC x MWR: H26a-H26f		.138* (.073)		.075 (.090)		-.132 (.096)		-.099 (.082)		.061 (.086)		-.104 (.094)
UMP x MWR: H27a-H27f		-.061 (.057)		.024 (.072)		.100 (.076)		.063 (.065)		-.071 (.068)		-.005 (.075)
FRD	.065 (.089)	.032 (.090)	-.004 (.109)	-.043 (.112)	.076 (.119)	.042 (.119)	.105 (.099)	.117 (.101)	.010 (.104)	.016 (.106)	.192* (.113)	.217* (.116)
FEX	.487*** (.089)	.481*** (.089)	.206* (.109)	.214** (.111)	.154 (.119)	.142 (.118)	.217** (.099)	.198** (.101)	.382*** (.104)	.380*** (.106)	.032 (.113)	.041 (.116)
Adjusted R²	.597	.608	.545	.393	.272	.311	.499	.498	.448	.449	.349	.341
Maximum VIF	2.256	3.987	2.256	3.987	2.256	3.987	2.256	3.987	2.256	3.987	2.256	3.987



The first six hypotheses focus on the relationships between the strategic marketing creativity (new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept, and useful marketing program implementation) and its consequences (best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability). Surprisingly, The findings indicate that new marketing ideas generation has a positive effect on best marketing practice (H1a: $\beta_1 = .114$, $p < 0.05$), value innovation (H1b: $\beta_9 = .143$, $p < 0.05$), marketing effectiveness (H1c: $\beta_{17} = .118$, $p < 0.10$), market response success (H1d: $\beta_{25} = .194$, $p < 0.01$), sustainable marketing advantage (H1e: $\beta_{33} = .407$, $p < 0.01$), and marketing profitability (H1e: $\beta_{41} = .481$, $p < 0.01$). Consistent with, (Glassman, 2009) assert that new marketing ideas generation assist firm to innovate or develop new valuable solutions under posing the questions, which are to find the answer for new product development and good marketing strategy (Toubia, 2006). **Hence, Hypotheses 1a and 1b are supported.** That is, new marketing ideas generation is positively related to best marketing practice and value innovation. New marketing ideas generation enables firms to enhance effectively solutions of customer need in current and future (Chang, Tein and Lee, 2010). Firms can innovate or develop unique valuable to market along with better marketing strategy, allow firms to deliver the greater customer satisfaction through fresh proposition or create new practices, from development of their existing innovation (Damanpour and Wischnevsky, 2006). **Hence, Hypotheses 1c and 1d are supported.** That is, new marketing ideas generation is positively related to marketing effectiveness and market response success. Meanwhile, firm's capability innovate the unique value proposition, assists firm to enhance superior solutions to current and future customer needs, which in turn, improves a firm's competitive position and performance (Nijssen et al., 2006). **Hence, Hypotheses 1e and 1f are supported,** that is, new marketing ideas generation is positively related to sustainable marketing advantage and marketing profitability.

The second hypothesis is to investigate the relationship between dynamic research and development orientation which is the second dimension of strategic marketing creativity and its consequences. Surprisingly, the results from table 11



indicated that dynamic research and development orientation have no significant on best marketing practice (H2a: $\beta_2 = .062$, $p > 0.10$), value innovation (H2b: $\beta_{10} = -.066$, $p > 0.10$), marketing effectiveness (H2c: $\beta_{18} = -.004$, $p > 0.10$), marketing response success (H2d: $\beta_{26} = .046$, $p > 0.10$), sustainable marketing advantage (H2e: $\beta_{34} = -.065$, $p > 0.10$) and marketing profitability (H2f: $\beta_{42} = -.107$, $p > 0.10$). Previous research indicated that valuable stock of knowledge derive from conduct efficiently acquirement, development, and utilization of technological knowledge, will enhance to deliver distinctively meets customer requirements from seeking continuous market needs, became considerable tools in helping survive and sustain in the competitive market (Ussahawanitchakit, 2008). The finding of this research indicates that dynamic research and development orientation maybe not conduct efficiently acquirement, development, and utilization of technological knowledge for improving systematic performance in order to leverage the standards of industry. Particularly, available literature suggests that more complicated product or process innovation generally relies on formal R&D (Parisi, Schiantarelli and Sembenelli, 2006). Previous research argue that the high-value project aligned with the business's strategy, the right balance of projects and the right number of objective conducting efficiently acquirement, development, and utilization of technological knowledge characterized from, lead to better marketing effectiveness (Cooper, Edgett and Kleinschmidt, 1999). Besides, performance of research and development of organizational not only depends on the gigantic amount of money and other resources but also depends highly on the sharp vision and strategy of firm (Banwet and Deshmukh, 2006). Firms' capabilities comprise knowledge, talent, team structures, process, and tools, enable effective research and development to produce innovation (Jaruzelski and Dehoff, 2010). Furthermore, Lee and Hung (2006), who argued R&D intensity alone, cannot be a source of value creation. They reveal commercialization orientation in the process of exploiting the value of technology assets is more significant than R&D. This imply that dynamic research and development orientation alone could not drive market response success, sustainable marketing advantage, and marketing profitability unless the appropriate commercialization. **Thus, Hypotheses 2a, 2b, 2c, 2d and 2f are not supported.** That is, dynamic research and development orientation is not positively related to value innovation marketing effectiveness, market response success, sustainable marketing advantage, and marketing



profitability. However, dynamic research and development orientation need verification in the future.

Marketing activity integration which is the third dimension of strategic marketing creativity is expected to have a significant positive relationship with its consequence. Table 11 reveals that marketing activity integration has a significant positive effect on best marketing practice (H3a: $\beta_3 = .145$, $p < 0.1$) and value innovation (H3a: $\beta_{11} = .125$, $p < 0.10$). These results suggest that a firm with higher marketing activity integration is more likely to gain best marketing practice and value innovation. Consistent with Barczak, Griffin, and Kahn (2009), they assert that firms strive to improve their own innovative development methods and practices to assist managers in decision making through integrate their innovation strategy, across all the levels of the firm, allows better support to implement of employee and team communications. Moreover, Madhani (2012) note that marketing activity integration and supply chain management, can enhance customer value proposition for better firms' performance. The firms' strategic marketing creativity through marketing activity integration allow better support to implement of employee and to more effectively monitor marketing environment and deal specifically with value innovation. **Thus, Hypotheses 3a and 3b are supported.** That is marketing activity integration generation is positively related to best marketing practice and value innovation. In contrast, marketing activity integration has no significant positive effect on marketing effectiveness (H3c: $\beta_{19} = -.063$, $p > 0.10$), market response success (H3d: $\beta_{27} = -.055$, $p > 0.10$), sustainable marketing advantage (H3e: $\beta_{35} = .078$, $p > 0.10$), and marketing profitability (H3f: $\beta_{43} = .029$, $p > 0.10$). Previous research reveal that organizations have integrated internal and external to sharing information of whole marketing through information systems, allowed to improve the quality of implementation (Sääksjärvi and Talvinen, 1993). The finding of this research indicates that marketing activity integration has no significant positive effect on marketing effectiveness. Due to it may be not sufficient sharing information of whole marketing. **Hence, Hypothesis 3c is not supported.** Also, the finding of this research indicates that marketing activity integration has no significant positive effect on market response success. Consistent with, Gimenez and Ventura (2005) argued that the external collaboration among supply chain members in the logistics-production interface allows better firms' logistics-performance, while the integration achieved in



the logistic marketing interface does not lead to reductions in costs, stock-outs and lead-time. This is implied that marketing activity integration does not contribute to respond better customer need. **Hence, Hypothesis 3d is not supported.** According to Homburg and Jensen (2007) reveal that marketing's interfaces with other business functions have more quality and cooperation together, or an interaction perspective, enhancing the market performance of the business unit. Therefore, these results are implied that marketing activity integration may not be sufficient to cooperation together, or interaction perspective cooperation together or an interaction perspective seriously. **Hence, Hypothesis 3e is not supported;** it may imply that only marketing activity integration may not sufficient to increasing marketing profitability. **Hence, Hypothesis 3f is not supported.**

Next, the results show that value development originality has a significant positive effect on best marketing practice (H4a: $\beta_4 = .314$, $p < 0.01$), and sustainable marketing advantage (H4e: $\beta_{36} = .141$, $p < 0.05$). **Thus, Hypotheses 4a and 4e are supported.** These findings indicate that value development originality is the instrument of offering unique value to deliver better customer satisfaction, which is the one way for keeping on repeating sales customer or maintaining customer loyalty and always positive word of mouth (Bearden and Teel, 1983). The firms' strategic marketing creativity through value development originality, allows firm to be the first mover of market on creating unique value and offering the better benefits than its costs in customer perspective, trended to increasing customer satisfaction, lead to long service or extending the product life cycle.

In contrast, value development originality has no significant positive effect on value innovation (H4b: $\beta_{12} = .068$, $p > 0.10$), marketing effectiveness (H4c: $\beta_{20} = .093$, $p > 0.10$), market response success (H4d: $\beta_{28} = -.016$, $p > 0.10$), and marketing profitability (H4f: $\beta_{44} = -.069$, $p > 0.10$). According to Gustafsson, Kristensson, and Witell, (2012) assert that customer co-creation has a positive significant effect on product success when developing incremental innovations while it has not positive significant effect on product success when developing radical innovations. The findings indicate that firms' strategic marketing creativity through value development originality should be concerned with communicating with customers in order to understand their future needs. However, developing radical innovations, firms don't require many



information of customer need. On the other word, firms focus on creating new solutions due to “customers don’t know what they want in the future” (Eisingerich, Bell, and Tracey, 2010). Until they see and use radical innovations, which make customers difficulty to suggest new solutions. Base on radical innovation, firms should provoke or establish the customer’s need more than they gradually to develop and improve the products according to customer requirements. Such as nobody even thinks that one day someone will make phones that work with touching our hands. Firms must have a good matching between latent customer needs and new solution in radical innovations; lead to succeed in marketing (Witell et al., 2011). The finding in this research implies that firms may be not good connected between latent customer needs and new solution, could not affect consumer’s behaviors, which in turn innovate consumer’s behaviors and succeed in marketing. **Hence, Hypotheses 4b, 4c, 4d, and 4f are not supported**, that is, value development originality is not positively related to value innovation, marketing effectiveness, market response success, and marketing profitability.

Novel marketing concept is the fifth dimension of strategic marketing creativity. The results in dictated that novel marketing concept has a significant positive effect on marketing effectiveness (H5c: $\beta_{21} = .159$, $p < 0.10$) and market response success (H5d: $\beta_{29} = .170$, $p < 0.05$). Consistent with, Slater and Narver (1995) reveal that market orientation and learning orientation, enhance to anticipate well to develop customer’s need and effectiveness of response to opportunities through improving quality and speed to market. Previous research indicated that social media marketing effectiveness, new way to contact with their customer, is more likely influenced through contents quality, the company’s involvement, and its association with the other marketing platforms (Pradiptarini, 2011). **Thus, Hypotheses 5c and 5d are supported**. In contrast, novel marketing concept has no significant positive effect on best marketing practice (H5a: $\beta_5 = -.061$, $p > 0.10$), value innovation (H5b: $\beta_{13} = .054$, $p > 0.10$), sustainable marketing advantage (H5e: $\beta_{37} = .080$, $p > 0.10$), and marketing profitability (H5f: $\beta_{45} = .090$, $p > 0.10$). According to, Hurley and Hult (1998) and Slater and Naver (1998) and Day (1999) suggest that organizations to create and to sustain new-product success, should balance between marketing orientation and innovation orientation, or in terms of responsive market orientation and proactive market orientation, should complement each other. Empirical research asserted that a responsive market orientation



is not sufficient to succeed new-product because of listening too carefully to their customers rather than to discover, to comprehend and satisfy the latent need of user (Narver, Slater, and MacLachlan, 2004). Similarly, customer orientation has a negative influence on firm performance because of the lack of breakthrough innovation in the context of professional theaters (Voss and Voss, 2000). Besides, consumers themselves have influenced consumer's behaviors that are related to innovative behavior (Roehrich, 2004). The finding in this research implies that firms may have not been incorporated adequately between marketing orientation and innovation orientation, or not appropriate to search, to adopt new approach and to exploit new market. **Hence, Hypotheses 5a, 5b, 5e and 5f are not supported**, that is, novel marketing concept is not positively related to best marketing practice, value innovation, sustainable marketing advantage, and marketing profitability.

Surprisingly, the results reveal that useful marketing program implementation has a significant positive effect on best marketing practice (H6a: $\beta_6 = .370$, $p < 0.01$), value innovation (H6b: $\beta_{14} = .389$, $p < 0.01$), marketing effectiveness (H6c: $\beta_{22} = .315$, $p < 0.01$), market response success (H6d: $\beta_{30} = .483$, $p < 0.01$), sustainable marketing advantage (H6e: $\beta_{38} = .120$, $p < 0.10$) and marketing profitability (H6f: $\beta_{46} = .226$, $p < 0.01$). **Hence, Hypotheses 6a-6 f are supported**, that is, useful marketing program implementation is positively related to best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. Consistent with Liu (2007) assert useful marketing program implementation depended on designing the marketing programs that attract, retain a customer relationship through analyzed consumer idiosyncrasies, allows a firm to select the unique value and offer in the superior marketing mix. Likewise, Bolton, Kannan, and Bramlett (2000) assert that the loyalty program in a financial service grant extended returns and increasing service usage along with to overlook negative service experiences. Similarly, Lewis (2004) suggests that loyalty programs are related in positive with re-patronage of consumer decisions. Hence, firm with robust of useful marketing program implementation is more likely better customer relationships through the good marketing mix, lead to greater customer satisfaction and increasing marketing performance.



For the control variables, research and development expenditures has only significant impact on marketing profitability ($\beta_{47} = .192$, $p < 0.10$) while it has no significant impact on best marketing practice ($\beta_7 = .065$, $p > 0.10$), value innovation ($\beta_{15} = -.004$, $p > 0.10$), marketing effectiveness ($\beta_{23} = .076$, $p > 0.10$), market response success ($\beta_{31} = .099$, $p > 0.10$), sustainable marketing advantage ($\beta_{39} = .010$, $p > 0.10$). Therefore, the relationship between six dimensions of strategic marketing creativity among best marketing practice, value innovation, marketing effectiveness and marketing effectiveness are not influenced by research and development expenditures.

In addition, firms experience has significant impact on best marketing practice ($\beta_8 = .487$, $p < 0.01$), value innovation ($\beta_{16} = .206$, $p < 0.10$), market response success ($\beta_{32} = .217$, $p < 0.05$), and sustainable marketing advantage ($\beta_{40} = .104$, $p < 0.01$). This result indicates that a firm operating in business for a long time has more experience for creativity organization more effectively than the late entrants (Moorman and Minner, 1997). Conversely, firms experience has no significant impact on marketing effectiveness ($\beta_{24} = .154$, $p > 0.10$) and marketing profitability ($\beta_{48} = .032$, $p > 0.10$). However, literature, the longtime of a firm operating in business related to more creativity power than the late entrants (Moorman and Minner, 1997; Chen and Huang, 2009).

Overall of evidence indicates that five of the six dimensions of strategic marketing creativity (including new marketing ideas generation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation) have significant positive association with best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. Meanwhile, dynamic research and development orientation has no significant influence on all six consequence of strategic marketing creativity. Therefore, ***Hypotheses 2a-2f, 3c-3f, 4b-4d, 5b, and 5e-5f are not supported.***

Accordingly, marketing well-roundedness as a moderator in the relationship as shown in table 19 among six dimensions of strategic marketing creativity and its consequences including, best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability, the results show the non-significance of moderating effects of marketing



well-roundedness on the relationship between six dimensions of strategic marketing creativity among best marketing practice (H22a: $\beta_{197} = .013$, $p > 0.10$), value innovation (H22b: $\beta_{212} = .002$, $p > 0.10$), marketing effectiveness (H22c: $\beta_{227} = -.017$, $p > 0.10$), market response success (H22d: $\beta_{242} = .064$, $p > 0.10$), sustainable marketing advantage (H22e: $\beta_{257} = .091$, $p > 0.10$), marketing profitability (H22f: $\beta_{272} = .041$, $p > 0.10$). **Thus, Hypotheses 22a, 22b, 22c, 22d, 22e and 22f are not supported.**

Meanwhile, the results show that marketing well-roundedness as a moderator has a significant positive impact on the relationship between dynamic research and development orientation and marketing profitability (H23f: $\beta_{273} = .122$, $p < 0.10$). **Thus, Hypothesis 23f is supported.** Instead, marketing well-roundedness as a moderator has not a significant positive impact on the relationship among best marketing practice (H23a: $\beta_{198} = .060$, $p > 0.10$), value innovation (H23b: $\beta_{213} = -.037$, $p > 0.10$), marketing effectiveness (H23c: $\beta_{228} = .073$, $p > 0.10$), market response success (H23d: $\beta_{243} = .031$, $p > 0.10$), and sustainable marketing advantage (H23e: $\beta_{258} = .073$, $p > 0.10$). **Therefore, Hypotheses 23a, 23b, 23c, 23d and 23e are not supported.**

Likewise, the moderating role of marketing well-roundedness has no effect on relationships among marketing activity integration and best marketing practice (H24a: $\beta_{199} = .015$, $p > 0.10$), value innovation (H24b: $\beta_{214} = .012$, $p > 0.10$), market response success (H24d: $\beta_{244} = .020$, $p > 0.10$), sustainable marketing advantage (H24e: $\beta_{259} = -.057$, $p > 0.10$), and marketing profitability (H24f: $\beta_{274} = -.028$, $p > 0.10$). **Hence, Hypotheses 24a, 24b, 24d, 24e and 24f are not supported.** Otherwise, marketing well-roundedness as a moderator has a significant positive impact on the relationship between marketing activity integration and marketing effectiveness (H24c: $\beta_{229} = .181$, $p < 0.01$). Consistent with, a variety of aspects, knowledge, and skills related to marketing management, product development management, supply-chain management and customer relationship management (Srivastava, Shervani, and Fahey, 1999), service marketing (Vargo and Lusch, 2004), likely to effectiveness and efficiency in core business operation. Likewise, Mentzer, Stank, and Esper (2008) indicated that variety of know-how in marketing operation management will enhance precise decision-making, gained well-balance all activity in firms under recognized by all parties involved. **Thus, Hypothesis 24c is supported.**



Conversely, the results reveal that marketing well-roundedness moderates has no significant positive impact on the relationship between value development originality and best marketing practice (H25a: $\beta_{200} = -.065$, $p > 0.10$), value innovation (H25b: $\beta_{215} = .030$, $p > 0.10$), marketing effectiveness (H25c: $\beta_{230} = .069$, $p > 0.10$), market response success (H25d: $\beta_{245} = .067$, $p > 0.10$), sustainable marketing advantage (H25e: $\beta_{260} = -.066$, $p > 0.10$), and marketing profitability (H25f: $\beta_{275} = -.032$, $p > 0.10$). **Hence, Hypotheses 25a, 25b, 25c, 25d, 25e and 25f are not supported.**

Likewise, marketing well-roundedness moderates has a significant positive impact on the relationship between novel marketing concept and best marketing practice (H26a; $\beta_{201} = .138$, $p < 0.10$) but not significant with, value innovation (H26b: $\beta_{216} = .075$, $p > 0.10$), marketing effectiveness (H26c: $\beta_{231} = -.132$, $p > 0.10$), market response success (H26d: $\beta_{246} = -.099$, $p > 0.10$), sustainable marketing advantage (H26e: $\beta_{261} = .061$, $p > 0.10$) and marketing profitability (H26f: $\beta_{276} = -.104$, $p > 0.10$). **Therefore, Hypothesis 26a is supported, but Hypotheses 26b, 26c, 26d, 26e and 26f are not supported.**

Eventually, the results reveal that marketing well-roundedness moderates has no significant positive impact on the relationship between useful marketing program implementation and best marketing practice (H27a: $\beta_{202} = -.061$, $p > 0.10$), value innovation (H27b: $\beta_{217} = .024$, $p > 0.10$), marketing effectiveness (H27c: $\beta_{232} = .100$, $p > 0.10$), market response success (H27d: $\beta_{247} = .063$, $p > 0.10$), sustainable marketing advantage (H27e: $\beta_{262} = -.071$, $p > 0.10$), and marketing profitability (H27f: $\beta_{277} = -.005$, $p > 0.10$). **Hence, Hypotheses 27a, 27b, 27c, 27d, 27e, and 27f are not supported.**

This result asserts that a variety of aspects, knowledge, skills, expertise and other competencies allows the powerful of best marketing practice, marketing effectiveness and marketing profitability because it enables enhancing effective process of solving problem, and good anticipation, leads to enhance precise decision-making, gains well-balance all activity in firms under recognized by all parties involved. Therefore, marketing executive should acquire the new knowledge all time; however, several knowledges may be not provided more benefit, if firm cannot well creates, share, transfer and retain knowledge into practice that relates to firm performance (Argote, 1999). Besides, the improving implementations rely on the sufficient budgeting for operation and appropriate time for measurement the performance.



For the control variables, research and development expenditures has only significant impact on marketing profitability ($\beta_{278} = .217, p < 0.10$) while it has no significant impact on best marketing practice ($\beta_{203} = .032, p > 0.10$), value innovation ($\beta_{218} = -.043, p > 0.10$), marketing effectiveness ($\beta_{233} = .042, p > 0.10$), market response success ($\beta_{248} = .117, p > 0.10$), and sustainable marketing advantage ($\beta_{263} = .016, p > 0.10$). Therefore, the relationship among six dimensions of strategic marketing creativity on best marketing practice, value innovation, marketing effectiveness and marketing effectiveness, market response success and sustainable marketing advantage by which marketing well-roundedness as a moderator are not influenced by research and development expenditures.

In addition, firms experience has significant impact on best marketing practice ($\beta_{204} = .481, p < 0.01$), value innovation ($\beta_{219} = .214, p < 0.05$), market response success ($\beta_{298} = .198, p < 0.05$), and sustainable marketing advantage ($\beta_{264} = .380, p < 0.01$). This result indicates that a firm operating in business for a long time has more experience to creativity organization more effectively than the late entrants (Moorman and Minner, 1997). Conversely, firms experience has no significant impact on marketing effectiveness ($\beta_{234} = .142, p > 0.10$) and marketing profitability ($\beta_{279} = .041, p > 0.10$). Therefore, the relationship among six dimensions of strategic marketing creativity on marketing effectiveness and marketing profitability by which marketing well-roundedness as a moderator are not influenced by firm's experience. However, literature, the longtime of a firm operating in business related to more creativity power than the late entrants (Moorman and Minner, 1997; Chen and Huang, 2009).

The Effects of three Outcomes of Strategic Marketing CreativityMarket Response Success, Sustainable Marketing Advantage, and Market Profitability

To investigate the effect of best marketing practice on value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and market profitability as shown in Figure 6. This research proposes that best marketing practice are positively associated with value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and market profitability as shown in Hypotheses 7a-7d, 10a-10b and 11. Those hypotheses are analyzed from the regression equations 7- 11 according to Chapter 3.



Table 12 Descriptive Statistics and Correlation Matrix of Outcomes of Strategic Marketing Creativity

	BMP	VIN	MEF	MRS	SMA	MPR	FRD	FEX
MEAN	3.920	3.854	3.858	3.789	3.997	4.007	N/A	N/A
S.D.	.625	.626	.554	.623	.515	.552		
BMP	1.000							
VIN	.689***	1.000						
MEF	.614***	.551***	1.000					
MRS	.653***	.558***	.613***	1.000				
SMA	.687***	.497***	.453***	.559***	1.000			
MPR	.382***	.451***	.329***	.478***	.548***	1.000		
FRD	.126	.031	.061	.074	.089	.114	1.000	
FEX	.387***	.229**	.192***	.251***	.332***	.156**	.165**	1.000

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

The correlations among best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and market profitability are presented in table 12. The results show that correlation between best marketing practice and value innovation ($r = 0.689$, $p < 0.01$) are the highest, while the correlation between marketing effectiveness and market profitability ($r = 0.329$, $p < 0.01$) is the lowest. As a result, correlations between independent variable are significantly and positively correlated with dependent variables.

The results illustrate that the most relationship among marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and market profitability that are positively and significantly correlated on dependent variables. As a result, the correlation analysis shows that independent variables can explain dependent variables of this conceptual framework. With regard to variance inflation factors (VIFs) are used to test intercorrelations among best marketing practice, value innovation, marketing effectiveness, market response success, and sustainable marketing advantage. In Table 13, the maximum value of VIF is 2.781, well below the cut-off value of 10 (Kutner, Nachtsheim, and Neter, 2008), meaning correlated with each other. Consequently, the results of the OLS regression analysis of the relationships among best marketing practice, value innovation,



marketing effectiveness, market response success, and sustainable marketing advantage are as aforementioned in Hypotheses 7 to 11 as provided in Table 13.

Table 13 Results of Regression Analysis of Best Marketing Practice on Value Innovation, Marketing Effectiveness, Sustainable Marketing Advantage and Marketing Profitability

Independent Variables	Dependent Variable				
	Eq.7	Eq.8	Eq.9	Eq.10	Eq.11
	VIN	MEF	MRS	SMA	MPR
Best Marketing Practice (BMP:H7a-H7d)	.710*** (.052)	.636*** (.057)	.362*** (.075)	.529*** (.079)	
Value Innovation (VIN: H8a-H8b)			.130* (.067)	.013 (.068)	
Marketing Effectiveness (MEF: H9a-H9b)			.315*** (.061)	-.014 (.066)	
Marketing Response Success(MRS:H10a-10b)				.195*** (.068)	.253*** (.065)
Sustainable Marketing Advantage (SMA:H11)					.419*** (.067)
FRD	-.104 (.098)	-.021 (.107)	.004 (.096)	.009 (.097)	.134 (.096)
FEX	-.076 (.106)	-.106 (.116)	.042 (.104)	.157 (.105)	-.116 (.117)
Adjusted R ²	.472	.372	.497	.485	.338
Maximum VIF	1.195	1.195	2.516	2.781	1.543

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

Table 13 demonstrates that best marketing practice has a significant positive effect on value innovation (H7a: $\beta_{49} = .710$, $p < 0.01$), marketing effectiveness (H7b: $\beta_{52} = .636$, $p < 0.01$), market response success (H7c: $\beta_{55} = .362$, $p < 0.01$), and sustainable marketing advantage (H7d: $\beta_{60} = .529$, $p < 0.01$). **Thus, Hypotheses 7a, 7b, 7c and 7d are supported.** This finding indicates that best marketing practice which is one of the objectives of marketing management can assist the firms to achieve business strategies. According to scholars assert that firms endeavor to maintain highest standards of excellence for products, services or processes, through improving implementation allow reaching the standards for best-performing organizations (Bhutta and Huq, 1999; Biehl, Cook, and Johnston, 2006). Likewise, Pitta and Fowler (2005) reveal that monitoring and participating from social media online which is consumer communities, assist firms



to increase the success in new product development, which in turn, improves enterprise to obtain unique marketing practice that competitors are difficult to copy, becoming distinctive competencies (Blois and Ramirez, 2006). Consistent with Dickson (1992) assert firm with best practices is higher-order learning capability is valuable, rare, non-substitutable and inimitable; through improvements of marketing capabilities can constitute a source of sustainable competitive advantage.

Similarly, value innovation has a significant positive effect on market response success (H8a: $\beta_{56} = .130$, $p < 0.10$). **Thus, Hypothesis 8a is supported**, that is, value innovation is positively related to market response success. Consistent with, previous research asserts that firms are always improved in the new way of competing to rejuvenate or the superior value creation, gained better customer satisfaction and remain the competitive advantage in the long-term (Baden-Fuller and Stopford, 1994; Matthyssens, Vandenbempt, and Berghman, 2006). It means that firms can create the right solution instead of trying to fill the gap with an existing product through capture new demand or new market space with different marketing, allowing firms to be successful in marketing response (Kim and Mauborgne, 1999). In contrast, value innovation has no significant positive effect on sustainable marketing advantage (H8b: $\beta_{61} = .013$, $p > 0.10$). **Hence, Hypothesis 8b is not supported**, that is, value innovation is not positively related to sustainable marketing advantage. Previous research asserts that firms have a characteristic of resources, which are inimitable, non-substitutable, valuable, and rare, become to a source of competitive advantage leading to sustainable performance (Hunt and Madhavaram, 2006). Particularly, competitors can copy in short time, hardly to attain sustainable marketing advantage (Ghemawat, 1986). This finding indicates that may be firm encounter competitors potential.

In addition, marketing effectiveness has a significant positive effect on market response success (H9a: $\beta_{57} = .315$, $p < 0.01$). Hence, **Hypothesis 9a is supported**, that is marketing effectiveness is positively related to market response success. Consistent with, Nwokah, and Ahiauzu (2008) indicate that marketing effectiveness is about the improving functions of how to enter the marketplace with the suitable marketing strategy. It deploys to achieve even better results of both the short-and long-term objectives. Similarly, pervious research asserts that marketing effectiveness allows maintaining its satisfaction of customers by solving problems, keeping accurate records,



delivering services on time and communicating effectively to increase customer satisfaction (Leuthesser and Kohli, 1995). In contrast, marketing effectiveness has no significant positive effect on sustainable marketing advantage (H9b: $\beta_{62} = -.014$, $p > 0.10$). **Then, Hypothesis 9b is not supported**, that is, marketing effectiveness is not positively related to sustainable marketing advantage. Conversely, Ussahawanitchakit and Intakhan (2011) assert that marketing effectiveness is more likely to impact on robust market orientation, allow to greater customer satisfaction, better competitive advantage, stable long-term growth, superior firm performance, and outstanding organizational profitability. Interesting, market response success has a significant positive effect on sustainable marketing advantage (H10a: $\beta_{63} = .195$, $p < 0.01$) and marketing profitability (H10b: $\beta_{66} = .253$, $p < 0.01$), **Thus, Hypotheses 10a and 10b are supported**. The evidence suggest that firms with strong market responsiveness are likely to efficiency and effectiveness in production and delivery because they have a better ability sensing, interpreting and acting on market stimuli, become first mover (Garett, Covin, and Slevin, 2009), allowing to a fundamental outcome of superior financial performance through good reputation (Hooley et al., 2005). Similarly, enterprise reacts quickly to customer's expectations through the right values, accurate times, and precise places (Garett, Covin, and Slevin, 2009; Holweg, 2005; Randall, Morgan, and Morton, 2003) as well as flexibility in reaction to changing demands (Cadogan, Cui, and Li, 2003), obtained to greater customer satisfaction and maintains marketing advantage. And sustainable marketing advantage has a significant positive effect on marketing profitability (H11: $\beta_{67} = .419$, $p < 0.01$), **Thus, Hypothesis 11 is supported**. Consistent with, Thipsri and Ussahawanitchakit (2009) assert that enterprise always produces creative idea, derive from adaptation capabilities through a unique value, leads to greater customer satisfaction, trends to maintain a marketing advantage, enabling more profit from different products or outstanding services over the competitors.

For the control variables, research and development expenditures has no significant impact on value innovation ($\beta_{50} = -.104$, $p > 0.10$), marketing effectiveness ($\beta_{53} = -.021$, $p > 0.10$), market response success ($\beta_{58} = .004$, $p > 0.10$), sustainable marketing advantage ($\beta_{64} = .009$, $p > 0.10$), and market profitability ($\beta_{68} = -.134$,

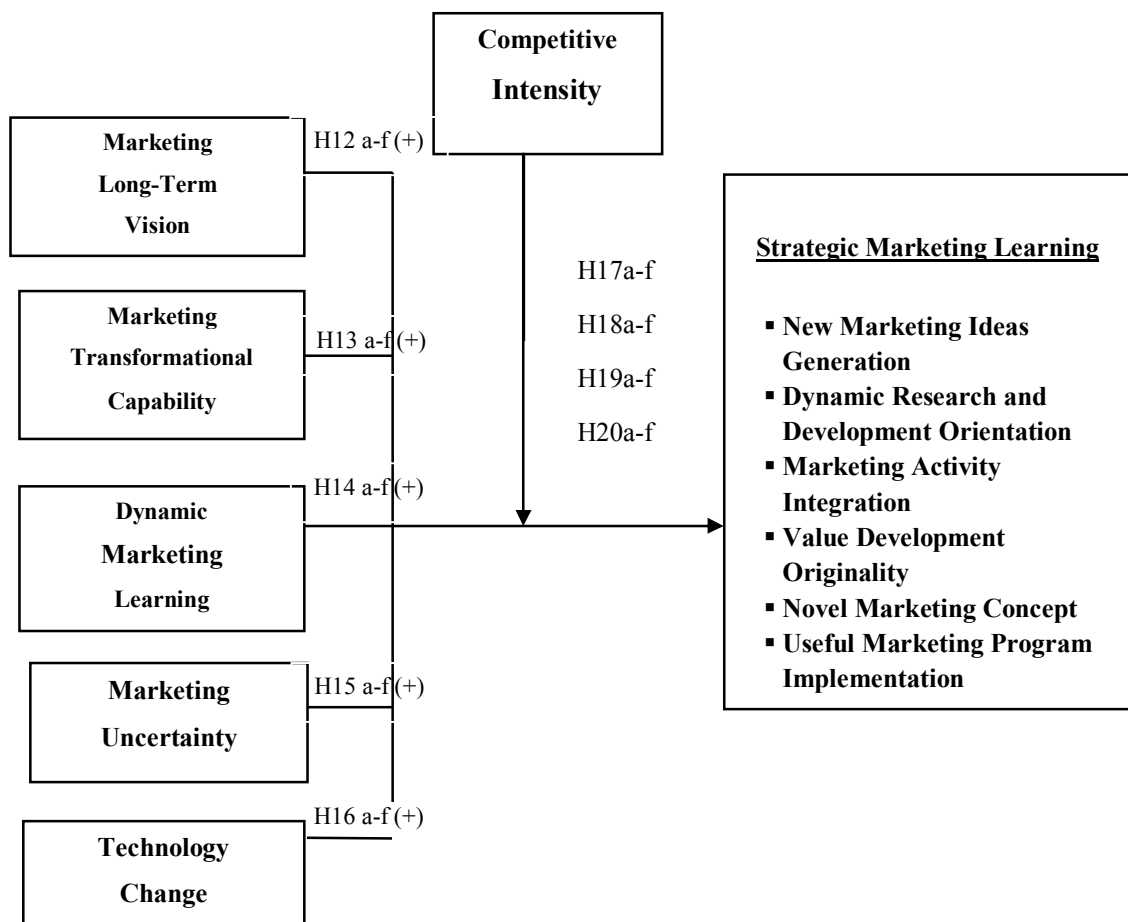


$p > 0.10$). Hence, the relationships among value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and market profitability are not impacted by research and development expenditures.

Similarly, firms experience has no significant impact on value innovation ($\beta_{51} = -.076, p > 0.10$), marketing effectiveness ($\beta_{54} = -.106, p > 0.10$), market response success ($\beta_{59} = .042, p > 0.10$), sustainable marketing advantage ($\beta_{65} = .157, p > 0.10$), and market profitability ($\beta_{69} = -.116, p > 0.10$). Hence, the relationships among value innovation, marketing effectiveness, market response success, sustainable marketing advantage, and market profitability are not impacted by firm's experience.

The effect of Antecedents Constructs on Each Dimension of Strategic Marketing Creativity and the Moderating Effects of Competitive Intensity

Figure 7 The effect of Antecedents Constructs on Each Dimension of Strategic Marketing Creativity and the Moderating Effects of Competitive Intensity



There is an important part of analyzing the antecedents of strategic marketing creativity. Figure 7 draws the theoretical linkage among marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change, and six dimensions of strategic marketing creativity. This research proposes that marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change are positively associated with six dimensions of strategic marketing creativity as shown in Hypotheses 12a-12f, 13a-13f, 14a-14f, 15a-15f, and 16a-16f. These research hypotheses are analyzed from the regression equations 12, 13, 14, 15, 16 and 17 according to Chapter 3. In addition, the moderating effect of competitive intensity on the relationship among marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change, and six dimensions of strategic marketing creativity which are based on Hypotheses 17a-17f to 21a-21f. These research hypotheses are analyzed from the regression equations 18, 19, 20, 21, 22 and 23 according to Chapter 3.

Table 14 Correlation Matrix of Antecedents Constructs on Each Dimension of Strategic Marketing Creativity and the Moderating Effects of Competitive Intensity

Variable	NIG	DRD	MAI	VDO	NMC	UPI	MLV	MTC	DML	MUC	TEC	CIT	FRD	FEX
MEAN	3.963	3.945	4.191	3.907	3.948	4.036	4.061	3.627	3.910	4.046	4.157	4.197	N/A	N/A
SD.	.433	.550	.504	.580	.508	.575	.464	.630	.599	.527	.535	.515		
NIG	1.000													
DRD	.261**	1.000												
MAI	.381***	.401***	1.000											
VDO	.397***	.518***	.519***	1.000										
NMC	.348***	.554***	.517***	.625***	1.000									
UPI	.368***	.410***	.437***	.567***	.609***	1.000								
MLV	.446***	.434***	.396***	.504***	.498***	.498***	1.000							
MTC	.458***	.470***	.411	.583***	.509***	.580***	.721***	1.000						
DML	.416***	.610***	.452***	.631***	.607***	.584***	.692***	.722***	1.000					
MUC	.361***	.267***	.306***	.417***	.424***	.483***	.542***	.585***	.484***	1.000				
TEC	.259***	.303***	.336***	.405***	.471***	.430***	.476***	.428***	.483***	.513***	1.000			
CIT	.086	.155**	.122	.171***	.212***	.311***	.311***	.334***	.248***	.308***	.253***	1.000		
FRD	.091	.172***	.115	.128	.094	-.060	.114	.153**	.141**	.009	-.036	.037	1.000	
FEX	.180**	.057	.138**	.188***	.188**	.157	.236***	.276***	.235***	.213***	.151**	-.085	.165**	1.000

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



For the correlation analysis of the moderating role of competitive intensity between antecedent of strategic marketing creativity and six dimensions of strategic marketing creativity are demonstrated in Table 14. In this research, competitive intensity and the antecedents were treated as independent variables which concerned about the multicollinearity problem. The results illustrate that the relationship of competitive intensity and antecedents comprise marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, and technology change. They have a significant on independent variables. Accordingly, the result exhibits the correlation coefficient among antecedence variables as $r = 0.248-0.722$ ($p < 0.01$). These correlations are less than less than 0.80 as recommended by Berry and Feldman (1985). Therefore, the multicollinearity problems should not be of concern that meaning to the relationship those variables are independent of one another and without multicollinearity problem of this research. Moreover, the variance inflation factors (VIF) are used to test intercorrelations among these variables. In this case, the maximum value of VIF is 3.271, well below the cut-off value of 10 (Kutner, Nachtsheim, and Neter, 2008). Those meaning the independent variables are not correlated with others. Table 15 presents the results of regression analysis of the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change, and six dimensions of strategic marketing creativity which are based on Hypotheses 12a-12f to Hypotheses 16a-16f. Furthermore, the results of regression analysis of the moderating effect of competitive intensity on the relationship between five antecedents of strategic marketing creativity and six dimensions of strategic marketing creativity as aforementioned in Hypotheses 17a-17f to Hypotheses 21a-21f are also presented.



Table 15 Results of Regression Analysis for Antecedents Constructs on Each Dimension of Strategic Marketing Creativity and the Moderating Effects of Competitive Intensive

Independent Variables	Dependent Variable											
	Eq.12	Eq.18	Eq.13	Eq.19	Eq.14	Eq.20	Eq.15	Eq.21	Eq.16	Eq.22	Eq.17	Eq.23
	NIG	NIG	DRD	DRD	MAI	MAI	VDO	VDO	NMC	NMC	UPI	UPI
Marketing Long-Term Vision (MLV) : H12a-12f	.181** (.093)	.131 (.094)	.009 (.083)	-.041 (.087)	.068 (.093)	.045 (.098)	-.014 (.080)	.006 (.084)	.042 (.082)	.024 (.085)	-.011 (.080)	-.030 (.083)
Marketing Transformational Capability (MTC) : H13a-13f	.187** (.099)	.109* (.101)	.096 (.089)	.132 (.093)	.108 (.100)	.123 (.106)	.230*** (.086)	.261*** (.090)	.055 (.087)	.025 (.092)	.269*** (.085)	.231** (.089)
Dynamic Marketing Learning (DML) : H14a-14f	.100 (.093)	.094 (.094)	.557*** (.083)	.537*** (.086)	.245*** (.093)	.230** (.098)	.399*** (.080)	.360*** (.084)	.401*** (.081)	.416*** (.085)	.305*** (.080)	.320*** (.083)
Market Uncertainty (MUC) : H15a-15f	.104 (.078)	.117 (.079)	-.062 (.070)	-.068 (.073)	.019 (.079)	.021 (.083)	.045 (.067)	.040 (.071)	.069 (.069)	.049 (.072)	.136** (.067)	.141** (.070)
Technology Change (TEC) : H16a-16f	-.014 (.073)	-.004 (.072)	.041 (.065)	.070 (.067)	.131* (.073)	.146 (.076)	.099 (.063)	.093 (.065)	.197*** (.064)	.208*** (.066)	.009 (.062)	.078 (.064)
Competitive Intensity (CIT)		-.094 (.064)		-.007 (.059)		-.041 (.067)		-.056 (.057)		.005 (.058)		.105 (.057)
MLV x CIT : H17a-17f		.203** (.087)		-.062 (.081)		.058 (.091)		.108 (.078)		.099 (.080)		.056 (.077)
MTC x CIT : H18a-18f		-.005 (.095)		.116 (.088)		.016 (.100)		.042 (.085)		-.082 (.087)		-.035 (.085)
DML x CIT : H19a-19f		.008 (.091)		-.069 (.084)		-.060 (.095)		-.108 (.081)		.065 (.083)		-.007 (.081)
MUC x CIT : H20a-20f		-.025 (.077)		.081 (.071)		.043 (.081)		-.024 (.069)		.063 (.070)		-.050 (.069)
TEC x CIT : H21a-21f		.067 (.069)		.039 (.064)		.042 (.072)		-.012 (.062)		-.055 (.063)		.077 (.061)
FRD	.039 (.120)	.057 (.118)	.196* (.108)	.211* (.108)	.122 (.121)	.132 (.123)	.081 (.104)	.076 (.105)	.055 (.106)	.045 (.107)	-.279*** (.104)	-.274 (.104)
FEX	.079 (.124)	.003 (.126)	-.225 (.111)	-.072 (.106)	.002 (.125)	.002 (.132)	.006 (.107)	-.024 (.113)	.039 (.109)	.035 (.115)	-.060 (.095)	.013 (.112)
Adjusted R ²	.227	.272	.376	.418	.215	.387	.425	.420	.402	.398	.551	.429
Maximum VIF	2.897	3.271	2.897	3.271	2.897	3.271	2.897	3.271	2.897	3.271	2.897	3.271

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



Regarding the relationships among the antecedents of strategic marketing creativity, namely marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, technology change, and six dimensions of strategic marketing creativity, Table 15 reveals that marketing long-term vision has a significant positive effect on new marketing ideas generation (H12a: $\beta_{70} = .181$, $p < 0.05$). Likewise, Srinivasan, Anderson and Ponnaolu (2002), and Avison, Eardley and Powel, (1998) suggest that marketing long-term vision of organization should integrate vision of ongoing products and services through predicting future events or foresight relevant to market needs, and competitive situations, which in turn to become the guidelines to the clarity of the firm's operations. This means that firms plan to develop continuously new products to keep pace with changes in the market environment. **Thus, Hypothesis 12a is supported.** That is marketing long-term vision is positively related to new marketing ideas generation. Conversely marketing long-term vision has no a significant positive effect on dynamic research and development orientation (H12b: $\beta_{77} = .009$, $p > 0.10$), marketing activity integration (H12c: $\beta_{84} = .068$, $p > 0.10$), value development originality (H12e: $\beta_{91} = -.014$, $p > 0.10$), novel marketing concept (H12a: $\beta_{98} = .042$, $p > 0.01$) useful marketing program implementation (H12f: $\beta_{105} = -.011$, $p > 0.10$). This is probably that vision does not let everyone in the organization to participate in the vision. It will result in a vision that is just the attitude of the executive (Collins and Porras, 1996). Besides, fluctuating environment encourage too often change their strategy in order to correspond with current situation (Hitt, Ireland and Hoskisson, 2005). **Thus, Hypotheses 12b-12f is not supported.**

Likewise, marketing transformational capability are no significant positive effect on dynamic research and development orientation, marketing activity integration, and novel marketing concept (H13b: $\beta_{78} = .089$, $p > 0.10$, H13c: $\beta_{85} = .108$, $p > 0.10$, H13e: $\beta_{99} = .055$, $p > 0.10$, respectively). **Thus, Hypotheses 13b, 13c, and 13e are not supported.** Due to research and development requires the proper timing of their development, whereas the timing of the change strategy immediately keeps up with the outside environment.

While marketing transformational capability has a significant positive effect on new marketing ideas generation (H13a: $\beta_{71} = .187$, $p < 0.05$), value development originality (H13d: $\beta_{92} = .230$, $p < 0.01$), and useful marketing program implementation (H13f: $\beta_{106} = .269$,



$p < 0.01$). Similar to Hitt, Ireland and Hoskisson (2005) revealed that enterprises were imperative to change their strategy to respond to environmental uncertainties, derived from economic crises, disruptive technologies and privatization, causing the instability of the market demand that impact firm productions. A result, firms change in a rapid, risk-managed approach and cost-effective to address new market conditions through new theories, new applications and new thinking, allowing to transform the organization continuously, until it becomes a key capability for the organization's competitive edge (Luthans and Slocum, 2004). **Thus, Hypotheses 13a, 13d, 13f are supported.**

Also, the results reveal that dynamic marketing learning has a positive influence on dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept, and useful marketing program implementation (H14b: $\beta_{79} = .557$, $p < 0.01$, H14c: $\beta_{86} = .245$, $p < 0.01$, H14d: $\beta_{93} = .399$, $p < 0.01$, H14e: $\beta_{100} = .401$, $p < 0.01$, H14f: $\beta_{107} = .305$, $p < 0.01$ respectively). According to, marketing learning is a process to obtain new knowledge about customer needs, market changes and competitor actions derived from both direct and indirect experience, in order to utilize it to develop a marketing strategy and create superior value to the customer (Feng et al., 2011; Narver and Slater, 1990; Phokha and Ussahawanitchakit, 2010; Srivastava, Shervani and Fahey, 1998; Theoharakis and Hooley, 2008). Similar to Salim and Sulaiman (2011) found that small and medium enterprises operating in the ICT industry in Malaysia, organizational learning had the positive impact on innovation and the positive relationship between innovation and performance. This means that firm with high level of dynamic marketing learning trend to increase new knowledge about customer needs, market changes, competitor actions, and diversified knowledge from outside and inside of organization, enable firm to attain expertise in key marketing activities, and utilize those experiences. **Thus, Hypotheses 14b, 14c, 14d, 14e, and 14f are supported.** While dynamic marketing learning has no a significant positive effect on new marketing ideas generation (H14a: $\beta_{72} = .100$, $p > 0.10$). Consistent with Connor (1988) asserts that marketing learning likely to less important for NPD project involved radical product innovation because customers are hard to explain about their requirements and other reason depend on know how to use technology. Moreover, scholars assert that creative depend on organization structure or cultural creativity, that different cultures may enhance or inhibit how creativity is transferred, absorbed, used in form



different cultures (Napier, Leonard and Sandler 2006). **Hence, Hypothesis 14a is not supported.** Similarly, the results found no associations among market uncertainty and new marketing ideas generation (H15a: $\beta_{73} = .104$, $p > 0.10$), dynamic research and development orientation (H15b: $\beta_{80} = -.062$, $p > 0.10$), marketing activity integration (H15c: $\beta_{87} = .019$, $p > 0.10$), value development originality (H15d: $\beta_{94} = .045$, $p > 0.10$), and novel marketing concept (H15e: $\beta_{101} = .069$, $p > 0.10$). Penhirin (2004) and Lee (2010) found that the characteristic of the market is very volatile, including the uncertainty in market demand and cannot predict the direction and strategies of competitors that are difficult to develop new product to success. **Thus, Hypotheses 15a, 15b, 15c, 15d, and 15e are not supported.** Meanwhile, market uncertainty has a significant positive effect on useful marketing program implementation (H15f: $\beta_{108} = .136$, $p < 0.05$). When firms sense the rate of change in customer preferences along with major rival action, trend to use adaptive capability for seek good strategy to cope with volatile market situations. A result, innovativeness is become crucial instrument manage of these risk to redefine customer preferences and changed competitive game or reduced the role of the rival (Lee, Kim and Jean 2008, Li and Atuahene-Gima, 2001). **Hence, Hypothesis 15f is supported.** Likewise, technology change is not significant on new marketing ideas generation (H16a: $\beta_{74} = -.014$, $p > 0.10$), dynamic research and development orientation (H16b: $\beta_{81} = .041$, $p > 0.10$), value development originality (H16d: $\beta_{95} = .099$, $p > 0.10$), and useful marketing program implementation (H16f: $\beta_{109} = .009$, $p > 0.10$). **Thus, Hypotheses 16a, 16b, 16d, and 16f are not supported.** Meanwhile, technology change has a significant positive effect on marketing activity integration (H16c: $\beta_{88} = .131$, $p < 0.10$) and novel marketing concept (H16e: $\beta_{102} = .197$, $p < 0.01$). Likewise, firms encounter more fluctuating changes in technological environments; it causes to make a current product quickly obsolete. Therefore firms are required to quickly create and/or develop new marketing strategies (Hansen and Løvs, 2004). Firms can apply new technology to marketing operations to uses technological flexibility, to adopt improve, and rapidly serve in response to the needs of customers. For instance, the firm focuses on technology to describe the property of the products in the website of the company, and facilitate communication in the organization (Jiao, 2010). **Hence, Hypotheses 16c and 16f are supported.**



For the control variables, research and development expenditures have no significant impact on new marketing ideas generation ($\beta_{75} = .039$, $p > 0.10$), marketing activity integration ($\beta_{89} = .122$, $p > 0.10$), value development originality ($\beta_{96} = .081$, $p > 0.10$), and novel marketing concept ($\beta_{103} = .055$, $p > 0.10$). Conversely, research and development expenditures have significant impact on dynamic research and development orientation ($\beta_{82} = .196$, $p < 0.10$) and useful marketing program implementation ($\beta_{110} = -.279$, $p < 0.10$). According to, Sharpe and Currie (2008) found that small businesses, which are less profitable than larger businesses. As a result, small businesses have less expenditure that can focus on innovation rather than large corporations. It is possible that less research expenditure is adequate to understand customers, lead to create a good marketing program. Hence, the relationships among new marketing ideas generation, marketing activity integration, value development originality and novel marketing concept are not impacted by research and development expenditures. Consequently, future research is taken into account the effects if these are control variables. This means that firms with less than 4 percent of total sales in research and development expenditures have more useful marketing program implementation, it is more efficient than better expenditures of research and development. This may be the research and development is adequate for understanding customer need.

Firms experience has no significant impact on new marketing ideas generation ($\beta_{76} = .079$, $p > 0.10$), dynamic research and development orientation ($\beta_{83} = -.225$, $p > 0.10$), marketing activity integration ($\beta_{90} = .002$, $p > 0.10$), value development originality ($\beta_{97} = .006$, $p > 0.10$), novel marketing concept ($\beta_{104} = .039$, $p > 0.10$), and useful marketing program implementation ($\beta_{111} = -.060$, $p > 0.10$). Hence, the relationships among new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation are not impacted by firm's experience

Table 15 presents the analysis of the associations of each antecedent variable and the six strategic marketing creativity dimensions and moderating role of competitive intensity which are the summary of the consequences of Hypotheses 17 – 21.



The findings show that competitive intensity has significant moderating effect only on the relationship between marketing long-term vision and new marketing ideas generation (H17a: $\beta_{118} = .203$, $p < 0.05$). This means that more complexity and instability in the competitive environment encourage firms to develop the strategic orientation (Miller, Droge and Touse, 1988). And engage the development of a knowledge base due to a firm's attempts to exploit the emerging-market opportunities with learning capability (Weerawardena, Cass and Julian, 2006). **Thus, Hypothesis 17a is supported.** On the other hand, this research did not find the significant intervening effect of competitive intensity on the relationship among marketing long-term vision and dynamic research and development orientation (H17b: $\beta_{131} = -.062$, $p > 0.10$), marketing activity integration (H17c: $\beta_{144} = .058$, $p > 0.10$), value development originality (H17d: $\beta_{157} = .108$, $p > 0.10$), novel marketing concept (H17e: $\beta_{170} = .099$, $p > 0.10$), and useful marketing program implementation (H17f: $\beta_{183} = .056$, $p > 0.10$). These results are probably because competitive intensity depend on number of existing competitors, new competitor enter to the industry, and competitors' behaviors focus on the cost, mainly to receive pressure from price wars (Porter, 1980), leading to ravish customer through marketing promotion, resulted less focus on novel marketing. **Thus, Hypotheses 17b, 17c, 17d, 17e and 17f are not supported.**

Next, this research found no significant moderating effect of competitive intensity on the relationship among marketing transformational capability and all of six dimensions of strategic marketing creativity such as new marketing ideas generation (H18a: $\beta_{119} = -.005$, $p > 0.10$), dynamic research and development orientation (H18b: $\beta_{132} = .116$, $p > 0.10$), marketing activity integration (H18c: $\beta_{145} = .016$, $p > 0.10$), value development originality (H18d: $\beta_{158} = .042$, $p > 0.10$), novel marketing concept (H18e: $\beta_{171} = -.082$, $p > 0.10$), and useful marketing program implementation (H18f: $\beta_{184} = -.035$, $p > 0.10$). **Thus, Hypotheses 18a, 18b, 18c, 18d 18e, and 18f are not supported.**

Also, this research found that there is no significant moderating effect of competitive intensity on the relationship among dynamic marketing learning and new marketing ideas generation (H19a: $\beta_{120} = .008$, $p > 0.10$), dynamic research and



development orientation (H18b: $\beta_{133} = -.069$, $p > 0.10$), marketing activity integration (H19c: $\beta_{146} = -.060$, $p > 0.10$), value development originality (H19d: $\beta_{159} = -.108$, $p > 0.10$), novel marketing concept (H19e: $\beta_{172} = .065$, $p > 0.10$), and useful marketing program implementation (H19f: $\beta_{185} = -.007$, $p > 0.10$). **Hence, Hypotheses 19a, 19b, 19c, 19d, 19e and 19f are not supported.**

Besides, the results show that there is no significant moderating effect of competitive intensity on the relationship between market uncertainty and the six dimensions of strategic marketing creativity such as new marketing ideas generation (H20a: $\beta_{121} = -.025$, $p > 0.10$), dynamic research and development orientation (H20b: $\beta_{134} = .081$, $p > 0.10$), marketing activity integration (H20c: $\beta_{147} = .043$, $p > 0.10$), value development originality (H20d: $\beta_{160} = -.024$, $p > 0.10$), novel marketing concept (H20e: $\beta_{173} = .063$, $p > 0.10$), and useful marketing program implementation (H20f: $\beta_{186} = -.050$, $p > 0.10$). The organization encounter with high competitive intensity cause more threat. And the opportunity for growth is going to be tough (Jermias, 2008). **Thus, Hypotheses 20a, 20b, 20c, 20d, 20e and 20f are not supported.** As well as, competitive intensity as a moderator has no effect with the relationship among technology change and the six dimensions of strategic marketing creativity, the results show that there are no significant effect on the relationship among new marketing ideas generation (H21a: $\beta_{122} = .067$, $p > 0.10$), dynamic research and development orientation (H21b: $\beta_{135} = .039$, $p > 0.10$), marketing activity integration (H21c: $\beta_{148} = .042$, $p > 0.10$), value development originality (H21d: $\beta_{161} = -.012$, $p > 0.10$), novel marketing concept (H21e: $\beta_{174} = -.055$, $p > 0.10$), useful marketing program implementation (H21f: $\beta_{187} = .077$, $p > 0.10$). **Thus, Hypotheses 21a, 21b, 21c, 21d, 21e and 21f are not supported.**

For the control variables, research and development expenditures has no significant impact on new marketing ideas generation ($\beta_{123} = .057$, $p > 0.10$), marketing activity integration ($\beta_{149} = .132$, $p > 0.10$), value development originality ($\beta_{162} = .076$, $p > 0.10$), novel marketing concept ($\beta_{175} = .045$, $p > 0.10$), and useful marketing program implementation ($\beta_{188} = -.274$, $p > 0.10$). Conversely, research and development expenditures have only a significant impact on dynamic research orientation ($\beta_{136} = .211$, $p < 0.10$). Hence, the relationships among new marketing ideas generation, marketing activity integration, value development originality, novel marketing concept,



and useful marketing program implementation by which competitive intensity as a moderator are not affected by research and development expenditures. Consequently, future research is taken into account the effects if these are control variables.

In addition, firms experience has no significant impact on new marketing ideas generation ($\beta_{124} = .003$, $p > 0.10$), dynamic research and development orientation ($\beta_{137} = -.072$, $p > 0.10$), marketing activity integration ($\beta_{150} = .002$, $p > 0.10$), value development originality ($\beta_{163} = -.024$, $p > 0.10$), novel marketing concept ($\beta_{176} = .035$, $p > 0.10$) and useful marketing program implementation ($\beta_{188} = .013$, $p > 0.10$). Hence, the relationships among new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation by which competitive intensity as a moderator are not impacted by firm's experience.

Summary

This chapter presented ordinary regression analysis. The results of testing twenty nine hypotheses showed five fully supported hypotheses (Hypotheses 1, 6, 7, 10 and 11), fifteen partially supported hypotheses (Hypotheses 3,4, 5, 7, 8, 9, 12, 13,14,15, 16, 17, 23, 24, and 26) and eight non-supported hypotheses (Hypotheses 2, 18, 19, 20, 21, 22, 25 and 27). However, the research indicated that strategic marketing creativity contains new marketing ideas generation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation, which have a partial direct effect on best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. With the moderating effects, marketing well-roundedness partially moderates the influence of marketing effectiveness and marketing profitability.

Besides, the consequences as best marketing practice, value innovation, and marketing effectiveness have a partial direct effect on market response success and sustainable marketing advantage. Moreover, the antecedents of strategic marketing creativity comprise marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, and technology change that have a



partial direct effect on each dimension of strategic marketing learning. Hence, it is noted that marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, and technology change are the role as key drivers of strategic marketing creativity. Additionally, with the moderating effect, competitive intensity is only moderate the relationship between marketing long-term vision and new marketing ideas generation. This is shown in Table 16 below.

The next chapter will conclude this research results, contributions, limitations, and useful suggestions for further research as presented below.

Table 16 Summary of the Results of Hypothesis Testing

Hypotheses	Description of the Hypothesized Relationships	Results
H1a	New marketing ideas generation has a positive influence on best marketing practice.	Supported
H1b	New marketing ideas generation has a positive influence on value innovation.	Supported
H1c	New marketing ideas generation has a positive influence on marketing effectiveness.	Supported
H1d	New marketing ideas generation has a positive influence on market response success.	Supported
H1e	New marketing ideas generation has a positive influence on sustainable marketing advantage.	Supported
H1f	New marketing ideas generation has a positive influence on marketing profitability.	Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H2a	Dynamic research and development orientation has a positive influence on best marketing practice.	Not Supported
H2b	Dynamic research and development orientation has a positive influence on value innovation.	Not Supported
H2c	Dynamic research and development orientation has a positive influence on marketing effectiveness.	Not Supported
H2d	Dynamic research and development orientation has a positive influence on market response success.	Not Supported
H2e	Dynamic research and development orientation has a positive influence on sustainable marketing advantage.	Not Supported
H2f	Dynamic research and development orientation has a positive influence on marketing profitability.	Not Supported
H3a	Marketing activity integration has a positive influence on best marketing practice.	Supported
H3b	Marketing activity integration has a positive influence on value innovation.	Supported
H3c	Marketing activity integration has a positive influence on marketing effectiveness.	Not Supported
H3d	Marketing activity integration has a positive influence on market response success.	Not Supported
H3e	Marketing activity integration has a positive influence on sustainable marketing advantage.	Not Supported
H3f	Marketing activity integration has a positive influence on marketing profitability.	Not Supported
H4a	Value development originality has a positive influence on best marketing practice.	Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H4b	Value development originality has a positive influence on value innovation.	Not Supported
H4c	Value development originality has a positive influence on marketing effectiveness.	Not Supported
H4d	Value development originality has a positive influence on market response success.	Not Supported
H4e	Value development originality has a positive influence on sustainable marketing advantage.	Supported
H5a	Novel marketing concept has a positive influence on best marketing practice.	Not Supported
H5b	Novel marketing concept has a positive influence on value innovation.	Not Supported
H5c	Novel marketing concept has a positive influence on marketing effectiveness.	Supported
H5d	Novel marketing concept has a positive influence on market response success.	Supported
H5e	Novel marketing concept has a positive influence on sustainable marketing advantage.	Not Supported
H5f	Novel marketing concept has a positive influence on marketing profitability.	Not Supported
H6a	Useful marketing program implementation has a positive influence on best marketing practice.	Supported
H6b	Useful marketing program implementation has a positive influence on value innovation.	Supported
H6c	Useful marketing program implementation has a positive influence on marketing effectiveness.	Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H6d	Useful marketing program implementation has a positive influence on market response success.	Supported
H6e	Useful marketing program implementation has a positive influence on sustainable marketing advantage.	Supported
H6f	Useful marketing program implementation has a positive influence on marketing profitability.	Supported
H7a	Best marketing practice has a positive influence on value innovation.	Supported
H7c	Best marketing practice has a positive influence on market response success.	Supported
H7d	Best marketing practice has a positive influence on sustain marketing advantage.	Supported
H8a	Value innovation has a positive influence on market response success.	Supported
H8b	Value innovation has a positive influence on sustainable marketing advantage.	Not Supported
H9a	Marketing effectiveness has a positive influence on market response success.	Supported
H9b	Marketing effectiveness has a positive influence on sustainable marketing advantage.	Not Supported
H10a	Market response success has a positive influence on sustainable marketing advantage.	Supported
H10b	Market response success has a positive influence on marketing profitability.	Supported
H11	Sustainable marketing advantage has a positive influence on marketing profitability.	Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H12a	Marketing long-term vision has a positive influence on new marketing ideas generation.	Supported
H12b	Marketing long-term vision has a positive influence on dynamic research and development orientation.	Not Supported
H12c	Marketing long-term vision has a positive influence on marketing activity integration.	Not Supported
H12d	Marketing long-term vision has a positive influence on value development originality.	Not Supported
H12f	Marketing long-term vision has a positive influence on useful marketing program implementation.	Not Supported
H13a	Marketing transformational capability has a positive influence on new marketing ideas generation.	Supported
H13b	Marketing transformational capability has a positive influence on dynamic research and development orientation.	Not Supported
H13c	Marketing transformational capability has a positive influence on marketing activity integration.	Not Supported
H13d	Marketing transformational capability has a positive influence on value development originality.	Supported
H13e	Marketing transformational capability has a positive influence on novel marketing concept.	Not Supported
H13f	Marketing transformational capability has a positive influence on useful marketing program implementation.	Supported
H14a	Dynamic marketing learning has a positive influence on new marketing ideas generation.	Not Supported
H14b	Dynamic marketing learning has a positive influence on dynamic research and development orientation.	Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H14c	Dynamic marketing learning has a positive influence on marketing activity integration.	Supported
H14d	Dynamic marketing learning has a positive influence on value development originality.	Supported
H14e	Dynamic marketing learning has a positive influence on novel marketing concept.	Supported
H14f	Dynamic marketing learning has a positive influence on useful marketing program implementation.	Supported
H15a	Market uncertainty has a positive influence on new marketing ideas generation.	Not Supported
H15b	Market uncertainty has a positive influence on dynamic research and development orientation.	Not Supported
H15c	Market uncertainty has a positive influence on marketing activity integration.	Not Supported
H15d	Market uncertainty has a positive influence on value development originality.	Not Supported
H15e	Market uncertainty has a positive influence on novel marketing concept.	Not Supported
H15f	Market uncertainty has a positive influence on useful marketing program implementation.	Supported
H16a	Technology change has a positive influence on new marketing ideas generation.	Not Supported
H16b	Technology change has a positive influence on dynamic research and development orientation.	Not Supported
H16c	Technology change has a positive influence on marketing activity integration.	Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H16d	Technology change has a positive influence on value development originality.	Not Supported
H16e	Technology change has a positive influence on novel marketing concept.	Supported
H16f	Technology change has a positive influence on useful marketing program implementation.	Not Supported
H17a	Competitive intensity will positively moderate the relationship between marketing long-term vision and new marketing ideas generation.	Supported
H17b	Competitive intensity will positively moderate the relationship between marketing long-term vision and dynamic research and development orientation.	Not Supported
H17C	Competitive intensity will positively moderate the relationship between marketing long-term vision and marketing activity integration.	Not Supported
H17D	Competitive intensity will positively moderate the relationship between marketing long-term vision and value development originality.	Not Supported
H17E	Competitive intensity will positively moderate the relationship between marketing long-term vision and novel marketing concept.	Not Supported
H17F	Competitive intensity will positively moderate the relationship between marketing long-term vision and useful marketing program implementation.	Not Supported
H18a	Competitive intensity will positively moderate the relationship between marketing transformational capability and new marketing ideas generation.	Not Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H18b	Competitive intensity will positively moderate the relationship between marketing transformational capability and dynamic research and development orientation.	Not Supported
H18C	Competitive intensity will positively moderate the relationship between marketing transformational capability and marketing activity integration.	Not Supported
H18D	Competitive intensity will positively moderate the relationship between marketing transformational capability and value development originality.	Not Supported
H18E	Competitive intensity will positively moderate the relationship between marketing transformational capability and novel marketing concept.	Not Supported
H18F	Competitive intensity will positively moderate the relationship between marketing transformational capability and useful marketing program implementation.	Not Supported
H19a	Competitive intensity will positively moderate the relationship between dynamic marketing learning and new marketing ideas generation.	Not Supported
H19b	Competitive intensity will positively moderate the relationship between dynamic marketing learning and dynamic research and development orientation.	Not Supported
H19C	Competitive intensity will positively moderate the relationship between marketing transformational capability and marketing activity integration.	Not Supported
H19D	Competitive intensity will positively moderate the relationship between marketing transformational capability and value development originality.	Not Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H19E	Competitive intensity will positively moderate the relationship between marketing transformational capability and novel marketing concept.	Not Supported
H19F	Competitive intensity will positively moderate the relationship between marketing transformational capability and useful marketing program implementation.	Not Supported
H20a	Competitive intensity will positively moderate the relationship between market uncertainty and new marketing ideas generation.	Not Supported
H20b	Competitive intensity will positively moderate the relationship between market uncertainty and dynamic research and development orientation.	Not Supported
H20C	Competitive intensity will positively moderate the relationship between market uncertainty and marketing activity integration.	Not Supported
H20D	Competitive intensity will positively moderate the relationship between market uncertainty and value development originality.	Not Supported
H20E	Competitive intensity will positively moderate the relationship between market uncertainty and novel marketing concept.	Not Supported
H20F	Competitive intensity will positively moderate the relationship between market uncertainty and useful marketing program implementation.	Not Supported
H21a	Competitive intensity will positively moderate the relationship between technology change and new marketing ideas generation.	Not Supported
H21b	Competitive intensity will positively moderate the relationship between technology change and dynamic research and development orientation.	Not Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H21C	Competitive intensity will positively moderate the relationship between technology change and marketing activity integration.	Not Supported
H21D	Competitive intensity will positively moderate the relationship between technology change and value development originality.	Not Supported
H21E	Competitive intensity will positively moderate the relationship between technology change and novel marketing concept.	Not Supported
H21F	Competitive intensity will positively moderate the relationship between technology change and useful marketing program implementation.	Not Supported
H22a	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and best marketing practice.	Not Supported
H22b	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and value innovation.	Not Supported
H22c	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and marketing effectiveness.	Not Supported
H22d	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and marketing response success.	Not Supported
H22e	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and sustainable marketing advantage.	Not Supported
H22f	Marketing well-roundedness will positively moderate the relationship between new marketing ideas generation and marketing profitability.	Not Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H23a	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and best marketing practice.	Not Supported
H23b	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and value innovation.	Not Supported
H23c	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and marketing effectiveness.	Not Supported
H23d	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and marketing response success.	Not Supported
H23e	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and sustainable marketing advantage.	Not Supported
H23f	Marketing well-roundedness will positively moderate the relationship between dynamic research and development orientation and marketing profitability.	Supported
H24a	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and best marketing practice.	Not Supported
H24b	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and value innovation.	Not Supported
H24c	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and marketing effectiveness.	Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H24d	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and marketing response success.	Not Supported
H24e	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and sustainable marketing advantage.	Not Supported
H24f	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and marketing profitability.	Not Supported
H25a	Marketing well-roundedness will positively moderate the relationship between value development originality and best marketing practice.	Not Supported
H25b	Marketing well-roundedness will positively moderate the relationship between value development originality and value innovation.	Not Supported
H25c	Marketing well-roundedness will positively moderate the relationship between value development originality and marketing effectiveness.	Not Supported
H25d	Marketing well-roundedness will positively moderate the relationship between value development originality and marketing response success.	Not Supported
H25e	Marketing well-roundedness will positively moderate the relationship between value development originality and sustainable marketing advantage.	Not Supported
H25f	Marketing well-roundedness will positively moderate the relationship between value development originality and marketing profitability.	Not Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H26a	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and best marketing practice.	Supported
H26b	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and value innovation.	Not Supported
H26c	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and marketing effectiveness.	Not Supported
H26d	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and marketing response success.	Not Supported
H26e	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and sustainable marketing advantage.	Not Supported
H26f	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and marketing profitability.	Not Supported
H27a	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and best marketing practice.	Not Supported
H27b	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and value innovation.	Not Supported
H27c	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and marketing effectiveness.	Not Supported



Table 16 (Continued)

Hypotheses	Description of the Hypothesized Relationships	Results
H27d	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and marketing response success.	Not Supported
H27e	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and sustainable marketing advantage.	Not Supported
H27f	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and marketing profitability.	Not Supported



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H24b	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and value innovation.
H24c	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and marketing effectiveness.
H24d	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and marketing response success.
H24e	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and sustainable marketing advantage.
H24f	Marketing well-roundedness will positively moderate the relationship between marketing activity integration and marketing profitability.
H25a	Marketing well-roundedness will positively moderate the relationship between value development originality and best marketing practice.
H25b	Marketing well-roundedness will positively moderate the relationship between value development originality and value innovation.
H25c	Marketing well-roundedness will positively moderate the relationship between value development originality and marketing effectiveness.
H25d	Marketing well-roundedness will positively moderate the relationship between value development originality and marketing response success.
H25e	Marketing well-roundedness will positively moderate the relationship between value development originality and sustainable marketing advantage.
H25f	Marketing well-roundedness will positively moderate the relationship between value development originality and marketing profitability.
H26a	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and best marketing practice.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H26b	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and value innovation.
H26c	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and marketing effectiveness.
H26d	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and marketing response success.
H26e	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and sustainable marketing advantage.
H26f	Marketing well-roundedness will positively moderate the relationship between novel marketing concept and marketing profitability.
H27a	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and best marketing practice.
H27b	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and value innovation.
H27c	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and marketing effectiveness.
H27d	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and marketing response success.
H27e	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and sustainable marketing advantage.



Table 5 (Continued)

Hypothesis	Description of Hypothesized Relationships
H27f	Marketing well-roundedness will positively moderate the relationship between useful marketing program implementation and marketing profitability.



CHAPTER V

CONCLUSION

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

Summary of Results

This research investigates the theoretical model of the influences of strategic marketing creativity on marketing profitability through best marketing practice, value innovation, marketing effectiveness, market response success, and sustainable marketing advantage as the mediating influences and marketing well-roundedness as a moderating determinant. Additionally, marketing long-term vision, marketing transformational capability, dynamic marketing learning, market uncertainty, and technology change are proposed to become the antecedents of strategic marketing creativity via the moderating effects of competitive intensity.

The key research question is how strategic marketing creativity has an influence on marketing profitability. Furthermore, specific research questions are presented as follows: (1) How does each dimension of strategic marketing creativity affect best marketing practice value innovation, marketing effectiveness, market response success, and sustainable marketing advantage? (2) How does best marketing practice affect value innovation, marketing effectiveness, market response success, and sustainable marketing advantage? (3) How does value innovation affect market response success and sustainable marketing advantage? (4) How does marketing effectiveness affect market response success and sustainable marketing advantage? (5) How does market response success affect sustainable marketing advantage and marketing profitability? (6) How does sustainable marketing advantage affect marketing profitability? (7) How do marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, and technology change



affect each dimension of strategic marketing creativity? (8) How does competitive intensity moderate the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, technology change, and strategic marketing creativity?, and (9) How does marketing well-roundedness moderate the relationship among each dimension of strategic marketing on value innovation, best marketing practice, and marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability?

This research, the conceptual framework is explained based on dynamic capabilities perspective and resource advantage theory. This research selects information and communication technology businesses in Thailand as the research population. The reason selects this industry as basic for investigation of strategic marketing creativity because the information and communication technology businesses in Thailand are becoming an increasingly more important contributor to the development of Thailand's economy and social under the eleventh, national economic and social development plan (2012-2016) of Thailand (<http://eng.nesdb.go.th>). The sample of this research is chosen from data based online of the Ministry of Information and Communication Technology of the Thai government. The data was recorded in 2013 (drawn on 26 December, 2013). The questionnaires are directly distributed to 1,940 firms for data collecting. The instrument used is a questionnaire which is mailed to marketing executive/ marketing directors who are key informants, and was tested for non-response bias. Of the surveys completed and returned, only 228 are usable. The instrument is developed from various literature reviews, and its validity and reliability is tested using a pre-test. The statistics employed are correlation analysis. Multiple regression analysis is used to improve all hypotheses testing.

Hence, this research method creates results with strong credibility and answers all research questions. In the first specific research question, the results exhibit that each dimension of strategic marketing creativity, namely useful marketing program implementation have a significant positive influences on all consequences (best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability). Also, new marketing ideas generation, dynamic research and development orientation, marketing



activity integration, value development originality and novel marketing concept have partially significant positive influences on all consequences.

The second specific research question, the findings show that best marketing practice has significant positive influences on value innovation, marketing effectiveness, and market response success except. Best marketing practice has no significant influence on sustainable marketing advantage.

The third specific research question, value innovation has strong significant positive influences on sustainable marketing advantage.

The fourth specific research question, marketing effectiveness has significant influences on market response success and sustainable marketing advantage.

The fifth specific research question, market response success has significant influences on sustainable marketing advantage and marketing profitability.

The six research question sustainable marketing advantage has significant influences on marketing profitability.

The seven specific research question, the findings assert that marketing long-term vision has significant influences on all dimensions of strategic marketing creativity, Also, Marketing transformational capability, and dynamic marketing learning have partially positively associate with all dimensions of strategic marketing creativity.

The eight specific research question and the antecedents of strategic marketing creativity, the moderating role of complete intensity has a partially significant positive influence on the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning and each dimension of strategic marketing creativity.

The ninth specific research question, the results demonstrate that the moderating role of marketing well-roundedness is a partially significant positive influence on the relationships between each dimension of strategic marketing creativity and its consequences, but it has no influence on the relationships between new marketing ideas generation and useful marketing program implementation on its consequences.

As described earlier, the summary of all research questions and hypotheses testing is included in Table 17.



Table 17 Summary of Results in All Hypotheses Testing

Research Questions	Hypotheses	Results	Conclusion
(1). How does each dimension of strategic marketing creativity affect product innovation, best marketing practice, and marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability?	Hypotheses 1 a-e, 2 a-e, 3 a-e, 4 a-e, 5 a-e, and 6 a-e	- New marketing ideas generation and useful marketing program implementation have significant positive influences all consequences. Also, marketing activity integration, value development originality and novel marketing concept have partially significant positive influences on all consequences, except dynamic research and development orientation has no influence on all consequence relationships.	Partially Supported
(2) How does best marketing practice affect value innovation, marketing effectiveness, market response success and sustainable marketing advantage?	Hypotheses 7 a-d	Best marketing practice has significant positive influences all on value innovation, marketing effectiveness, and market response success and sustainable marketing advantage.	Fully Supported



Table 17 (Continued)

Research Questions	Hypotheses	Results	Conclusion
(3) How does value innovation affect market response success and sustainable marketing advantage?	Hypotheses 8 a-b	- Value innovation has significant positive influences on sustainable marketing advantage except sustainable marketing advantage.	Partially Supported
(4) How does marketing effectiveness affect market response success and sustainable marketing advantage?	Hypotheses 9 a-b	- Marketing effectiveness has significant influences on market response success except sustainable marketing advantage.	Partially Supported
(5) How does market response success affect sustainable marketing advantage and marketing profitability?	Hypotheses 10 a-b	- Market response success has significant influences on sustainable marketing advantage and marketing profitability.	Fully Supported
(6) How does sustainable marketing advantage affect marketing profitability?	Hypotheses 11	Sustainable marketing advantage has significant influences on marketing profitability.	Supported



Table 17 (Continued)

Research Questions	Hypotheses	Results	Conclusion
(7) How do marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, and technology change affect each dimension of strategic marketing creativity?	Hypotheses 12a-f 13a-f 14a-f 15a-f and 16a-f	marketing long-term vision has significant influences on new marketing ideas generation , Also, marketing transformational capability, dynamic marketing learning, market uncertainty, and technology change have partially positively associate with all dimensions of strategic marketing creativity.	Partially Supported
(8) How does competitive intensity moderate the relationships among marketing long-term vision, marketing transformational capability, dynamic marketing learning, marketing uncertainty, technology change, and strategic marketing creativity?	Hypotheses 17 a-f 18 a-f 19 a-f 20 a-f and 20 a-f	- The moderator role of competitive intensity has only significant influences on the relationships between marketing long-term and new ideas generation, whereas the moderator role of competitive intensity has no significant positively influences on the relationships among marketing transformational capability, dynamic marketing learning, marketing uncertainty, technology change, and strategic marketing creativity.	Partially Supported



Table 17 (Continued)

Research Questions	Hypotheses	Results	Conclusion
(9) How does marketing well-roundedness moderate the relationship among each dimension of strategic marketing on value innovation, best marketing practice, and marketing effectiveness, market response success, sustainable marketing advantage, and marketing profitability?	Hypotheses 22 a-e, 23 a-e, 24 a-e, 25 a-e, 26 a-e, and 27 a-e	-The moderating role of marketing well-roundedness is a partially significant positive influence on the relationships between marketing activity integration and its consequences, also, influence on the relationships between novel marketing concept and its consequences.	Partially Supported

Theoretical and Managerial Contributions

Theoretical Contribution

This investigation is an attempt to link the relationship between the antecedents and consequences of strategic marketing creativity. This research contributes to the literature in several ways.

First, by identifying strategic marketing creativity is an important driver of the resources and capabilities-a key element of the dynamic capabilities perspective and resource advantage theory. This research fills the research gap pertaining to how to build marketing profitability. The integration of strategic marketing creativity and marketing profitability perspectives illustrates how strategic marketing creativity interacts with best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability are consequences and how strategic marketing creativity interacts with the antecedents of strategic marketing creativity including marketing long-term vision, marketing



transformational capability, dynamic marketing learning, marketing uncertainty, and technology change as a key resource and capability. According to the research, there is a direct and indirect positive relationship between each dimension of strategic marketing creativity with consequences and antecedents. Thus, this research supports the dynamic capabilities perspective and resource advantage theory that strategic marketing creativity may be a reliable source of guidance for decision making and resource configuration. Thus, the firm's resources and capabilities gain a sustainable competitive advantage that gives an increase in superior performance (Wernerfelt, 1984; Barney, 1991; Peteraf, 1993).

The second contribution of this research entails the examinations of six new dimensions of strategic marketing creativity including new marketing ideas generation, dynamic research and development orientation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation whereas prior researches were never studied before. Moreover, this research advances the literature by categorizing many antecedents and consequences of strategic marketing creativity, and develops a model to test the relationships in the same model.

The third contribution of this research entails the examinations of strategic marketing creativity and best marketing practice, value innovation, marketing effectiveness, market response success, and sustainable marketing advantage. Therefore, the results strongly support that best marketing practice, value innovation, marketing effectiveness, market response success, and sustainable marketing advantage are important drivers of marketing profitability in the market.

The fourth, contribution of this research also asserts that the moderating effects of competitive intensity only have a significant influence on the relationship between marketing long-term vision and new marketing idea generation. Also, the moderating effect of market well-roundedness has a significant effect on the relationship between dynamic research and development orientation and marketing profitability. Along with the moderating effects of market well-roundedness has a significant effect on the relationship between marketing activity integration and marketing effectiveness. Including, the moderating effects of market well-roundedness



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has a significant effect on the relationship between novel marketing concept and best marketing practice.

Managerial Contributions

This research presents several practical implications. Firstly, the findings of this research provide firms, especially in the information and communication technological businesses, to understand how they can achieve best marketing practice, value innovation, marketing effectiveness, market response success, sustainable marketing advantage and marketing profitability. The findings show that strategic marketing creativity has a more important effect on marketing profitability. When it takes into account, the positive effects of the five mediators yield the new marketing idea generation and useful marketing program that it should send an important message to managers. New marketing idea generation enables firms to enhance effective solutions of customer need in current and future. Executives should concern how to create potential solution to fit latent need of consumer between current and future of customer need. Posing the new questions, it assists firm to create unique marketing strategy leading to maintenance of competitive advantage. Moreover, useful marketing program implementation became a key instrument to attract and retain a customer relationship through analyzed consumer idiosyncrasies as well which attain superior marketing performance. Marketing manager should concern to create new marketing program that corresponds to customer expectation. Customer expectation will change over time. Hence, new thinking is imperative to contribute competitive advantage.

Secondly, best marketing practices are the outcome of strategic marketing creativity which relates to value innovation, marketing effectiveness, marketing response success and sustainable marketing advantage. Marketing manager should realize to continuously improve marketing processes which reduce the lead-time to enter to market faster than competitor and flexibility performance through offering more alternatives.

Thirdly, in particular, dynamic marketing leaning and marketing transformation capability have an important effect on strategic marketing creativity. Marketing executives could follow closely to enhance new knowledge about customer latent needs, market trends, competitor's action, and diversify knowledge from outside and inside of organization together with changing strategy to keep up with uncertainty



APPENDICES



APPENDIX A
Non-Response Bias Tests



Table 1A Non-Response Bias Tests

Comparison	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig.
Business owner types:					
• Equal variances assumed	.460	.498	-.339	226	.735
• Equal variances not assumed			-.339	223.461	.735
Period of time operation:					
• Equal variances assumed	.797	.373	-1.565	226	.119
• Equal variances not assumed			-1.565	225.647	.119
Operational capital:					
• Equal variances assumed	1.761	.186	-.780	226	.436
• Equal variances not assumed			-.780	224.689	.436
Average revenue per year:					
• Equal variances assumed	.526	.469	-1.028	226	.305
• Equal variances not assumed			-1.028	225.444	.305
Total Asset					
• Equal variances assumed	1.689	.195	-.938	226	.349
• Equal variances not assumed			-.938	224.930	.349
Number of full-time employees:					
• Equal variances assumed	1.801	.181	-.868	226	.387
• Equal variances not assumed			-.863	224.675	.387



APPENDIX B
Respondent Characteristics



Table 1B Demographic Characteristics of Respondents

Descriptions	Categories	Frequency	Percentage
Gender	Male	115	50.40
	Female	113	49.60
Total		228	100.00
Age	Less than 30 years old	20	8.80
	30 - 40 years old	91	39.90
	41 - 50 years old	90	39.50
	More than 50 years old	27	11.80
Total		228	100.00
Marital Status	Single	99	43.40
	Married	120	52.60
	Divorced	9	3.90
Total		228	100.00
Education Level	Bachelor's degree or lower	100	43.90
	Higher than Bachelor's degree	128	56.10
Total		228	100.00
Experience in Work	Less than 5 years	15	6.60
	5 - 10 years	66	28.90
	11 - 15 years	63	27.60
	More than 15 years	84	36.80
Total		228	100.00
Average Revenue per Month	Less than 50,000 Baht	73	32.00
	50,000 - 100,000 Baht	88	38.60
	100,001 - 150,000 Baht	26	11.40
	More than 150,000 Baht	41	18.00
Total		228	100.00
Current Position	Marketing Director	62	27.20
	Marketing Manager	116	50.90
	Owner, Managing Director	50	21.90
Total		228	100.00



APPENDIX C

Information And Communication Technology Businesses Characteristics



Table 1C Characteristics of Information And Communication Technology Businesses
In Thailand

Descriptions	Categories	Frequency	Percentage
Types of business	Company limited	219	96.10
	Partnership	9	3.90
Total		228	100.00
Types of product	Hardware manufacturing	28	12.30
	Telecommunications services	44	19.30
	Information technology services	65	28.50
	Manufacturing and software services	91	39.90
Total		228	100.00
Period of Time Operation	Less than 5 years	26	11.40
	5 - 10 years	74	32.50
	11 – 15 years	43	18.90
	More than 15 years	85	37.30
Total		228	100.00
Operational Capital	Less than 25,000,000 Baht	150	65.80
	25,000,000 – 50,000,000 Baht	22	9.60
	50,000,001 – 75,000,000 Baht	14	6.10
	More than 75,000,000 Baht	42	18.40
Total		228	100.00
Firm's Average Revenue per Year	Less than 50,000,000 Baht	124	54.40
	50,000,000 – 100,000,000 Baht	43	18.90
	100,000,001 – 150,000,000 Baht	9	3.90
	More than 150,000,000 Baht	52	22.80
Total		228	100.00



Table 1C Characteristics of Information And Communication Technology Businesses
In Thailand (Continued)

Descriptions	Categories	Frequency	Percentage
total assets of the firm	Less than 50,000,000 Baht	137	60.10
	50,000,000 – 100,000,000 Baht	31	13.60
	100,000,001 – 150,000,000 Baht	3	1.30
	More than 150,000,000 Baht	57	25.00
	Total	228	100.00
Number of full-time employees	Less than 50 employees	147	64.50
	50 – 100 employees	23	10.10
	101 – 150 employees	10	4.40
	More than 150 employees	48	21.10
Total	228	100.00	
The percentage of expenditures research and development per year	Less than 4 percent	111	48.70
	5-8 percent	62	27.20
	9-12 percent	23	10.10
	More than 12 percent	32	14.00
Total	228	100.00	



APPENDIX D
The Original Items



Original Items in Scales

Constructs	Items
New marketing ideas generation (NIG)	
NIG 1	Firm promotes that enthusiastic employee generates new idea for product developing and new service entry into the market continuously.
NIG 2	Firm believes that creation of new idea of diversity of channel enables an organization into survival and sustainability.
NIG 3	Firm emphasizes on new idea generation to adopt the system of novel social network of internet in order to become important communication and public relation for customer.
NIG 4	Firm supports to create new promotion design in order to increase competitive capability.
Dynamic research and development orientation (DRD)	
DRD1	Firm believes that focus on continuous research and development will increase the competitive potential both current and further.
DRD2	Firm emphasizes adequately the allocation of research and development budget to develop new product/service in order to provide innovative creativity of marketing activity, which is effective and efficiency.
DRD3	Firm promotes that employees analyze and predict the situation changes in the future in order to obtain information to develop new products and services that allow meet the needs of customers as well.
DRD4	Firm promotes that employees conduct research and development in new product and service continually in order to generate a variety of responses of demand.
Marketing activity integration (MAI)	
MAI1	Firm believes that integration all marketing activity, allowing organization to develop into marketing excellence and meet the needs of customers as well.
MAI2	Firm supports the collaborations among the partnership, suppliers and the distribution network together in order to increase efficiency in the delivery of products and services.
MAI3	Firm promotes that employees have collaborations in a team-work both inside and outside in order to design the product development and outstanding service to meet the needs of customers as well.
MAI4	Firm focuses on coordination with the partnership for arrangement in activity of variety of marketing promotion in order to meet the needs of customers as well.
Value development originality (VDO)	
VDO1	Firm believes that to initiate the creativity of product development and service, which becomes continuously the first value in a market, allows a firm to be a market leader.
VDO2	Firm promotes that employees should have marketing value development in order to reduce unnecessary costs; Ultimately, it is the prototype of marketing operation.
VDO3	Firm emphasizes on the allocation of budget and investment in new marketing process development, which is the marketing prototype.
VDO4	Firm focuses on motivation of employees by providing a reward for someone who can invent the new method for marketing operation, which allows to benefit and to be a prototype for industry.
Novel marketing concept (NMC)	
NMC1	Firm believes that new concept development for continuous marketing operation in a new way allows the firm to adapt to the market environment as well.



Original Items in Scales

Constructs	Items
Novel marketing concept (NMC)	
NMC2	Firm promotes to transformation of marketing concept for marketing operation to match competitive environment and allow on sustainable operating advantage.
NMC3	Firm promotes to adopt the partnership concept into customer relationship development in order to the performance enhances to achieve a goal as well.
NMC4	Firm promotes employees to adopt new knowledge and information to use as the guideline of continuous marketing activity development.
Useful marketing program implementation (UPI)	
UPI1	Firm focuses on a suitable price that fit between quality and demand to generate customer satisfaction in order to increase sale volume and market share.
UPI2	Firm promotes to extend a variety of channel to reach to facility in meet customer promptly.
UPI3	Firm emphasizes on selling variety of product and service in order to cover with customer demand in present and future.
UPI4	Firm focuses on the outstanding marketing promotion in order to create the customer relationship that enables a firm to success continuously to maintain old customer and new customer.
Best marketing practice (BMP)	
BMP1	Firm has the modern method into marketing operation that is important instrument to approach customer as well.
BMP2	Firm has imposed the approach that has efficiency in marketing operation and has been higher than same industry standard.
BMP3	Firm has analyzed and investigated continuously marketing that can predict the future situation better precise than the competitors.
BMP4	Firm has an application of instrument or new technology, highest efficiency that leads to excellence in customer response.
Value innovation (VIN)	
VIN1	Firm can always develop new product and service that have customer value to respond customer promptly.
VIN2	Firm has an ability to develop the value of new product and service to generate the variety and correspond with customer need.
VIN3	Firm has an ability to serve in the new selling that modernizes in several channels in order to respond customer faster than the competitors.
VIN4	Firm has an ability to manipulate activity that promotes the novel value of product, and service to correspond customer need.
Marketing effectiveness (MEF)	
MEF1	Firm can maintain effectively in the customer relationship in both of old and new customer that achieve the goal into creation of value product and service to entry into the market continuously.
MEF2	Firm can improve the strategy or marketing activity to achieve objective and goal of organization with excellent strategies than competitors.
MEF3	Firm has a marketing operation even better from novel marketing strategy development into the market continuously.
MEF4	Firm can achieve in better marketing performance in the line with the company determined.



Original Items in Scales

Constructs	Items
Market response success (MRS)	
MRS1	Firm can adapt promptly into a response of change market that causes to increase number of customer.
MRS2	Firm has been recognized by the market that has offered novel product and service, providing on quick value.
MRS3	Firm can attract customers in order to buy the product and using a service after a firm has launched into the market under short time.
MRS4	Firm has a reputation to success on a market leader who creates useful product and service better than the competitors in response to customer.
Sustainable marketing advantage (SMA)	
SMA1	Firm can perform better than the competitors in proposing a variety of values in product and service that allows customer satisfaction continuously.
SMA2	Firm has proposed marketing superior than the competitors on appropriate price that corresponds with quality of product and service under recognition from customer.
SMA3	Firm can serve on variety of channel that makes facilities and fast responds to customer that is better than the competitors.
SMA4	Firm has an excellence of after sell service that causes maintaining customer relationships with existing and new customers better than the competitors.
Marketing Profitability (MPR)	
MPR1	Firm has an increasing revenue from existing customer through enhancing the purchase volume.
MPR2	Firm has a profit from sale volume of product and service that continuously increase.
MPR3	Firm has a continuous growth of market share.
MPR4	Firm has an increasing sale volume when compared to the past.
Marketing long-term vision (MLV)	
MLV1	Firm believes marketing operation that emphasizes product quality and service standard, allowing a firm to achieve and survive in the long-run.
MLV2	Firm commits to create and develop marketing innovation continuously.
MLV3	Firm encourages an employee to have developed marketing knowledge and variety of marketing skills.
MLV4	Firm focuses on modern technology development in order to enhance the efficiency of marketing operation.
Marketing transformational capability (MTC)	
MTC1	Firm commits that the transformational capability in a market causes the marketing opportunity for organization.
MTC2	Firm encourages to analyze and to understand market change situation in order to be a guideline of marketing strategy development to correspond with the future need.
MTC3	Firm encourages having a manual of a marketing plan in order to improve marketing strategy.



Original Items in Scales

Constructs	Items
Dynamic marketing learning (DML)	
DML1	Firm believes the continuous marketing learning and understands marketing competition as well, enabling a firm to outstanding plan.
DML2	Firm believes to apply knowledge that derives from experience to analyze and synthesize marketing situation; It will lead to successful organization.
DML3	Firm encourages having a brainstorming within organizations and many inter-departmental in order to contribute comprehensive understanding.
DML4	Firm encourages having a data collection of customer and competitor systematically and concretely.
Market uncertainty (MUC)	
MUC1	Customer demand always changes and is difficult to predict; the firms should have to follow up the market change continuously, in order to use this information for generating product and service to be corresponding with need change.
MUC2	Firms that cannot prediction of the emerging situation such as the economic crisis, impact on marketing fluctuation, these enable firms need to adapt quickly on marketing strategy to be timely through new marketing creativity.
MUC3	Products and services which are obsolete faster, enable firms need to develop creativity of products and services to be modern and quickly launch to market.
Technology change (TEC)	
TEC1	Rapidly developed technology, enables firms to have need to improve or transform marketing operation to be modern in order to enhance competitive capability.
TEC2	Currently, technologies have a role to live-life more. These enable firms can create a marketing opportunity through proposing the modern marketing innovation.
TEC3	Continuous changes and development of technology reinforce the firms to adopt technology to develop and launch new products and services to keep up with the demands of changing markets.
Competitive intensity (CIT)	
CIT1	Encountering with a situation of increasing new competitor, enables firms need to have creativity and products and service's development better outstanding than competitors.
CIT2	Perception of increasing exists of competitor potential, enables firms need to leverage a capability on creative marketing activity that is novel and more value.
CIT3	Encountering with a competitor adopted modern technology; causes firms need to arrange more modern technology to support new marketing creativity of organization.



Original Items in Scales

Constructs	Items
Marketing well-roundedness(MWR)	
MWR1	Firm believes that variety of knowledge in marketing allows a firm to adapt and respond to marketing change to greater.
MWR2	Firm emphasizes on applying in variety marketing knowledge of organization, can lead to the marketing plan to ensure maximum performance.
MWR3	Firm has an integration of marketing knowledge and extensive knowledge, adopting firm's marketing operation to support efficiency administration.
MWR4	Firm focus on having a manual of marketing knowledge management to be systematic and concrete in order to adopt renew of the marketing plan optimally.



APPENDIX E

Item Factor Loadings and Cronbach's Alpha Analyses in Pre-Test



Table 1E Item Factor Loadings and Cronbach's Alpha Analyses

Constructs	Items	Factor Loadings	Reliability (Alpha)
Marketing Profitability (MPR)	MPR1	.820	.880
	MPR2	.906	
	MPR3	.913	
	MPR4	.813	
New marketing ideas generation (NIG)	NIG1	.806	.840
	NIG2	.818	
	NIG3	.793	
	NIG4	.886	
Dynamic research and development orientation (DRD)	DRD1	.853	.877
	DRD2	.862	
	DRD3	.842	
	DRD4	.886	
Marketing activity integration (MAI)	MAI1	.772	.836
	MAI2	.823	
	MAI3	.860	
	MAI4	.826	
Value development originality (VDO)	VDO1	.800	.845
	VDO2	.802	
	VDO3	.887	
	VDO4	.820	
Novel marketing concept (NMC)	NMC1	.802	.832
	NMC2	.903	
	NMC3	.696	
	NMC4	.884	

n = 30



Table 1E Item Factor Loadings and Cronbach's Alpha Analyses (Continued)

Constructs	Items	Factor Loadings	Reliability (Alpha)
Useful marketing program implementation (UPI)	UPI1	.713	.887
	UPI2	.912	
	UPI3	.914	
	UPI4	.904	
Best marketing practice (BMP)	BMP1	.926	.920
	BMP2	.893	
	BMP3	.896	
	BMP4	.882	
Value innovation (VIN)	VIN1	.867	.876
	VIN2	.851	
	VIN3	.886	
	VIN4	.820	
Marketing effectiveness (MEF)	MEF1	.816	.896
	MEF2	.902	
	MEF3	.895	
	MEF4	.896	
Market response success (MRS)	MRS1	.920	.945
	MRS2	.926	
	MRS3	.927	
	MRS4	.934	
Sustainable marketing advantage (SMA)	SMA1	.917	.917
	SMA2	.955	
	SMA3	.914	
	SMA4	.793	

n = 30



Table 1E Item Factor Loadings and Cronbach's Alpha Analyses (Continued)

Constructs	Items	Factor Loadings	Reliability (Alpha)
Marketing long-term vision (MLV)	MLV1	.844	.910
	MLV2	.916	
	MLV3	.876	
	MLV4	.908	
Marketing transformational capability (MTC)	MTC1	.792	.779
	MTC2	.912	
	MKA3	.814	
Dynamic marketing learning (DML)	DML1	.820	.851
	DML2	.800	
	DML3	.853	
	DML4	.860	
Market uncertainty (MUC)	MUC1	.920	.809
	MUC2	.788	
	MUC3	.840	
Technology change (TEC)	TEC1	.881	.883
	TEC2	.934	
	TEC3	.885	
Competitive intensity (CIT)	CIT1	.908	.914
	CIT2	.909	
	CIT3	.960	
Marketing well-roundedness(MWR)	MWR1	.837	.886
	MWR2	.847	
	MWR3	.905	
	MWR3	.874	

n = 30

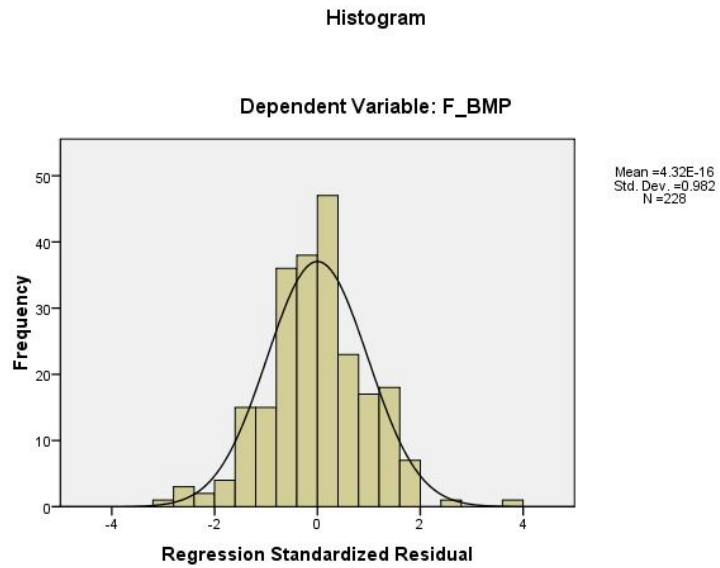


APPENDIX F
The Results of Basic Assumptions Testing



1. Normality

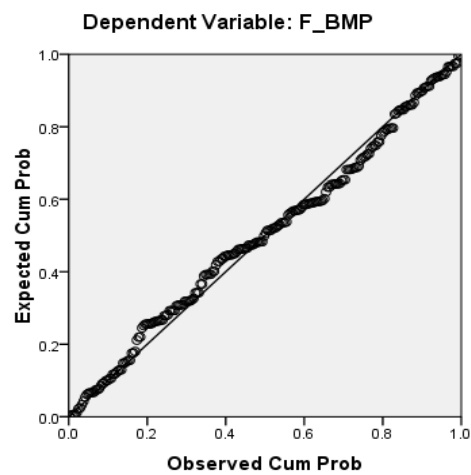
Histogram:



2. Linearity

Normal Probability Plot:

Normal P-P Plot of Regression Standardized Residual



3. Autocorrelation

Equation	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.611	.597	.261	.63519	2.010
2	.643	.414	.392	.77962	2.166
3	.545	.297	.272	.85346	1.967
4	.719	.517	.499	.70780	2.047
5	.684	.467	.448	.74303	1.632
6	.610	.375	.349	.80666	1.545
7	.692	.479	.472	.72677	1.952
8	.616	.380	.372	.79274	1.775
9	.712	.508	.497	.70956	2.125
10	.706	.498	.485	.71786	1.631
11	.591	.349	.338	.81392	1.672
12	.501	.251	.227	.87927	2.146
13	.629	.396	.376	.78972	1.592
14	.489	.239	.215	.88606	1.775
15	.666	.443	.425	.75798	1.972
16	.648	.420	.402	.77328	2.012
17	.667	.445	.427	.75681	2.063
18	.560	.313	.272	.85349	2.132
19	.647	.418	.383	.78566	1.606
20	.501	.251	.206	.89111	1.783
21	.673	.453	.420	.76157	1.964
22	.657	.432	.398	.77601	2.001
23	.680	.462	.429	.75548	2.002
24	.796	.634	.608	.62593	2.025
25	.658	.433	.393	.77917	2.112
26	.597	.357	.311	.82995	1.959
27	.729	.532	.498	.70817	2.072
28	.696	.485	.449	.74259	1.656
29	.620	.384	.341	.81187	1.579



APPENDIX G

Cover Letter and Questionnaire: English Version



Questionnaire to the Ph. D. Dissertation Research

“ Strategic Marketing Creativity and Marketing Profitability: empprical evidence from Information and Communication Technology Businesses in Thailand”

Directions:

This questionnaire aims at collecting data regarding strategic marketing creativity and marketing profitability in order to complete the researcher’s Ph.D. course in Marketing Management from Maharakham Business School, Maharakham University (Tel. 043-754333). Please fill in this questionnaire according to your information consisting of 7 parts:

Part I: Demographic profile data of marketing executives

Part II: General information of information technology business in Thailand

Part III: Opinions regarding strategic marketing creativity of information technology business in Thailand

Part IV: Opinions regarding marketing performance of information technology business in Thailand

Part V: Opinions regarding internal factors affecting business performance of information technology business in Thailand

Part VI: Opinions regarding external factors affecting business performance of information technology business in Thailand

Part VII: Problems and suggestions regarding marketing management of information technology business in Thailand

Your information will be treated confidentially and will not be disclosed to any others without your consent.

Do you need an executive summary of this research results? If yes, please indicate your e-mail address or attach your business card with this questionnaire.

() Yes, E-mail..... () No

Thank you for your kind assistance in giving your exact information in this questionnaire. If you have any inquiry regarding this questionnaire, please contact Miss Jaruporn Meesuptong at Tel. 081 544 8400 or e-mail: meesuptong@hotmail.com

Sincerely yours,

(Miss Jaruporn Meesuptong)

Ph.D. candidate in Marketing Management
Maharakham Business School,
Maharakham University, Thailand



Part 1 Personal information of marketing executive of information and communication technology 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. Education level

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

5. Working experience

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

6. Average revenue per month

- Less than 50,000 Baht 50,000 – 100,000 Baht
 100,001 – 150,000 Baht More than 150,000 Baht

7. Current position

- Marketing director Marketing manager
 Other (Please Specify).....



Part 2 General information of information and communication technology businesses in Thailand

1. Type of business

- Company limited/Public company limited Partnership

2. Product type of business

- Hardware manufacturing Telecommunications services
 Information technology services Manufacturing and software services

3. Operational years

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

4. Operational capital

- Less 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

5. Firm's average revenue per Year

- Less than 50,000,000 Baht 50,000,000 – 100,000,000 Baht
 100,000,001 – 150,000,000 Baht More than 150,000,000 Baht

6. Total assets of the firm

- Less than 50,000,000 Baht 50,000,000 – 100,000,000 Baht
 100,000,001 – 150,000,000 Baht More than 150,000,000 Baht

7. Number of full-time employees

- Less than 50 employees 50 – 100 employees
 101 – 150 employees More than 150 employees

8. Percent of research and development expenditures per year

- 0 or Less than 4 Percent 4-8 Percent
 9-12 Percent More than 12 Percent



Part 3 Opinion on strategic marketing creativity of information and communication technology businesses in Thailand

Strategic marketing creativity	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
New marketing ideas generation					
1. Firm promotes that enthusiastic employee generates new idea for product developing and new service entry into the market continuously.	5	4	3	2	1
2. Firm believes that creation of new idea of diversity of channel enables an organization into survival and sustainability.	5	4	3	2	1
3. Firm emphasizes on new idea generation to adopt the system of novel social network of internet in order to become important communication and public relation for customer.	5	4	3	2	1
4. Firm supports to create new promotion design in order to increase competitive capability.	5	4	3	2	1
Dynamic research and development orientation					
5. Firm believes that new promotion design will increase the competitive potential.	5	4	3	2	1
6. Firm emphasizes adequately the allocation of research and development budget to develop new product/service in order to provide innovative creativity of marketing activity, which is effective and efficiency.	5	4	3	2	1
7. Firm promotes that employees analyze and predict the situation changes in the future in order to obtain information to develop new products and services that allow meet the needs of customers as well.	5	4	3	2	1
8. Firm promotes that employees conduct research and development in new product and service continually in order to generate a variety of responses of demand.	5	4	3	2	1



Part 3 (Continued)

Strategic marketing creativity	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing activity integration					
9. Firm believes that integration all marketing activity, allowing organization to develop into marketing excellence and meet the needs of customers as well.	5	4	3	2	1
10. Firm supports the collaborations among the partnership, suppliers and the distribution network together in order to increase efficiency in the delivery of products and services.	5	4	3	2	1
11. Firm promotes that employees have collaborations in a team-work both inside and outside in order to design the product development and outstanding service to meet the needs of customers as well.	5	4	3	2	1
12. Firm focuses on coordination with the partnership for arrangement in activity of variety of marketing promotion in order to meet the needs of customers as well.	5	4	3	2	1
Value development originality					
13. Firm believes that to initiate the creativity of product development and service, which becomes continuously the first value in a market, allows a firm to be a market leader.	5	4	3	2	1
14. Firm promotes that employees should have marketing value development in order to reduce unnecessary costs; Ultimately, it is the prototype of marketing operation.	5	4	3	2	1
15. Firm emphasizes on the allocation of budget and investment in new marketing process development, which is the marketing prototype.	5	4	3	2	1
16. Firm focuses on motivation of employees by providing a reward for someone who can invent the new method for marketing operation, which allows to benefit and to be a prototype for industry.	5	4	3	2	1



Part 3 (Continued)

Strategic marketing creativity	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Novel marketing concept					
17. Firm believes that new concept development for continuous marketing operation in a new way allows the firm to adapt to the market environment as well.	5	4	3	2	1
18. Firm promotes to transformation of marketing concept for marketing operation to match competitive environment and allow on sustainable operating advantage.	5	4	3	2	1
19. Firm promotes to adopt the partnership concept into customer relationship development in order to the performance enhances to achieve a goal as well.	5	4	3	2	1
20. Firm promotes employees to adopt new knowledge and information to use as the guideline of continuous marketing activity development.	5	4	3	2	1
Useful marketing program implementation					
21. Firm focuses on a suitable price that fit between quality and demand to generate customer satisfaction in order to increase sale volume and market share.	5	4	3	2	1
22. Firm promotes to extend a variety of channel to reach to facility in meet customer promptly.	5	4	3	2	1
23. Firm emphasizes on selling variety of product and service in order to cover with customer demand in present and future.	5	4	3	2	1
24. Firm focuses on the outstanding marketing promotion in order to create the customer relationship that enables a firm to success continuously to maintain old customer and new customer.	5	4	3	2	1



**Part 4 Opinion on marketing outcomes of information and communication
technology businesses in Thailand**

Marketing Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Best marketing practice					
1. Firm has the modern method into marketing operation that is important instrument to approach customer as well.	5	4	3	2	1
2. Firm has imposed the approach that has efficiency in marketing operation and has been higher than same industry standard.	5	4	3	2	1
3. Firm has analyzed and investigated continuously marketing that can predict the future situation better precise than the competitors	5	4	3	2	1
4. Firm has an application of instrument or new technology, highest efficiency that leads to excellence in customer response.	5	4	3	2	1
Value innovation					
5. Firm can always develop new product and service that have customer value to respond customer promptly.	5	4	3	2	1
6. Firm has an ability to develop the value of new product and service to generate the variety and correspond with customer need.	5	4	3	2	1
7. Firm has an ability to serve in the new selling that modernizes in several channels in order to respond customer faster than the competitors.	5	4	3	2	1
8. Firm has an ability to manipulate activity that promotes the novel value of product, and service to correspond customer need.	5	4	3	2	1
Marketing effectiveness					
9. Firm can maintain effectively in the customer relationship in both of old and new customer that achieve the goal into creation of value product and service to entry into the market continuously.	5	4	3	2	1
10. Firm can improve the strategy or marketing activity to achieve objective and goal of organization with excellent strategies than competitors.	5	4	3	2	1



Part 4 (Continued)

Marketing Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
11. Firm has a marketing operation even better from novel marketing strategy development into the market continuously.	5	4	3	2	1
12. Firm can achieve in better marketing performance in the line with the company determined	5	4	3	2	1
Market response success					
13. Firm can adapt promptly into a response of change market that causes to increase number of customer.	5	4	3	2	1
14. Firm has been recognized by the market that has offered novel product and service, providing on quick value.	5	4	3	2	1
15. Firm can attract customers in order to buy the product and using a service after a firm has launched into the market under short time.	5	4	3	2	1
16. Firm has a reputation to success on a market leader who creates useful product and service better than the competitors in response to customer.	5	4	3	2	1
Sustainable marketing advantage					
17. Firm can perform better than the competitors in proposing a variety of values in product and service that allows customer satisfaction continuously.	5	4	3	2	1
18. Firm has proposed marketing superior than the competitors on appropriate price that corresponds with quality of product and service under recognition from customer.	5	4	3	2	1
19. Firm can serve on variety of channel that makes facilities and fast responds to customer that is better than the competitors.	5	4	3	2	1
20. Firm has an excellence of after sell service that causes maintaining customer relationships with existing and new customers better than the competitors.	5	4	3	2	1



Part 4 (Continued)

Marketing Outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Profitability					
21. Firm has an increasing revenue from existing customer through enhancing the purchase volume.	5	4	3	2	1
22. Firm has a profit from sale volume of product and service that continuously increase.	5	4	3	2	1
23. Firm has a continuous growth of market share.	5	4	3	2	1
24. Firm has an increasing sale volume when compared to the past.	5	4	3	2	1

Part 5 Opinion on internal environmental factors of information and communication technology businesses in Thailand

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing long-term vision					
1. Firm believes marketing operation that emphasizes product quality and service standard, allowing a firm to achieve and survive in the long-run.	5	4	3	2	1
2. Firm commits to create and develop marketing innovation continuously.	5	4	3	2	1
3. Firm encourages an employee to have developed marketing knowledge and variety of marketing skills.	5	4	3	2	1
4. Firm focuses on modern technology development in order to enhance the efficiency of marketing operation.	5	4	3	2	1
Marketing transformational capability					
6. Firm commits that the transformational capability in a market causes the marketing opportunity for organization.	5	4	3	2	1



Part 5 (Continued)

Internal Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
7. Firm encourages to analyze and to understand market change situation in order to be a guideline of marketing strategy development to correspond with the future need.	5	4	3	2	1
8. Firm encourages having a manual of a marketing plan in order to improve marketing strategy.	5	4	3	2	1
Dynamic marketing learning					
9. Firm believes the continuous marketing learning and understands marketing competition as well, enabling a firm to outstanding plan.	5	4	3	2	1
10. Firm believes to apply knowledge that derives from experience to analyze and synthesize marketing situation; It will lead to successful organization.	5	4	3	2	1
11. Firm encourages having a brainstorming within organizations and many inter-departmental in order to contribute comprehensive understanding.	5	4	3	2	1
12 Firm encourages having a data collection of customer and competitor systematically and concretely..	5	4	3	2	1

Part 6 Opinion on external environmental factors of information and communication technology businesses in Thailand

External Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Market uncertainty					
1. Customer demand always changes and is difficult to predict; the firms should have to follow up the market change continuously, in order to use this information for generating product and service to be corresponding with need change.	5	4	3	2	1



Part 6 Opinion on external environmental factors of information and communication technology businesses in Thailand

External Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
2. Firms that cannot prediction of the emerging situation such as the economic crisis, impact on marketing fluctuation, these enable firms need to adapt quickly on marketing strategy to be timely through new marketing creativity.	5	4	3	2	1
3. Products and services which are obsolete faster, enable firms need to develop creativity of products and services to be modern and quickly launch to market.	5	4	3	2	1
Technology change					
4. Rapidly developed technology, enables firms to have need to improve or transform marketing operation to be modern in order to enhance competitive capability.	5	4	3	2	1
5. Currently, technologies have a role to live-life more. These enable firms can create a marketing opportunity through proposing the modern marketing innovation.	5	4	3	2	1
6. Continuous changes and development of technology reinforce the firms to adopt technology to develop and launch new products and services to keep up with the demands of changing markets.	5	4	3	2	1
Competitive intensity					
7. Encountering with a situation of increasing new competitor, enables firms need to have creativity and products and service's development better outstanding than competitors.	5	4	3	2	1
8. Perception of increasing exists of competitor potential, enables firms need to leverage a capability on creative marketing activity that is novel and more value.	5	4	3	2	1



Part 6 Opinion on external environmental factors of information and communication technology businesses in Thailand

External Environmental Factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
9. Encountering with a competitor adopted modern technology; causes firms need to arrange more modern technology to support new marketing creativity of organization.	5	4	3	2	1
Marketing well-roundedness	5	4	3	2	1
10. Firm believes that variety of knowledge in marketing allows a firm to adapt and respond to marketing change to greater.	5	4	3	2	1
11. Firm emphasizes on applying in variety marketing knowledge of organization, can lead to the marketing plan to ensure maximum performance.	5	4	3	2	1
12. Firm has an integration of marketing knowledge and extensive knowledge, adopting firm's marketing operation to support efficiency administration.	5	4	3	2	1
13. Firm focus on having a manual of marketing knowledge management to be systematic and concrete in order to adopt renew of the marketing plan optimally.	5	4	3	2	1

Part 7 Recommendations and suggestions in the operation of strategic marketing creativity of information and communication technology businesses in Thailand

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



APPENDIX H

Cover Letters and Questionnaire: Thai Version





ที่ ศธ 0530.10/ 509

คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
อำเภอกันทรวิชัย จังหวัดมหาสารคาม
44150

22 เมษายน 2557

เรื่อง ขอความอนุเคราะห์กรอกแบบสอบถาม

เรียน ผู้อำนวยการฝ่ายการตลาด/ผู้จัดการฝ่ายการตลาด

ด้วย นางสาวจรรุพร มีทรัพย์ทอง นิสิตระดับปริญญาเอก คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “การบริหารการตลาดของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์ หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นางสาวจรรุพร มีทรัพย์ทอง ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าจะได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(รองศาสตราจารย์ ดร.ปพฤกษ์บาร์มี อุตสาหะวานิชกิจ)

คณบดีคณะกรรมการบัญชีและการจัดการ

มหาวิทยาลัยมหาสารคาม

สำนักบริหารหลักสูตรระดับบัณฑิตศึกษาและวิจัย

คณะกรรมการบัญชีและการจัดการ โทรศัพท์ (043) 754333 ต่อ 3410





แบบสอบถามเพื่อการวิจัย

เรื่อง ความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์และความสามารถในการทำกำไรทางการตลาด:
หลักฐานเชิงประจักษ์จากธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัย “ความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์และความสามารถในการทำกำไรทางการตลาด: หลักฐานเชิงประจักษ์จากธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย” เพื่อเป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จังหวัดมหาสารคาม หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

- ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย
- ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย
- ตอนที่ 3 ความคิดเห็นเกี่ยวกับความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย
- ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานทางการตลาดของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย
- ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการดำเนินงานของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย
- ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการดำเนินงานของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย
- ตอนที่ 7 ข้อคิดเห็น ปัญหา และข้อเสนอแนะเกี่ยวกับการบริหารการตลาดของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใดๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่

() ต้องการ E-mail..... () ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address ของท่าน หรือแนบนามบัตรของท่านมาพร้อมกับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณล่วงหน้าที่ท่านได้กรุณาสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นางสาวจรรพพร มีทรัพย์ทอง โทรศัพท์เคลื่อนที่ 081-544-8400 หรือ E-mail: Meesuptong@hotmail.com

(นางสาวจรรพพร มีทรัพย์ทอง)

นิตติปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด
คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม



ตอนที่1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย

1. เพศ

ชาย

หญิง

2. อายุ

น้อยกว่า 30 ปี

30 – 40 ปี

41 – 50 ปี

มากกว่า 50 ปี

3. สถานภาพ

โสด

สมรส

หย่าร้าง/หม้าย

4. ระดับการศึกษา

ปริญญาตรีหรือต่ำกว่า

สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

น้อยกว่า 5 ปี

5 – 10 ปี

11 – 15 ปี

มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือนที่ได้รับ

ต่ำกว่า 50,000 บาท

50,000 – 75,000 บาท

75,001 – 100,000 บาท

มากกว่า 100,000 บาท

7. ตำแหน่งงานในปัจจุบัน

ผู้อำนวยการฝ่ายการตลาด

ผู้จัดการฝ่ายการตลาด

อื่นๆ (โปรดระบุ).....



ตอนที่2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย

1. รูปแบบธุรกิจ

- บริษัทจำกัด ห้างหุ้นส่วน

2. ประเภทธุรกิจ

- กลุ่มการผลิตและให้บริการทางด้านฮาร์ดแวร์ กลุ่มการให้บริการทางด้านการสื่อสารโทรคมนาคม
 กลุ่มการให้บริการทางด้านเทคโนโลยีสารสนเทศ กลุ่มการผลิตและให้บริการทางด้านซอฟต์แวร์

3. ระยะเวลาในการดำเนินงาน

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

4. ทุนในการดำเนินงาน

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

5. รายได้เฉลี่ยของธุรกิจต่อปี

- ต่ำกว่า 50,000,000 บาท 50,000,000 – 100,000,000 บาท
 100,000,001 – 150,000,000 บาท มากกว่า 150,000,000 บาท

6. มูลค่ารวมของสินทรัพย์

- ต่ำกว่า 50,000,000 บาท 50,000,000 – 100,000,000 บาท
 100,000,001 – 150,000,000 บาท มากกว่า 150,000,000 บาท

7. จำนวนพนักงาน

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

8. การจัดสรรงบประมาณการวิจัยและพัฒนาร้อยละ (ยอดขายรวมต่อปี)

- ต่ำกว่าร้อยละ 4 ร้อยละ 4 - 8
 ร้อยละ 9 - 12 มากกว่าร้อยละ 12



ตอนที่3 ความคิดเห็นเกี่ยวกับความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสาร ในประเทศไทย

ความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ (Strategic Marketing Creativity)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
<p>การความคิดใหม่ๆทางการตลาด (New Marketing Ideas Generation)</p> <p>1. กิจการส่งเสริมให้บุคลากรมีความกระตือรือร้นในการเสนอความคิดใหม่ๆในการพัฒนาผลิตภัณฑ์และบริการรูปแบบใหม่เข้าสู่ตลาดอย่างต่อเนื่อง</p>					
<p>2. กิจการเชื่อมั่นว่าการนำเสนอความคิดในการขายผ่านช่องทางที่หลากหลายทำให้องค์กรสามารถอยู่รอดได้อย่างยั่งยืน</p>					
<p>3. กิจการมุ่งเน้นให้มีการออกแบบความคิดของการใช้ระบบเครือข่ายสังคมทางอินเทอร์เน็ตที่แปลกใหม่ เพื่อเป็นช่องทางที่สำคัญในการสื่อสารและประชาสัมพันธ์กับลูกค้า</p>					
<p>4. กิจการสนับสนุนให้มีการออกแบบการส่งเสริมทางการตลาดในรูปแบบใหม่ เพื่อเพิ่มขีดความสามารถในการแข่งขัน</p>					
<p>การมุ่งเน้นการวิจัยและการพัฒนาอย่างต่อเนื่อง (Dynamic Research and Development Orientation)</p> <p>5. กิจการเชื่อมั่นว่าการวิจัยและการพัฒนาอย่างต่อเนื่องจะทำให้กิจการมีศักยภาพการแข่งขันทั้งในปัจจุบันและอนาคต</p>					
<p>6. กิจการให้ความสำคัญกับการจัดสรรงบประมาณและการลงทุนด้านการวิจัยและพัฒนาผลิตภัณฑ์และบริการใหม่อย่างเพียงพอ เพื่อให้เกิดการสร้างสรรคนวัตกรรมในกิจกรรมทางการตลาดที่มีประสิทธิผลและประสิทธิภาพสูงสุด</p>					
<p>7. กิจการส่งเสริมให้บุคลากรมีการวิเคราะห์ คาดการณ์สถานการณ์การเปลี่ยนแปลงในอนาคต เพื่อใช้เป็นข้อมูลในการพัฒนาผลิตภัณฑ์และบริการใหม่ให้สามารถตอบสนองความต้องการของลูกค้าได้เป็นอย่างดี</p>					
<p>8. กิจการส่งเสริมให้บุคลากรมีการคิดค้นวิจัยและพัฒนาผลิตภัณฑ์และบริการใหม่อยู่เสมอ เพื่อให้สามารถสร้างความหลากหลายในการตอบสนองความต้องการ</p>					
<p>การบูรณาการกิจกรรมการตลาด (Marketing Activity Integration)</p> <p>9. กิจการเชื่อมั่นว่าการบูรณาการกิจกรรมการตลาดทุกกิจกรรม ทำให้กิจการสามารถพัฒนาไปสู่ความเป็นเลิศทางการตลาดและตอบสนองความต้องการได้ดี</p>					
<p>10. กิจการสนับสนุนให้มีการสร้างความร่วมมือกันระหว่างกิจการ ผู้จำหน่ายวัตถุดิบและเครือข่ายด้านการจัดจำหน่าย ซึ่งจะทำให้เกิดประสิทธิภาพในด้าน การส่งมอบผลิตภัณฑ์และบริการ</p>					
<p>11. กิจการส่งเสริมให้บุคลากรมีการร่วมมือกันในการทำงานเป็นทีมทั้งภายในและภายนอกองค์กร เพื่อการออกแบบพัฒนาผลิตภัณฑ์และบริการให้โดดเด่นและสามารถตอบสนองความต้องการของลูกค้าได้ดี</p>					
<p>12. กิจการมุ่งเน้นให้มีการร่วมมือกับพันธมิตรทางการค้าการจัดกิจกรรมส่งเสริมการตลาดให้หลากหลาย เพื่อให้สามารถตอบสนองความต้องการของลูกค้าได้เป็นอย่างดี</p>					



ตอนที่3 (ต่อ)

ความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ (Strategic Marketing Creativity)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ต้นแบบของการพัฒนาคุณค่า (Value Development Originality)					
13. กิจการเชื่อมั่นว่าการริเริ่มสร้างสรรค์พัฒนาผลิตภัณฑ์และบริการที่มีคุณค่าเป็นรายแรกของตลาดอย่างต่อเนื่อง ทำให้กิจการสามารถเป็นผู้นำตลาด					
14. กิจการส่งเสริมให้บุคลากรมีการพัฒนาคุณค่าทางการตลาด เพื่อลดต้นทุนที่ไม่จำเป็น จนเป็นต้นแบบของการดำเนินงานทางการตลาด					
15. กิจการให้ความสำคัญกับการจัดสรรงบประมาณและการลงทุนการพัฒนากระบวนการทางการตลาดใหม่ที่เป็นต้นแบบของทางการตลาด					
16. กิจการมุ่งเน้นในการจูงใจโดยการให้รางวัลกับพนักงานที่สามารถคิดค้นวิธีการใหม่ๆที่เป็นประโยชน์ต่อการดำเนินงานทางการตลาดที่เป็นแบบอย่างให้กับอุตสาหกรรม					
แนวความคิดการตลาดแปลกใหม่ (Novel Marketing Concept)					
17. กิจการเชื่อมั่นว่าการพัฒนาแนวความคิดในการทำการตลาดใหม่ ๆ อยู่เสมอ จะทำให้กิจการสามารถปรับตัวทางการตลาด ให้เข้ากับสภาพแวดล้อมเป็นอย่างดี					
18. กิจการส่งเสริมให้มีการปรับเปลี่ยนแนวความคิดในการดำเนินงานทางการตลาดให้เข้ากับสภาพแวดล้อมการแข่งขัน เพื่อให้เกิดความได้เปรียบในการดำเนินงานอย่างยั่งยืน					
19. กิจการส่งเสริมให้มีการนำแนวความคิดการเป็นหุ้นส่วนมาใช้ในการพัฒนาความสัมพันธ์กับลูกค้า เพื่อให้ผลการดำเนินงานบรรลุเป้าหมายได้ดียิ่งขึ้น					
20. กิจการส่งเสริมให้บุคลากร นำความรู้และข้อมูลข่าวสารใหม่ๆ มาใช้เป็นแนวทางของการพัฒนากิจการทางการตลาดอย่างต่อเนื่อง					
การปฏิบัติโปรแกรมการตลาดที่ใช้ประโยชน์ (Useful Marketing Program Implementation)					
21. กิจการมุ่งมั่นในการนำเสนอราคาที่เหมาะสมกับคุณภาพสอดคล้องกับความต้องการทำให้เกิดความพึงพอใจของลูกค้า เพื่อการเพิ่มยอดขายและส่วนแบ่งการตลาดในอนาคต					
22. กิจการส่งเสริมให้มีการขยายช่องทางการจำหน่ายที่หลากหลาย เพื่อให้เกิดความสะดวกและรวดเร็วในตอบสนองความต้องการของลูกค้าได้ทันที่					
23. กิจการให้ความสำคัญกับการจำหน่ายผลิตภัณฑ์และบริการที่หลากหลาย เพื่อให้ครอบคลุมกับความต้องการลูกค้าทั้งในปัจจุบันและอนาคต					
24. กิจการมุ่งเน้นให้มีการดำเนินกิจกรรมการส่งเสริมการตลาดที่โดดเด่น เพื่อสร้างความสัมพันธ์กับลูกค้า จะทำให้กิจการประสบความสำเร็จและสามารถรักษากลุ่มลูกค้าเก่าและลูกค้าใหม่ได้อย่างต่อเนื่อง					



ตอนที่4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานทางการตลาดของธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย

ผลการดำเนินงานทางการตลาด (Marketing Outcomes)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การปฏิบัติการตลาดที่เป็นเลิศ (Best Marketing Practice)					
1. กิจการมีวิธีการและแนวทางการดำเนินงานทางการตลาดที่ทันสมัย ที่เป็นเครื่องมือสำคัญในการตอบสนองความต้องการของลูกค้าเป็นอย่างดี					
2. กิจการได้กำหนดแนวทางการปฏิบัติงานทางการตลาดที่มีประสิทธิภาพ และเหนือกว่ามาตรฐานในอุตสาหกรรมเดียวกัน					
3. กิจการมีการวิเคราะห์และตรวจสอบทางการตลาดอย่างต่อเนื่อง ซึ่งสามารถ คาดการณ์อนาคตได้อย่างแม่นยำดีกว่าคู่แข่ง					
4. กิจการมีการประยุกต์ใช้เครื่องมือ หรือเทคโนโลยีใหม่ ๆ อย่างมีประสิทธิภาพ สูงสุดนำมาซึ่งความเป็นเลิศในการตอบสนองต่อความต้องการของลูกค้า					
นวัตกรรมคุณค่า (Value Innovation)					
5. กิจการสามารถพัฒนาผลิตภัณฑ์หรือบริการใหม่ๆได้ตลอดเวลา ซึ่งมีคุณค่าในการตอบสนองความต้องการของลูกค้าได้อย่างทันท่วงที					
6. กิจการมีความสามารถในการพัฒนาคุณค่าผลิตภัณฑ์และบริการใหม่ ให้หลากหลายสอดคล้องกับความต้องการของลูกค้า					
7. กิจการมีความสามารถในการให้บริการการจัดจำหน่ายรูปแบบใหม่ที่ทันสมัย ในหลายช่องทาง เพื่อการตอบสนองลูกค้าให้สะดวกและรวดเร็วกว่าคู่แข่ง					
8. กิจการมีความสามารถในการจัดกิจกรรมที่ส่งเสริมคุณค่าผลิตภัณฑ์และบริการ ที่แปลกใหม่ ได้สอดคล้องกับความต้องการของลูกค้า					
ประสิทธิผลทางการตลาด (Marketing Effectiveness)					
9. กิจการสามารถรักษาความสัมพันธ์กับลูกค้าเก่าและลูกค้าใหม่ได้อย่างมี ประสิทธิภาพ และบรรลุเป้าหมายในการสร้างสรรค์ผลิตภัณฑ์และบริการที่มี คุณค่าเข้าสู่ตลาดได้อย่างต่อเนื่อง					
10. กิจการสามารถปรับปรุงกลยุทธ์หรือกิจกรรมทางการตลาด ให้บรรลุ วัตถุประสงค์และเป้าหมายขององค์กรด้วยกลยุทธ์ที่ดีเยี่ยมกว่าคู่แข่ง					
11. กิจการมีการปฏิบัติงานการตลาดที่ดียิ่งขึ้นจากการพัฒนากลยุทธ์ตลาดที่ แปลกใหม่เข้าสู่ตลาดได้อย่างต่อเนื่อง					
12. กิจการสามารถบรรลุผลการดำเนินงานทางการตลาดที่ดีขึ้น เป็นไปตาม เป้าหมายที่กิจการกำหนด					
ความสำเร็จในการตอบสนองตลาด (Market Response Success)					
13. กิจการสามารถปรับตัวได้อย่างทันท่วงที ในการตอบสนองต่อการ เปลี่ยนแปลงของตลาด ทำให้มีจำนวนลูกค้าที่เพิ่มขึ้นอย่างต่อเนื่อง					



ตอนที่4 (ต่อ)

ผลการดำเนินงานทางการตลาด (Marketing Outcomes)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
14. กิจการได้รับการยอมรับจากตลาด ว่ามีการนำเสนอผลิตภัณฑ์และบริการที่แปลกใหม่และมีคุณค่าได้อย่างรวดเร็ว					
15. กิจการสามารถดึงดูดลูกค้าให้มาซื้อผลิตภัณฑ์และใช้บริการของกิจการหลังจากนำเสนอเข้าสู่ตลาดได้ในระยะเวลาอันสั้น					
16. กิจการมีชื่อเสียงและประสบความสำเร็จในการเป็นผู้นำตลาดที่สร้างสรรค์ผลิตภัณฑ์และบริการที่เป็นประโยชน์ ในการตอบสนองความต้องการลูกค้าได้ดีกว่าคู่แข่ง					
ความได้เปรียบการตลาดอย่างยั่งยืน (Sustainable Marketing Advantage)					
17. กิจการสามารถปฏิบัติการตลาดได้ดีกว่าคู่แข่ง ในการเสนอผลิตภัณฑ์และบริการที่มีคุณค่าที่หลากหลาย สร้างความพึงพอใจให้กับลูกค้าได้อย่างต่อเนื่อง					
18. กิจการมีข้อเสนอทางการตลาดที่เหนือกว่าคู่แข่งในด้านคุณค่าราคา ที่สอดคล้องกับคุณภาพของผลิตภัณฑ์และบริการ และเป็นที่ยอมรับจากลูกค้า					
19. กิจการสามารถให้บริการจัดจำหน่าย ที่หลากหลายช่องทางที่อำนวยความสะดวกและรวดเร็วให้กับลูกค้าได้ดีกว่าคู่แข่ง					
20. กิจการมีความสามารถที่เป็นเลิศในการให้บริการหลังการขาย ที่ทำให้สามารถรักษาความสัมพันธ์กับลูกค้าเก่าและใหม่ได้ดีกว่าคู่แข่ง					
ความสามารถทำกำไรทางการตลาด (Marketing Profitability)					
21. กิจการมีรายได้เพิ่มขึ้นจากลูกค้าเก่าที่จะเพิ่มปริมาณการซื้อมากขึ้น					
22. กิจการมีกำไรจากการขายผลิตภัณฑ์และบริการที่เพิ่มขึ้นอย่างต่อเนื่อง และเป็นไปตามเป้าหมาย					
23. กิจการมีการเติบโตในส่วนแบ่งการตลาดอย่างต่อเนื่องและมากขึ้น					
24. กิจการมียอดขายที่เพิ่มขึ้นเมื่อเทียบกับอดีตที่ผ่านมา					

ตอนที่5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ของ
ธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ (Internal Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
วิสัยทัศน์ในระยะยาวทางการตลาด (Marketing Long-term Vision)					
1. กิจการเชื่อมั่นว่าการดำเนินการตลาดที่เน้นคุณภาพผลิตภัณฑ์และมาตรฐานการให้บริการ ช่วยให้กิจการประสบความสำเร็จและอยู่รอดได้ในระยะยาว					
2. กิจการมุ่งเน้นให้มีการสร้างสรรค์และพัฒนานวัตกรรมทางการตลาดอย่างต่อเนื่อง					



ตอนที่5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ (Internal Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
3. กิจการส่งเสริมให้บุคลากรมีการพัฒนาความรู้และทักษะที่หลากหลายทางการตลาดอย่างต่อเนื่อง					
4. กิจการให้ความสำคัญกับการพัฒนาระบบเทคโนโลยีที่ทันสมัย เพื่อให้เกิดประสิทธิภาพในการดำเนินงานทางการตลาด					
ความสามารถในการปรับเปลี่ยนการตลาด (Marketing Transformation Capability)					
5. กิจการเชื่อมั่นว่าความสามารถในการปรับเปลี่ยนตลาด ทำให้เกิดโอกาสทางการตลาดให้กับองค์กร					
6. กิจการส่งเสริมให้มีการวิเคราะห์และทำความเข้าใจสถานการณ์การเปลี่ยนแปลงตลาด เพื่อเป็นแนวทางในการพัฒนาการกลยุทธ์การตลาดและตอบสนองต่อความต้องการในอนาคต					
7. กิจการส่งเสริมให้มีการจัดทำคู่มือรายงานแผนการตลาด เพื่อเป็นแนวทางในการปรับปรุงกลยุทธ์ทางการตลาด					
การเรียนรู้การตลาดอย่างต่อเนื่อง (Dynamic Marketing Learning)					
8. กิจการเชื่อมั่นว่าการเรียนรู้ทางการตลาดอย่างต่อเนื่อง และเข้าใจสภาพการแข่งขันในตลาดได้เป็นอย่างดี จะช่วยให้กิจการสามารถวางแผนการดำเนินงานได้อย่างโดดเด่นต่างจากคู่แข่ง					
9. กิจการเชื่อมั่นว่าการนำความรู้และประสบการณ์ในอดีตมาใช้ในการวิเคราะห์และสังเคราะห์สถานการณ์การตลาดปัจจุบัน จะทำให้องค์กรประสบความสำเร็จ					
10. กิจการส่งเสริมให้มีการระดมความคิดจากบุคลากรในองค์กรในหลายแผนก เพื่อสร้างความรู้เข้าใจในองค์กรรวม					
11. กิจการส่งเสริมให้มีการรวบรวมข้อมูลข่าวสารของลูกค้าและคู่แข่งอย่างเป็นระบบและเป็นรูปธรรม เพื่อให้สามารถวางแผนการตลาดได้อย่างมีประสิทธิภาพสูงสุด					
ความรอบรู้ทางการตลาด (Marketing Well-Roundedness)					
12. กิจการเชื่อมั่นว่าความรอบรู้ทางการตลาดเป็นอย่างดี จะช่วยทำให้กิจการสามารถปรับตัวและตอบสนองต่อการเปลี่ยนแปลงทางการตลาดได้ดียิ่งขึ้น					
13. กิจการให้ความสำคัญกับการประยุกต์ใช้ความรู้ที่หลากหลายทางการตลาดขององค์กร นำไปใช้ในการวางแผนการตลาดเพื่อให้มีประสิทธิภาพสูงสุด					
14. กิจการมีการบูรณาการความรู้ทางด้านการตลาดที่มีอยู่จำนวนมากและกว้างขวาง ไปใช้ในการดำเนินงานการตลาดขององค์กร เพื่อสนับสนุนให้มีการบริหารงานที่มีประสิทธิภาพมากขึ้น					
15. กิจการมุ่งเน้นให้มีการจัดทำคู่มือบริหารจัดการความรู้การตลาดอย่างเป็นระบบและเป็นรูปธรรม เพื่อนำมาใช้ในการปรับแผนการตลาดได้อย่างดีที่สุดในที่สุด					



ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ของ
ธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์ (External Environmental Factors)	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
<p>ความไม่แน่นอนของตลาด (Market Uncertainty)</p> <p>1. ความต้องการของลูกค้ามีการเปลี่ยนแปลงตลอดเวลาซึ่งยากต่อการคาดการณ์ ทำให้กิจการต่างๆต้องมีการติดตามความเปลี่ยนแปลงของตลาดอย่างต่อเนื่อง เพื่อใช้เป็นข้อมูลในการสร้างสรรค์ผลิตภัณฑ์และบริการให้สอดคล้องกับความต้องการที่เปลี่ยนแปลงไป</p> <p>2. สถานการณ์ที่เกิดขึ้นอย่างคาดการณไม่ได้ เช่น วิกฤติเศรษฐกิจ ได้ส่งผลต่อความผันผวนของตลาด ทำให้กิจการต่างๆต้องมีการปรับตัวทางกลยุทธ์ทางการตลาดอย่างรวดเร็วให้ทันเหตุการณ์ ด้วยการสร้างสรรค์การตลาดใหม่ๆ</p> <p>3. ผลิตภัณฑ์และบริการล้ำสมัยเร็วขึ้น ทำให้กิจการต่างๆต้องมีการสร้างสรรค์พัฒนาผลิตภัณฑ์และบริการใหม่ให้มีความทันสมัย และนำเสนอสู่ตลาดอย่างรวดเร็วมากขึ้น</p>					
<p>การเปลี่ยนแปลงในเทคโนโลยี (Technology Change)</p> <p>4. เทคโนโลยีมีการพัฒนาอย่างรวดเร็ว ทำให้กิจการต่างๆต้องมีการปรับปรุงหรือเปลี่ยนแปลงวิธีการดำเนินงานทางการตลาดให้มีความทันสมัย เพื่อเพิ่มขีดความสามารถในการแข่งขัน</p> <p>5. ปัจจุบันเทคโนโลยีเข้ามามีบทบาทต่อการดำเนินชีวิตมากขึ้น ทำให้กิจการต่างๆ สามารถสร้างโอกาสทางการตลาด ด้วยการนำเสนอนวัตกรรมทางการตลาดที่ทันสมัย</p> <p>6. จากการเปลี่ยนแปลงและพัฒนาเทคโนโลยีอย่างต่อเนื่อง ส่งผลให้กิจการต่างๆสามารถนำเทคโนโลยีมาใช้ในการพัฒนาและออกผลิตภัณฑ์และบริการใหม่ได้ทันกับความต้องการของตลาดที่เปลี่ยนแปลงไป</p>					
<p>ความเข้มข้นทางการแข่งขัน (Competitive Intensity)</p> <p>7. การเผชิญกับสถานการณ์ที่มีจำนวนคู่แข่งรายใหม่ที่เพิ่มขึ้น ทำให้กิจการต่างๆต้องมีการสร้างสรรค์และพัฒนาผลิตภัณฑ์และบริการใหม่ๆให้โดดเด่นกว่าคู่แข่ง</p> <p>8. การรับรู้ถึงศักยภาพของคู่แข่งรายเก่าที่เพิ่มขึ้น ทำให้กิจการต่างๆต้องมีการยกระดับความสามารถในการสร้างสรรค์กิจกรรมทางการตลาดให้แปลกใหม่และมีคุณค่ามากกว่า</p> <p>9. การเผชิญกับคู่แข่งที่มีการใช้เทคโนโลยีที่ทันสมัย ทำให้กิจการต่างๆต้องมีการจัดหาเทคโนโลยีที่ทันสมัยกว่า มาสนับสนุนการสร้างสรรค์การตลาดใหม่ๆให้กับองค์กร</p>					



APPENDIX I
Letters To Experts





บันทึกข้อความ

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

ที่ ศธ.0530.10/

วันที่ 10 พฤษภาคม 2557

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปพฤกษ์บาร์มี อุตสาหกรรมนิชกิจ

ด้วย นางสาวจากรุพร มีทรัพย์ทอง นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์และความสามารถในการทำกำไรทางการตลาด: หลักฐานเชิงประจักษ์ จากธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตร ปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชี และการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย และข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

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RESEARCH

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บันทึกข้อความ

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เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน อาจารย์ ดร.สุธนา บุญเหลือ

ด้วย นางสาวจรรยา มีทรัพย์ทอง นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ความคิดสร้างสรรค์ทางการตลาดเชิงกลยุทธ์และความสามารถในการทำกำไรทางการตลาด: หลักฐานเชิงประจักษ์ จากธุรกิจเทคโนโลยีสารสนเทศและการสื่อสารในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตร ปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชี และการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย และขอเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

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คณบดีคณะการบัญชีและการจัดการ



environment through focusing on new market. Thirdly, it proves a clear guideline for marketing managers to increase value innovation, marketing effectiveness, market response success, and sustainable marketing advantage via best marketing practice that firms need to improve and maintain highest standards of excellence for product and service in order to obtain unique marketing practice that competitors are difficult to copy and become distinctive competencies.

Future Research Directions

Future Research Directions

The results of this research indicate that the need for further research is obvious. Firstly, the research is limited to the information and communication technology businesses in Thailand. Generalizing the results to other industries and countries may not be appropriate. Thus, further research is recommended to collect data from different groups or other industries and other countries of sample and/or a comparative population in order to verify the generalizability of the study and increase the level of reliability.

According to the results of this research, six dimensions of strategic marketing creativity, namely new marketing ideas generation, marketing activity integration, value development originality, novel marketing concept and useful marketing program implementation have an influence on marketing outcomes and marketing profitability whereas dynamic research and development orientation do not. Therefore, the need for future research is to test the effect of dynamic research and development orientation on strategic marketing creativity again with other population in order to confirm the dimensions of strategic marketing creativity which developed and modified from western literature.



Figure 8 Summary of Hypotheses Testing Results

