

**PROACTIVE MARKETING MANAGEMENT CAPABILITY AND
MARKETING SURVIVAL OF INSTANT AND CONVENIENCE
FOODS BUSINESSES IN THAILAND**

YUTHACHAI KROKAEW

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

September 2017

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

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ABSTRACT

Although proactive marketing has various disseminations in marketing scholars as marketing strategy, there is little empirical manifestation regarding the influence of proactive marketing management on marketing outcomes at the firm level. A proactive approach has been explored in three dimensions: value creation, change, and leadership. Then, this research attempts to provide a deeper understanding of the proactive marketing management capability construct that generates and develops the ideas which has four dimensions, namely, product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation on marketing outcomes that are including: sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival.

Moreover, this research examines the relationship of five antecedents (marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity) on proactive marketing management capability. In the same vein, the moderating effect as learning orientation is also examined the relationship between antecedents and each dimension of proactive marketing management capability. The conceptual framework is proposed on the dynamic capabilities theory. The questionnaires of 163 instant and convenience food firms in Thailand were collected. Regression analysis was employed to verify the hypotheses.



The empirical finding, customer learning dynamism has positive relationships with all its consequence, but competitor entry detection does not. While, competitor potentiality forecasting has a positively relate with only competitor entry detection. Besides, market leading implementation has positive influence on competitor entry detection and market expansion enhancement. Furthermore, sustainable customer satisfaction, competitor entry detection, and market expansion enhancement have positive relationships with marketing goal achievement. While, marketing goal achievement has a positive relationship with marketing survival. Moreover, marketing vision for long-term operation has positive relations with competitor potentiality forecasting and market leading implementation. Furthermore, market culture awareness has positive influence on customer learning dynamism and market expansion enhancement. Interestingly, market competency development has positive relationships with all each dimension of proactive marketing management capability. In the same vein, market uncertainty pressure has positive effects on all each dimension of proactive marketing management capability. However, technological complexity force has a positive relationship only with competitor potentiality forecasting. Lastly, learning orientation plays as a moderating role with positive significant on relationship between marketing competency development and product innovation intelligence. Besides, learning orientation also positively significant moderates relationship between technological complexity force and product innovation intelligence.

In conclusion, proactive marketing management capability essentially plays a significant role in perform marketing outcomes, especially, customer learning dynamism. Both academics and firms need to pay attention how to create and build proactive marketing management capability in an organization and how to promote this construct for enhancing the firms' competitive advantage and receiving their superior marketing performance. However, the future research may also explore new moderating effect to strong relationship such as innovative climate and competitive intensity. Also, investigate the other population such as e-commerce, software, or the electronic industry that has a high level of innovativeness and high competitive intensity.



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CHAPTER I

INTRODUCTION

Overview

In global business, the rapid change of technology in the marketplace makes competition more intense and concentrated. It also affects consumer behavior, changing to be a dynamic process over time. Business firms have been faced with a difficult competitive situation among these changes. For example, the decline stage is shortly reduced in a product life cycle, a competitor's response is to fight for sharing in the market from the recognized potential of new products, and consumers change in value and lifestyle. In the past, the marketing concept states that the key of goal achievement of a business firm is more effective and efficient than its competitors to identify and satisfy the needs of the target market (Kohli and Jaworski, 1990; Kotler and Armstrong, 2004; Narver, Slater, and MacLachlan, 2004). Also, market orientation includes two essential sets of behavior: responsive market orientation and proactive market orientation. A responsive market orientation refers to the firm's attempt to understand current knowledge and satisfy an expressed customer need. A responsive market orientation focuses on the short-term and can be successful in a stable environment (Bodlaj, Coenders, and Zabkar, 2012). On the other hand, a proactive market orientation is a firm's exploration for new knowledge and extant market experience to satisfy a customer's latent need (Narver, Slater, and MacLachlan, 2004). Then, a proactive market-oriented firm emphasizes exploratory and generative learning (Atuahene-Gima, Slater, and Olson, 2005).

The prior research states that both reactive and proactive market orientation enhance innovation and marketing success (Grinstein, 2008). In a dynamic environment, Bolaj, Coenders, and Zabkar (2012) argued that only proactive market orientation was a determinant of both innovation and marketing success. As a result, the responsive market-oriented firm cannot understand and satisfy consumer needs in a dynamic environment. Moreover, only satisfying customers' expressed needs may be



insufficient for a business firm to attract and retain a customer. Also customers' expressed needs and benefits can be known and shared from their competitors. This is critical for all businesses that have firm access goal achievement under these changed conditions (Narver, Slater, and MacLachlan, 2004). Then, the business firms must improve new proactive capability to meet sustainable consumer satisfaction and competitive advantage for goal achievement and superior performance more than competitors in the market.

Proactive approach or proactive marketing strategy is strategic marketing which is organizational process. While, the strategic implementation success depended on firm's capabilities turn plan to action. This research views these capabilities as proactive marketing management capability into four distinct dimensions which concern with market orientation and its definition. Prior research explored the proactive approach in three dimensions: value creation, change, and leadership (Hills and Sarin, 2003). Also, a proactive approach emphasizes introducing new products or services in anticipation of future demand, market behavior, market structures, and trends that influence demand and to be a first-mover in a competitive market (Lumpkin and Dess, 1996; 2001). Moreover, proactive market orientation is also defined as an organizational culture that focuses on using internal and external cooperation to create superior value for a customer, outperforms competitors, and eventually generates more firm profit (Jiménez-Zarco, Torrent-Sellens, and Martínez-Ruiz, 2012). Then, proactive marketing management capability is defined as the ability of a firm to manage marketing environmental change by focusing on introducing new products or services in anticipation of future demands, market behaviors, market structures and trends that influence demand, and affect a first-mover in a competitive market (Lumpkin and Dess, 1996; 2001; Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz, 2012).

Base on literature reviewed, this research attempts to provide a deeper understanding of the proactive marketing management capability construct that generates and develops the ideas which has four dimensions, namely, product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. Furthermore, this research also attempts to provide a new measurement and conceptual model for proactive marketing management capability. Not only does it propose new empirical investigation, but it



also suggests the antecedents and consequence of proactive marketing management capability. Then, the antecedent constructs of proactive marketing management capability is composed of marketing vision for long-term operations, market culture awareness, marketing competency development, market uncertainty pressure, technological complexity force, and learning orientation as a moderator. Also, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival are the consequence constructs of proactive marketing management capability.

This research attempts to extend the literature based on the dynamic capability theory. According to Teece, Pisano, and Shuen (1997), the dynamic capability approach is an ability of a firm that is used to integrate, build, and reconfigure internal and external competency to address rapidly changing environments. This is due to the rapid change in technology, a customer's wants and needs, and market competition. Then, the business firm uses internal and external competencies to improve its ability in order to address this changed for enhancing superior marketing performance.

This research focuses on instant and convenience foods businesses in Thailand as a data source for investigation. Because of the kitchen-of-the-world policy of Thailand government, the effects on these businesses are more significant for Thailand exports. During the first five months of 2016, the export conditions for all types of Thailand food products total 404.0 billion baht, up 7.5 percent compared to the same period last year. Also, instant and convenience foods were at 82.7 billion baht, up 10.2 percent compared to the same period of 2015, acquired database of the Department of International Economic Affairs, Ministry of Foreign Affairs of the Kingdom of Thailand (Department of International Economic Affairs, 2016). Furthermore, consumer behavior is changing for an urgent lifestyle in the technological age. Instant and convenience foods are becoming more important for everyone. Then, this business sector has a high competitive intensity that influences daily innovative creation and seeking for new value creation to meet current and future consumers' needs. Although, the most prior research in proactive marketing focused on high technology firms and new product development (Bolaj, Coenders, and Zabkar, 2012; Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz, 2012; Schweitzer, 2012). But, the innovative creation from competitive intensity driven and induced consumer behaviors change to satisfy a



customer's latent need that consistent with proactive marketing concept (Narver, Slater, and MacLachlan, 2004). However, there are also very few investigates of proactive marketing in instant and convenience foods. Then, this research challenges one to shed light on research gaps in the literature and extends to antecedents and consequences of proactive marketing. Thus, this research attempts to investigate evidence of proactive marketing management capability and marketing survival from instant and convenience foods businesses in a Thailand context.

Purposes of the Research

The main objective of this study is to investigate the effects of proactive marketing management capability (product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation) on marketing survival. Then, specific objectives are as follows:

1. To examine the effect of each dimension of proactive marketing management capability on sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement,
2. To investigate the effect of sustainable customer satisfaction, competitor entry detection, and market expansion enhancement on marketing goal achievement,
3. To explore the effect of marketing goal achievement on marketing survival,
4. To analyze the effect of marketing vision for long-term operations, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity on each dimension of proactive marketing management capability,
5. To test the moderating effects of learning orientation that influence the relationships among marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, technological complexity, and each dimension of proactive marketing management capability.



Research Questions

The key research question of this research is framed as how does proactive marketing management capability (product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation) effects on marketing survival? In addition, the research questions are presented as follows:

1. How does each dimension of proactive marketing management capability influence sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement?
2. How do sustainable customer satisfaction, competitor entry detection, and market expansion enhancement affect marketing goal achievement?
3. How does marketing goal achievement affect marketing survival?
4. How do marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity affect each dimension of proactive marketing management capability?
5. How does learning orientation moderate the relationships among marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, technological complexity, and each dimension of proactive marketing management capability?

Scope of the Research

The main objective of this research is to investigate the relationships between proactive marketing management capability and marketing survival of the instant and convenience food business in Thailand. Here, proactive marketing management capability is the main independent variable. Proactive marketing management capability is evaluated by four dimensions, namely, product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. The antecedents of proactive marketing management capability are composed of marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, technological



complexity force, and learning orientation as moderators. Also, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival are the consequences of proactive marketing management capability.

The conceptual model linkage, explaining the dynamic capability theory, appropriately clarifies the phenomenon. The dynamic capability approach suggests that ability of a firm is used to integrate, build, and reconfigure internal and external competency to address the rapidly changing environments (Teece, Pisano, and Shuen, 1997). This is due to the rapid change in technology, a customer's wants and needs, and market competition, Then, the business firm uses internal and external competencies to improve its ability in order to address this change for create competitive advantage that enhances superior marketing performance.

This research attempts to propose different definition of proactive marketing management capability. Then, in this research it was defined as the firm's ability that influence demand, and affect a first-mover in a competitive market through dynamic marketing environmental management by focusing on introducing new products or services in participation with future demands, market behaviors, market structures and trends (Lumpkin and Dess, 1996; 2001; Jiménez-Zarco, Torrent-Sellens, and Martínez-Ruiz, 2012). There are four dimensions of proactive marketing management capability. Firstly, product innovation intelligence is a firm's ability to create and develop new and different products in the marketplace, better than a competitor in order to enhance new opportunity, attractive creation, and participation in product and design innovation of the firm and market (Li and Atuahene-Gima, 2001; Parthasarthy and Hammond, 2002; Tipsri and Ussahawanitchakit, 2009). Secondly, customer learning dynamism is the continuous learning ability about customer behaviors that change in order to strengthen a business which increases its potential through better knowledge and understanding of customer needs. Moreover, customer learning dynamism is used to develop a marketing strategy and create superior value for customers (Phokha and Ussahawanitchakit, 2011; Feng et al., 2012). Thirdly, competitor potentiality forecasting refers to the ability of a firm to scan, monitor and analyze the competitive environment continuously in order to forecast and evaluate competitive situations, and create available accession for information about company profiles, marketing activity, strategies, or conventions of



competitors (Chen, 1996; Bergen and Peteraf, 2002; Theodosiou, Kehagias, and Katsikea, 2012). Finally, market leading implementation is defined as a procedure that includes the support and improvement of new knowledge and innovative behavior that enhance organizational changed; for example, the generation of crafted work and dominance in the market over others, and scanning for knowledge and information to lead the market (Floyd and Lane, 2000; Atuahene-Gima, Li and De Luca, 2006).

The consequents of proactive marketing management capability are five constructs. Firstly, sustainable customer satisfaction is the extent to which the responding and accepting of a specific customer's thought or emotion in a continuous way has a long-time satisfaction after meeting with an expected products consumption experience (Ciorena, 2013). Secondly, competitor entry detection refers to the process of competitor identification and analysis in the consideration of a broad range of a direct and indirect competitor's potential for market entry protection of new competitors that may influence firm positioning in a marketplace (Bergen and Peteraf, 2002). Thirdly, market expansion enhancement is defined as the supporting of contacting new market segments, leading to an increase in primary demand for the product category. If market share is looked at for changing over non-clients into clients of a firm's products, it leads to an increase in the primary demand. However, in the event that market penetration is achieved by attracting contenders' clients, it leads to an increase in the selective demand for a specific brand (Bang and Joshi, 2012). Fourthly, market goal achievement refers to firm's performance by reaching achievement of a marketing target and objective that are set such as in firm reputation, customer acceptance, sales growth, market share, return on investment (ROI), and return on asset (ROA) over a period of time (Arthurs and Busenitz, 2006). Finally, marketing survival is defined as the consequence of a firm to assess and investigate business environmental changes, and marketplace and competitors that relate to the outcome of achievement in terms of market share, sales growth, customer acceptance and firm reputation. These firms' outcomes continuously achieve from the present into the future (Shane and Venkataraman, 2000; Del Monte and Papagni, 2003).

In addition, the antecedents of proactive marketing management capability are five constructs. Firstly, marketing vision for long-term operation refers to 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 (Calantone, Cavusgil, and Zhao, 2002; Sarpong and Maclean, 2012). Secondly, market culture awareness is defined as firm recognition with market culture in terms of market understanding, supporting the necessary skills to create value for customers, and promoting the belief that the ultimate purpose of the business is to create superior customer value and profitably (Gallagher, Brown, and Brown, 2008). Thirdly, marketing competency development refers to the improvement of firm ability that emphasizes marketing transactions by environmental change observation, marketing opportunity recognition, and outstanding competitive advantage development (Wirtz, Pelz, and Ullrich, 2011). Fourthly, market uncertainty pressure is defined as a firm's tension about the fluctuating environment with change and unpredictability as market information on customer needs, market demand, and competitive situations. As a result, firm is enabled to overcome these barriers for generating competitive advantage, and delivering customer satisfaction through introducing new products and innovation (Briggs, Landry and Daugherty, 2010; Slater, Hult, and Olson, 2010). Finally, technology complexity force is defined as the dynamism of systemic, multiple interactive, and nondecomposable aspects of technology components. Then, they change this external threat to a firm's opportunity for creating new products and services through firm capability (Sing, 1997; Gravenitz, Wagner, and Harhoff, 2013; Yayavaram and Chen, 2015).

According to three reasons, firstly, instant and convenience foods sectors have a high competitive intensity that influences daily innovative creation and the seeking for new value creation to meet current and future consumers' needs. Secondly, these business sectors are interested which bring to the kitchen of the world policy of the Thai government affects these businesses more significantly for Thai exports. Finally, consumer behavior changes for urgent lifestyles in the technological age. Instant and convenience foods become more important for everyone. Then, this research selected 1,132 instant and convenience foods firms from the database list of the Department of Business Development (DBD), Ministry of Commerce, Thailand as the population sample for empirical investigation (Department of Business Development, 2016).



Organization of the Dissertation

There are five chapters in this dissertation. Chapter one exhibits an overview of the research, the purpose of the research, the research questions, the scope of the research, and the organization of the research. Chapter two reviews the relevant literature on proactive marketing management capability, explains the theoretical framework to describe the conceptual model and the relationship among of all constructs, and develops the related hypotheses for testing. Chapter three presents empirical examination of the research methods, including sample selection and data collection procedure, the variable measurements of each construct, the instrumental verification, the statistics and equations to test the hypotheses, the summary table definitions, and operational variables of constructs. Chapter four presents the empirical results and discussion, and also compares and describes prior research and results of this empirical research. Finally, chapter five provides the conclusion, the theoretical and managerial contribution, limitations, and future research directions.



CHAPTER II

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

The prior chapter described an overview of proactive marketing management capability which contains information about the purpose of the research, the research questions, and the scope of the research. Accordingly, this chapter provides insight into proactive marketing management capability that consists of the theoretical foundation, the literature review, the conceptual frame, and the hypothesis development. Also, the proposed hypotheses are expected to answer the purpose of the research and research questions. Furthermore, the conceptual framework applies the dynamic capability theory to explain the relationship in the construct of proactive marketing management capability, its consequences, and its antecedents which affect the overall marketing outcome. Likewise, the relevant literature reinforces to more deeply understand the phenomenon in this research which supports linkage of the relationships among constructs. This chapter is organized into three major sections. Firstly, the theoretical foundation is presented for explaining the phenomenon in this research. Secondly, this section provides literature reviews of all constructs of the conceptual framework, the definition, and prior study on the subject of proactive marketing management capability of instant and convenience foods business in Thailand. Finally, the conceptual model and the detail of the hypotheses development are presented.

Theoretical Foundation

Dynamic Capabilities Approach

Business firms have been faced with difficult competing situations among dynamic market environments. Several examples are: the decline stage is slightly reduced in a product life cycle, a competitor's response to the fight for sharing in the market from the recognized potential of new products, and consumer change in values and lifestyle. Therefore, the business firms need to continuously reshape their strategy



for a reaction to the rapidly changing business environment. Dynamic capability is usually mentioned by many marketing scholars whose potential approach is to identify firm's competitive advantages. Teece, Pisano, and Shuen (1997) introduced the dynamic capability approach as the firm's ability to integrate, build, and reconfigure internal and external competency to address rapidly changing environments. Meanwhile, Barney (1991) argues that the resource-based view of the (RBV) firm explains how competitive advantage within a firm is archived and sustained over time. This perspective emphasizes the internal resources of the firm, whereas dynamic capability perspective extends the RBV to dynamic markets (Teece, Pisano, and Shuen, 1997; Eisenhardt and Martin, 2000). However, dynamic capability is a part of the RBV extension approach that responds dynamically to the environment (Parthasarathy, Huang, and Ariss, 2011).

The dynamic capabilities approach is composed of two key views that are relevant as to the ability to assess new forms of competitive advantage. They are the dynamic and capability theories. The first term, dynamic, refers to the ability to renew competency to be appropriate with the changing business environment. For example, innovative reactions are required when there is a high rate of technology growth, market timing, competition in the future, and sophisticated markets to identify. The second term, capability, refers to the role of strategic management in flexibility, reconfiguration, integration, both internal and external firm skills, resources, and the responsibility to right the situation of a changing environment (Teece, Pisano, and Shuen, 1997). Furthermore, there are three new challenges for active business, namely, to sense and shape opportunities and threats, to seize opportunities, and to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets (Teece, Pisano, and Shuen, 2007).

Moreover, the prior research stated that there are three approaches to dynamic capabilities, namely, the radical dynamization approach, the integrative approach, and the innovative routine approach (Schreyögg and Kliesch-Eberl, 2007). The elaboration of each approach is described in the steps as follows. Firstly, the radical dynamization approach is composed of adapting the concept of capability to the dynamic environment. Based on this logic, rapidly changing consumer behavior and underlying



technology growth have influenced peoples' styles. Thus, the firm has to adapt proactive marketing management capability to support changing food habits and a greater demand for instant and convenience food products that have led to the growth of processed and packaged food manufacturing industries (Pradeepa and Kavitha, 2013). Therefore, firms have to learning incessantly. Proactive marketing management capability can be explained by the organizational learning concept that is relevant to sharing, accumulation, and knowledge applied as a dynamic of firm capability. If there is high intensity of market learning, customer learning, and competitor learning, it can be the source for a firm to reconfigure its capacity, competitive strategy, and flexibility in market operations (Bhatt and Grover, 2005). Particularly, information technology capability facilitates help in the firm learning to be a potential source of competitive advantage and lead to customer value creation in the competitive market (Lim, Stratopoulos, and Wirjanto, 2011).

Secondly, an integrative approach implements new skills demanded by the changing environment. Based on the concept of Teece, Pisano, and Shuen (1997), there are three sub-dimensions (processes, positions, and paths), which provide the firm's ability to adapt, reconfigures, and integrates, keeping its resources and competency. According to the explanation in this context, marketing vision for long-term operations, market uncertainty pressure, and technological complexity force are several potential factors to determine proactive marketing management capability. Currently, the underlying high market uncertainty and technological complexity force have more effect on changing consumptive behavior along with marketing leadership and periodic transformation. It reconfigures marketing capability such as product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation.

Finally, an innovative routine approach focuses on the role of innovative working routines on implementation and capability change that occurs from the learning process (Tondolo, Antônio, and Bitencourt, 2014). Market culture awareness focuses on overall organizational culture that refers to a pattern of shared values and a belief that promotes understanding and believing of organizational members about market perspective, and thereby provides them with norms for behavior within the firm



(Nonaka and Takeuchi, 1995). Market culture will have a more valuable relationship with higher new product development awareness (Grant, 2001; Ellram, 2006; Hunt, 2012).

Moreover, the core elements of dynamic capabilities approach have three processes, namely coordinating or integrating, learning, and strategic competitive response processes (Protogerou, Caloghirou, and Lioukas, 2011). Firstly, coordinating or integrating explains the ability of the firm to evaluate the value of resources complementarity and integrate them to configure new capabilities (Iansiti and Clark, 1994). The new operation capabilities developments require the productive coordination of much work, many resources, and the synchronization of distinguished activities (Helfat and Perteraf, 2003). Secondly, learning capability is one very important process. Accordingly, it provides firms in determining their production opportunities. Lastly, strategic competitive response capability is a firm's ability to scan the environment, identify new opportunities, and evaluate its positioning of competitiveness and competitive strategic response.

Furthermore, the firm has dynamic capabilities which should determine not only making the right products in the right market segment, but also its future plans that are suitably matched to consumer needs, technology, and the competitive environment. Therefore, the firms that have applied proactive marketing management capability can introduce new products or services in participation of future demands, market behaviors, market structures and trends that influence demand, and affect a first-mover in a competitive market (Lumpkin and Dess, 1996; 2001; Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz, 2012). This research attempts to explain all the relationship phenomena of proactive marketing management capability, both antecedents and consequences, and thorough dynamic capabilities. Therefore, proactive marketing management capability is a firm's capability that is flexible and reforms incessantly to create and recreate core competency, and renew resources to confront a dynamic business environment, leading to firm survival through sustainable competitive advantage.



Relevant Literature Reviews and Research Hypotheses

This section presents the literature review that is relevant to the conceptual framework, and attempts to link the relationships among antecedents and consequences of proactive marketing management capability on aspects to create marketing goal achievement and marketing survival throughout the conceptual framework underlying the dynamic capability approach. Although this research is only the dynamic capability approach to explain this phenomenon, the explanation of relationships in each construct is sufficient. In order to facilitate understanding all relationships, literature reviews are divided into three sections.

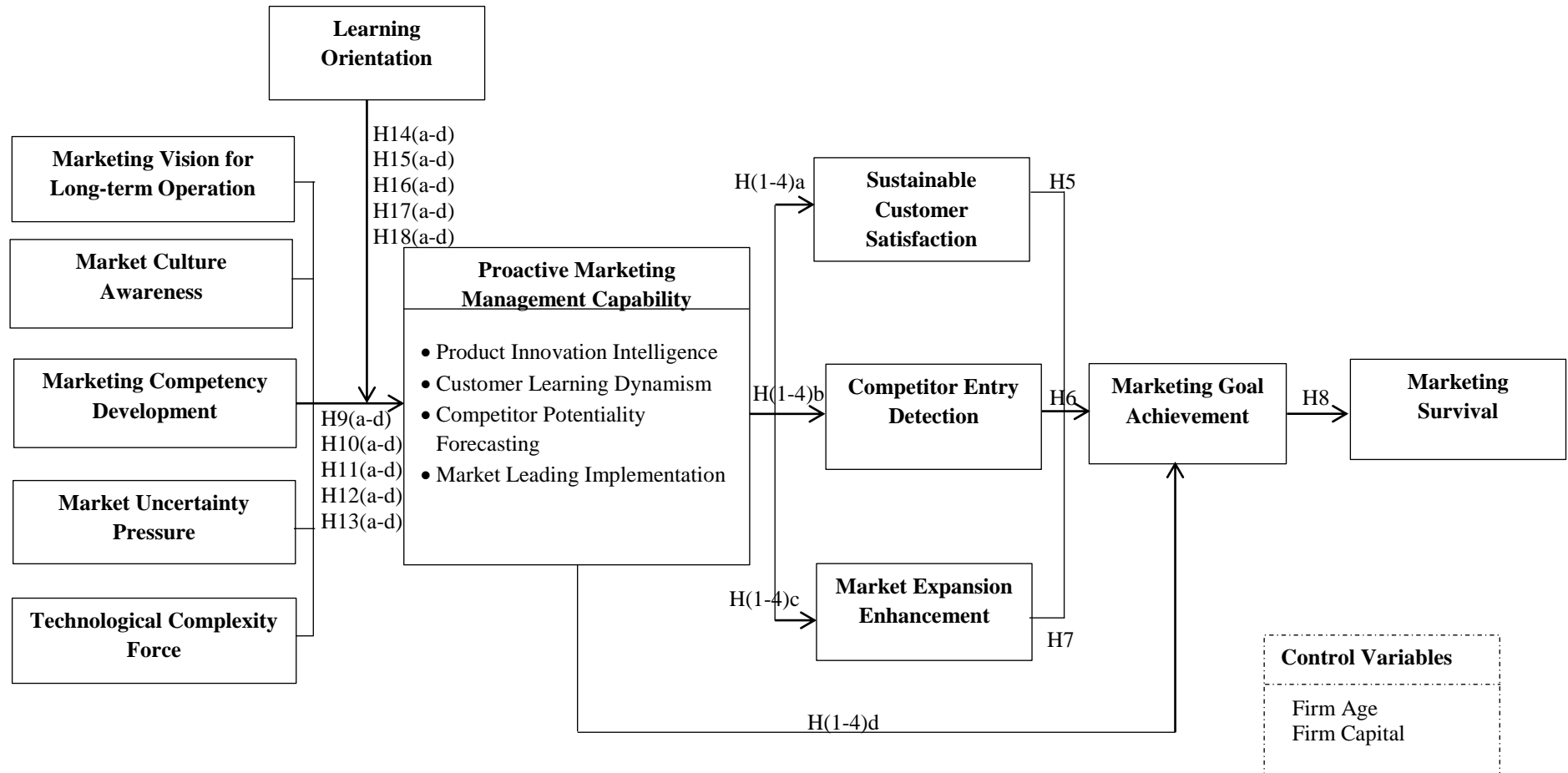
Firstly, this section presents the main concept of proactive marketing capability that includes four dimensions: product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. Furthermore, this section also exhibits each relationship dimension that has a positive effect on the consequences. Moreover, the consequences are five constructs that perform sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival as shown.

Secondly, the antecedent of proactive marketing management capability is explained that is composed of: marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity force, which are expected to investigate positive relationship with four dimensions of proactive marketing management capability.

Finally, it explores how the moderating effect of learning orientation has a positive influence on the relationships between the elements of antecedents and dimensions of proactive marketing management capability. As a result, a conceptual model of this research is presented in Figure 1.



Figure 1: Conceptual Model of Proactive Marketing Management Capability and Marketing Survival of Instant and Convenience Foods Businesses in Thailand



Proactive Marketing Management Capability

After more than two decades, the marketing concept states that the keys of goal achievement of the organization are effectiveness and being more efficient than its competitors, in order to identify and satisfy the needs of the target market (Kotler, 2003). In a general, the business firm always first considers its customers' expressed needs. In dynamic market, only satisfying customers' expressed needs may be inadequate to attract and retain a customer. Because of this, customers' expressed needs can be rapidly known and shared by their competitors. For example, the perception of value and satisfaction of a customer is subjective because what customers or buyers value, and what tends to be satisfying today, may be quite different in the future (Ewah, 2013). Then, proactive market orientation or proactive marketing strategy emphasized on discovering and satisfying the latent needs of customers through observation of customers' behaviors in context to uncover new market opportunities, while working closely with lead users, undertaking market experiments to discover future needs, and cannibalizing sales of existing products (Atuahene-Gima, Slater, and Olson, 2005).

The prior research explored a proactive approach in three dimensions: value creation, change, and leadership (Hill and Sarin, 2003). Besides, a proactive approach emphasizes introducing new products or services in anticipation of future demand, market behavior, market structures, and trends that influence demand and a first mover in a competitive market (Lumpkin and Dess, 1996; 2001). Moreover, proactive market orientation is also defined as an organizational culture that focuses on using internal and external cooperation to create superior value for a customer, outperforms competitors, and eventually generates more firm profit (Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz, 2012). However, the important factors of strategic success depended on application and use of a firm's capabilities that enable the firm to perform activities which provide firm's advantage and firm's performance (Lin et al., 2013). By this way, the firm's capability in this research refers to proactive marketing management capability. Based on an integrative prior literature review, proactive marketing management capability is defined as the ability of a firm to manage marketing environmental change by focusing on introducing new products or services in participation with future demands, market behaviors, market structures and trends that influence demand, and affect a first-mover in a competitive market (Lumpkin and Dess,



1996; 2001; Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz, 2012). Consequently, a summary of the key literature review on proactive marketing management capability is presented in Table 1 below.

The first view of proactive marketing approach is based on a one-dimensional construct or holistic approach but lacks the multidimensional characteristic of proactive marketing approach (Lumpkin and Dess, 1996; 2001; Hills and Sarin, 2003). Then, this research provides four dimensions of proactive marketing management capability which cover main variable definition. Moreover, these four dimensions are proposed which concern about market orientation approach of Naver and Slater (1990), namely, customer orientation, competitor orientation, and inter-functional coordination. The four dimensions of proactive marketing management capability are indicated to assess how proactive marketing management capability creates competitive advantage, namely, product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation; and, they also contribute to marketing outcomes. A more detailed discussion of these dimensions is provided below.



Table 1: Summary of the Definition of Proactive Marketing Management Capability

Author(s) (year)	Term	Definitions
Tan and Liu (2014)	Proactive orientation	Firms' process that attempts to understand and satisfy customers' latent needs.
Lamore, Berkowitz, and Farrington (2013)	Proactive market orientation	The firms' leading their customers to uncover new, unconscious needs and then developing future products to meet these unexpressed needs.
Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz (2012)	Proactive market orientation	An organizational culture that emphasizes the use of internal and external cooperation to create superior value for customers, outperforms competitors, and generates more firm profit.
Bolaj, Coenders, and Zabkar (2012)	Proactive market orientation	Discovering, understanding, and satisfying latent customer needs.
Atuahene-Gima, Slater, and Olson (2005)	Proactive market orientation	Discovering and satisfying the latent, unarticulated needs of customers through observation of customers' behavior in context to uncover new market opportunities, with working closely with lead users, with undertaking market experiments to discover future needs, and with cannibalizing sales of existing products.
Narver, Slater, and MacLachlan (2004)	Proactive market orientation	A business attempts to discover, to understand, and to satisfy the latent needs of customers.



Table 1: Summary of the Definition of Proactive Marketing Management
Capability (continued)

Author(s) (year)	Term	Definitions
Hills and Sarin (2003)	Proactive approach or market driving	A firms' ability to lead fundamental changes in the evolution of industry conditions by influencing the value creation process at the product, market, or industry level.
Lumpkin and Dess (2001)	Proactiveness	A forward-looking perspective characteristic of a marketplace leader that has the foresight to act in anticipation of future demand and shape the environment.
Lumpkin and Dess (1996)	Proactiveness	Processes aimed at anticipating and acting on future needs by seeking new opportunities which may or may not be related to the present line of operations, introduction of new products and brands ahead of competition, strategically eliminating operations which are in the mature or declining stages of life cycle.



Table 2: Summary of the Key Literature Reviews on Proactive Marketing Management Capability

Author(s) (year)	Type of Research	The Key Issue Examined	Main Findings
Hidesuke et al. (2015)	Quantitative	To examines the nature and functions of a responsive market orientation (responsive MO), and a proactive market orientation (proactive MO).	This study has three main finding. Firstly, employee-related and external factors have strong influences on both responsive and proactive market orientation. Secondly, top management diversity and actively characteristic and design and implement programs of the company promote cooperation between the R&D and sales divisions in the process of product development. Finally, top management diversity promotes the performance of a proactive market orientation, whereas employee diversity not support.
Chen and Lien (2014)	Quantitative	To investigates the roles of responsive and proactive market orientation on the performance impacts of technological opportunism.	Technological opportunism has a positive effect on firm performance. And, proactive market orientation fails to impose a positive impact on firm performance. In addition, the positive moderation of proactive market orientation on the technological opportunism-performance.

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

Author(s) (year)	Type of Research	The Key Issue Examined	Main Findings
Bodlaj, Coenders, and Zabkar (2012)	Quantitative	To investigate how market and technological changes moderate the relationships between responsive and proactive market orientation, innovation success, and market success of the organization.	The proactive market orientation is a determinant of both innovation and market success of the organization, the impact of responsive market orientation on the innovation and market success is positive and significant only in a rapidly changing market environment.
Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz (2012)	Quantitative	To identify factors that influence product innovation activity and define their importance for the classification of firms as innovative.	Product innovation significantly improves business competitiveness and growth. In conclusion, the level of complexity and great cost inherent to the process, together with the high failure rate facing new products, makes it necessary to tackle certain issues related to this innovation process in greater depth.

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

Author(s) (year)	Type of Research	The Key Issue Examined	Main Findings
Blocker et al. (2011)	Quantitative	To explores the notion of proactive customer orientation and examines the degree to which this capability offers an opportunity for competitive advantage.	The firm capability, proactive customer orientation is the most consistent driver of customer value across our multinational. In addition, the interaction of proactive and responsive customer orientation to create superior value. Besides, moderating conditions further frame the impact of this capability: intense levels of customer value change, a global relationship scope, and a transnational relationship structure.
Haro-Domínguez, Ortega-Egea, and Tamayo-Torres (2010)	Quantitative	To analyze the influence of the manager's strategic orientation concerning technology acquisition for the firm performance.	The proactive character adopted by manager will directly influence the decision- making process concerning technology acquisition. Manage with a proactive strategic orientation adopt both internal technological development and the external acquisition of technology, but a slight preference is observed for internal development, even though it achieves considerably less satisfactory results than those achieved with external technology acquisition.

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

Author(s) (year)	Type of Research	The Key Issue Examined	Main Findings
Kouropalatis and Morgan (2009)	Quantitative	To examine the implications of the simultaneous pursuit of peripheral vision capability, proactive and responsive market orientation.	The firms with a high level of peripheral vision capability, proactive and responsive market orientation, are able to trigger mediating organizational elements and capabilities and become more successful at introducing (launching) new products in their target (focal) markets as well as running the programs necessary for developing new products for both focal and peripheral markets.
Shankar (2006)	Quantitative	To explore complex and hybrid actions, the reaction and anticipation components of actions with a focus on product line length, and the asymmetries between market leaders and followers.	The market followers adopt a price-fighting strategy better than the leader. A firm tends to engage in product line actions when its competitors changed, large firm, and higher price. Product line is asymmetric reaction and anticipation elasticities. The different of product line reaction elasticity are related to product line demand elasticities, which are higher for the market leader than they are for the followers.

Based on the literature review, proactive marketing management capability issues have a diverse perspective. Basically, most study of proactive marketing focuses on relationships among two forms of market orientation as proactive market orientation and reactive market orientation, and its consequence, such as new product development success, performance success, and sustainable competitive advantage of the firms. There is still a little concern with the proactive marketing management capability view and lack of manifested marketing goal achievement and marketing survival measurements. These shed light on research gaps in the literature. Thereby, this research provides four dimensions of proactive marketing management capability and its antecedents and consequences, based on the dynamic capability approach that is described in both the relevant literature review and provided hypotheses as below.

The Effects of Each Dimension of Proactive Marketing Management Capability on Its Consequences

Initially, this section proposes the dimensions of proactive marketing management capability, including: product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. The relationship between proactive marketing management capability and its consequences are examined. Thus, the consequences of this research are composed of: sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival, which are demonstrated in Figure 2.

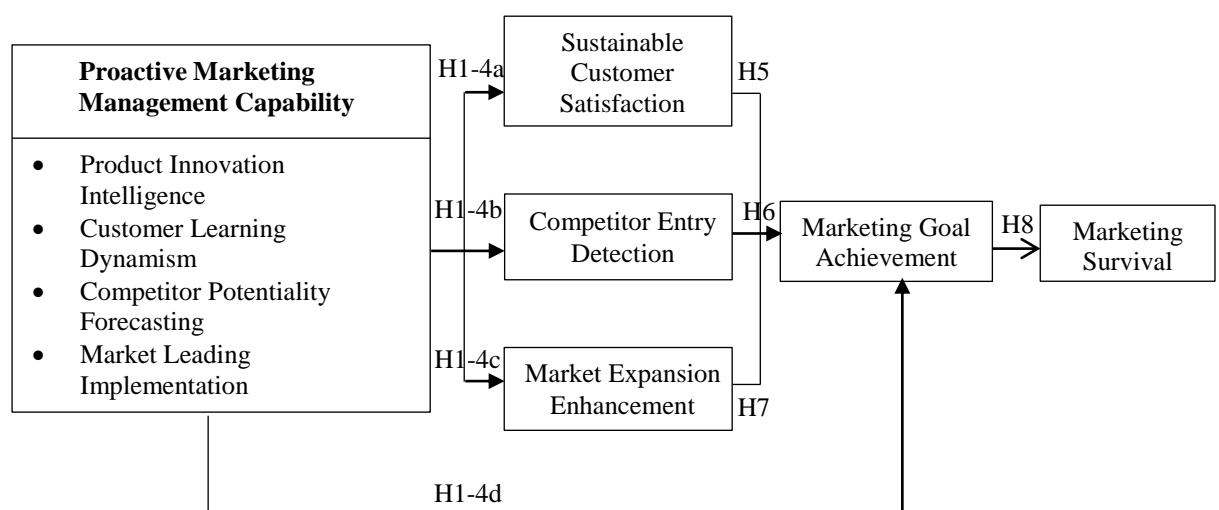
Product Innovation Intelligence

In this research, product innovation intelligence is defined as an ability of the firm to create product design, product development, and innovation different from those competitors. It is also an opportunity to attract new business, the growth of the business, is reflective of the pioneer company in the market, promotes the awareness and participation in creative design and develops new and innovative products for the company and the market (Li and Atuahene-Gima, 2001; Parthasarthy and Hammond, 2002; Thipsri and Ussahawanitchakit, 2009). Innovation is one of the main engines of a



business firm in the global economy today. Introducing innovation into firms' practices can obtain products with improved quality characteristics, service quality, improved models of business management systems, and modern management methods of employment. Innovation is more necessary than equipment in business development. Innovation is very important in the differentiation of firms, consumer products and services in order to maintain competitive advantages in the market (Lala and Tanase, 2014). In the marketing literature, innovation is defined as a process that provides a new degree of organization, suppliers and customers; and develops new procedures, solutions, products, service and new ways for marketing products (Lala and Tanase, 2014). In view of the proactive marketing approach, proactive marketing management capability emphasizes the introduction of new products that differ from competitors, in order to access superior performance and new opportunity in the target market (Lumpkin and Dess, 1996; 2001; Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz, 2012). Thus, this research will focus only on firm's ability to generate product innovation intelligence.

Figure 2: The Effects of Each Dimension of Proactive Marketing Management Capability on Its Consequences.



Production innovation refers to a new idea, new method or device which is in the process of being introduced as a new product. The product is relatively new to the industry, and is to be developed and commercialized by the firms (Parthasarthy and Hammond, 2002). In addition, product innovation refers to the firms' abilities to generate product innovation which recognize new opportunities of business and to attract the growth of the company concerned, being the company's intention to create product innovation and to be a pioneer company in the market and encourage people as to awareness and participation in the new product (Thipsri and Ussahawanitchakit, 2009). In strategic marketing, product innovation is used to achieve competitive advantage and the opportunity to compete in the marketplace. Moreover, product innovations replace and satisfy customer needs and customer satisfaction (Hauser, Tellis, and Griffin, 2006). Product innovation is becoming one of the most powerful marketing competences because it can satisfy customer needs and a firm's needs. Especially, product design innovation can achieve customer value creation and also protects from competitor imitation (Moon, Miller, and Kim, 2013).

Moreover, the firm's investment in product innovation also effects on market expansion by increasing of customer spending from product novelty and product differentiated (Hoefele, 2016). However, innovation orientation may have a negative or moderate effect on business performance such as increased cost, change for change's benefit, market chance and employee attitudes (Simpson, Siguaw, and Enzc, 2006). Also, product innovation strategy means a reflection of the firm's commitment to develop the market products that are new to those firms and/or their marketing (Li and Atuahene-Gima, 2001). Thus, product innovation intelligence is more likely to enhance marketing outcome, namely, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement. Hence, the first sets of hypotheses are as follows:

Hypothesis 1a: Product innovation intelligence has a positive influence on sustainable customer satisfaction.



Hypothesis 1b: Product innovation intelligence has a positive influence on competitor entry detection.

Hypothesis 1c: Product innovation intelligence has a positive influence on market expansion enhancement.

Hypothesis 1d: Product innovation intelligence has a positive influence on marketing goal achievement.

Customer Learning Dynamism

This research defines customer learning dynamism as the firm's ability to learn and understand the current and future set of customers' behaviors, potential needs, and preferences in order to effectively respond to them and continually discover additional needs of which customers are not aware (Narver and Slater, 1990; Feng et al., 2011; Phokha and Ussahawanitchakit, 2011). In a dynamic and unpredictable environment, customer learning is the one important imperative key factor for a business firm to enhance competitiveness and succeed in the market. Because of this, the customers can easily access searching information and product purchasing anywhere. This customer-changing behavior forces business firms to modify their operations. Through learning about the customer, business firms increase their potential. Also, the business firm has the capability to understand and satisfy customers under dynamic environmental changes (Grein, Craig, and Takada, 2001).

The business firms that focus on customer learning dynamism will gain a sufficient understanding of the target customers which are able to continuously deliver superior value for them. The prior studies found that customer learning focus can enhance a firm's marketing capability, innovation, new product development, customer value creation, and firm performance (Blocker et al., 2011; Nasution et al., 2011). Likewise, McEvily and Marcus (2005) and Feng et al. (2012) stated that focusing on customer learning may help firms create new products and service, facilitate problem-solving and reduce their time-to-market for new products through understanding



customer concern and future preference. Moreover, customer learning can help the business firm learn and evaluate the possible market segment, the crucial market, and its possible growth rate (Gatignon and Xuereb, 1997). Therefore, the high levels of customer learning firms are more likely to obtain better communication, analysis, interpretation, and understanding of customer information regarding their needs than their competitors. So this results in effective customer responses (Phokha and Ussahawanitchakit, 2011).

According to these marketing advantage, customer value creation enables to drive customer's satisfaction and loyalty (Kumar and Reinartz, 2016). In the same vein, customer understanding with future preference enhances new products and service creating, problem-solving facilitated and time-to-market reduction for new products which help to limit the number of competitors in the market through these firm's barrier to entry (Karakaya and Parayitam, 2013). Moreover, the possible market segment and crucial market evaluation is the firm's attempt to look for the new market to expand and achieve marketing goal such as positioning, brand equity, and market share (Kaewmungkoon and Ussahawanitchakit, 2014).

Thus, customer learning dynamism is more likely to encourage firms to accomplish their marketing outcome, namely, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement. Hence, the hypotheses are elaborated as follows:

Hypothesis 2a: Customer learning dynamism has a positive influence on sustainable customer satisfaction.

Hypothesis 2b: Customer learning dynamism has a positive influence on competitor entry detection.

Hypothesis 2c: Customer learning dynamism has a positive influence on market expansion enhancement.



Hypothesis 2d: Customer learning dynamism has a positive influence on marketing goal achievement.

Competitor Potentiality Forecasting

Based on the literature, this research defines competitor potentiality forecasting as the ability of the firm to learn and predict the rival's capabilities to understand dynamic competition, competitive relationships and the potential of rivals that are useful for the firms decision-making to attack or respond to each other in the market (Chen, 1996; Bergen and Peteraf, 2002; Theodosiou, Kehagias, and Katsikea, 2012). In dynamic competition, the defense from competitive incursions and planning competitive attack and response strategies can be acquired through competitor learning. The competitive learning organization characterizes an activity which continues to focus on the promotion of individual and team learning, and organizational success (Bergen and Peteraf, 2002; Akman and Yilmaz, 2008).

In marketing literature, competitor analysis will help business firms to illuminate and predict competitive relationships and the potential of rivals in order to know how they may attack or respond to each other in the market (Chen, 1996). Likewise, competitor orientation indicates a vendor's expertise in knowing the short-term strengths and weakness, and long-term capabilities and strategies of key competitors' abilities (Theodosiou, Kehagias, and Katsikea, 2012). Moreover, competitor analysis helps business firms to access good forecasts of competitors' marketing outcomes. For example, the development of market shares is an important aspect because it brings to light the market dynamics that are driven by the ruling power structure (Kunstek, 2013).

In addition, Chun and Chu (2008) found that competitor forecasting not only to forecast a competitor's business strategy, but can also help develop the firm's own new strategy. Then, the firm can be realigned to counteract the competitor's strategy. Furthermore, competitor analysis in competitive dynamics that both market commonality and resource similarity are associated in the same direction with both the likelihood of launching a foothold attack and the likelihood of foothold withdrawal in a



sample of firms with footholds (Upson et al., 2012). They apply to predict competitor's likelihood of attack and the likelihood of withdraw which enhance firm's advantage to strategic formulation and positioning. Thus, competitor potentiality forecasting is more likely to enhance firms to archive their marketing outcome, namely, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement. Hence, the hypotheses are elaborated as follows:

Hypothesis 3a: Competitor potentiality forecasting has a positive influence on sustainable customer satisfaction.

Hypothesis 3b: Competitor potentiality forecasting has a positive influence on competitor entry detection.

Hypothesis 3c: Competitor potentiality forecasting has a positive influence on market expansion enhancement.

Hypothesis 3d: Competitor potentiality forecasting has a positive influence on marketing goal achievement.

Market Leading Implementation

This research defines market leading implementation as a process that involves support, and develops knowledge and innovative behavior in bringing about change in organizations to outperform and dominate a market more than others, and searches for information and knowledge to meet the target market needs (Bojovic, Pupovac, and Strugar, 2010; Nath, Nachaippan and Ramanathan, 2010; Czarnitzki, Etro, and Kraft, 2014). The concept of marketing stated that the organization can access goal achievement through greater effectiveness and efficiency than its competitors, in order to identify and satisfy the need of a target market (Naver, Slater, and MacLachlan, 2004). Then, the core characteristic of leading market companies is superior ability to develop and introduce new products faster and cheaper than competitors (Bojovic,



Pupovac, and Strugar, 2010). In addition, Nath, Nachaippan and Ramanathan (2010) stated that business firms retain creative activity for customers' needs and how to offer a usual, useful of projects for customers. Then, they apply tangible and intangible resources to conceive of complex customers' needs, product differentiation relative to rivals, and complete superior brand equity.

The study of market leaders is important to endogenous marketing. It argues that the market leader company must promote creative ideas and support research and development departments for innovation enhancement (Czarnitzki, Etro, and Kraft, 2014). Moreover, in hypercompetitive environments, leadership displacement may be displaced by competitors because they cannot respond to competitive threats or are not aware of competitive threats. Then, leader firms decide to self-displace by investment in new products and technology (Pacheco-de-Almeida, 2010).

According to achieve market leading implementation, business firm attempt to create new product or service with meet customer need through identify and satisfy the need of a target market (Naver, Slater, and MacLachlan, 2004). Moreover, the leader firm also efforts to early reach maximum new customer for maximized production cost (Viardot, 2010). By this way, the leader firm tends to achieve customer satisfaction, limit number of competitor, expand market and achieve marketing goal.

Thus, market leading implementation more likely to supplement firms to archive their marketing outcome, namely, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement. Then, the hypotheses are assigned as follows:

Hypothesis 4a: Market leading implementation has a positive influence on sustainable customer satisfaction.

Hypothesis 4b: Market leading implementation has a positive influence on competitor entry detection.



Hypothesis 4c: Market leading implementation has a positive influence on market expansion enhancement.

Hypothesis 4d: Market leading implementation has a positive influence on marketing goal achievement.

Sustainable Customer Satisfaction

This research defines sustainable customer satisfaction as a customer response and behavior that reflect pleasure resulting from comparing a product's perceived performance (post-experience) with expectations (pre-experience). It leads to the confidence and fulfillment with the product continuously for a long-time (Limpsurapong, Ussahawanitchakit, and Suwannarat, 2011; O'Sullivan and McCallig, 2012). In prior research, various definitions of customer satisfaction are described. Customer satisfaction means three common elements, namely, a cognitive or emotional response focused on specific aspects related to expectations, and the response does not occur randomly but in specific moments after consumption (Giese and Cote, 2000). Also, customer satisfaction is the firm's outcome due to the overall emotion conforms to the customer's expectation as to prior feelings about the consumption experience that influence on the psychological state of a customer (Oliver, 1981). In addition, Limpsurapong, Ussahawanitchakit, and Suwannarat (2011) have defined customer satisfaction as the response and behavior of the customers that reflect pleasure resulting from comparing a product's perceived performance (post-experience) with expectations (pre-experience). It leads to the confidence and fulfillment with the product.

Previous research indicates that satisfaction plays an essential part in cultivating customer loyalty and consumers' retention (Ciornea, 2013). Also, satisfaction with products and services has been studied extensively. Satisfaction is an important predictor of customer loyalty (Tsotsou, 2006). Besides, the marketing literature shows that customer satisfaction plays an important key role in firms gaining marketing outcomes, namely, market share, profits, attracting new customers, market position, competitive advantage and survival in the market through product and



performance (O'Sullivan and McCallig, 2012). Moreover, customer satisfaction is central to the marketing concept for a strategic link to all firm performance (Truch, 2006). In addition, the more customer satisfaction, the more likely they tend to repurchase in the future, leading to promotion by positive word-of-mouth (WOM) that is highly believable (Tripathi, 2014). Thus, sustainable customer satisfaction tends to attain marketing goal achievement. Hence, the hypothesis is proposed as follows:

Hypothesis 5: Sustainable customer satisfaction has a positive influence on marketing goal achievement.

Competitor Entry Detection

This research defines competitor entry detection as the outcome due to the firm monitor and analyze a possible new rival for prevention of firm entrants from entering in to the market that allow incumbent firms to earn positive economic profits, while making it unprofitable for newcomers to enter the industry (Besanko et al., 2007; Lutz, Kemp, and Gerhard Dijkstra, 2010; Bo and Albert, 2012). The literature of barrier to entry was first introduced in 1965 by Bain. It was argued that the existence of barriers can enhance market incumbents to limit the intensity of competition in the market, and enable market incumbents to have above-average profitability (Bo and Albert, 2012).

In the past, the major barrier to entry was identified as economies of scale, product differentiation, and absolute cost advantages of established firms. After that, Porter (1980) proposed the seven major sources of barriers which include economies of scale, cost advantages of incumbents, product differentiation of incumbents, capital requirements, customer switching costs, access to distribution channels, and government policy. Moreover, many other sources of barriers have been identified including, for example, research and development (R&D), advertising, patents, market risk, and the size and expected growth of the market (Bo and Albert, 2012). However, strategic management theory suggests that the most important barrier to entry are composed of economies of scale, capital requirements, and product differentiation (Bergen and Peterfaf, 2002; Parker, Don, and McLoughlin, 2010; Bo and Albert, 2012).



The barrier to entry of competitors constitutes an important issue in a dynamic competitive market. This is because it can prevent firm entrants from entering in to the market and detect the process of allocated and dynamic efficiency. In addition, entry barriers affect the behavior of firms and the performance of the industry (Lutz, Kemp, and Gerhard Dijkstra, 2010). They also concluded that entry barriers can reduce the amount of entrepreneurial activity and potential competition which enhance firm's goal achievement on market share and profitability. Barriers to entry are defined as those factors that allow incumbent firms to earn positive economic profits, while making it unprofitable for newcomers to enter the industry (Besanko et al., 2007). Thus, competitor entry detection tends to attain marketing goal achievement. Hence, the hypothesis is proposed as follows:

Hypothesis 6: Competitor entry detection has a positive influence on marketing goal achievement.

Market Expansion Enhancement

This research defines market expansion enhancement as the involved activities of the firm to the extent that a market segment leads to an increase in primary demand and selective demand. By this way, support involves activities including evaluating and analyzing market characteristics and executing product launch by promotion and distribution activities (Song, Neeley, and Montoya-Weiss, 2001; Bang and Joshi, 2012). Market expansion is one of the organizational strategies for decision-making under necessary situations regarding expansion into new markets or enhancement in current markets. Because of this, market expansion can increase or prevent their market share (Robinson and Lundstrom, 2003). Therefore, the organizational decision to select a target market is preceded by opportunity analysis (Mullins, 2004). Market expansion is the firm's activities to evaluate and analyze market characteristics and executing product launch by promotion and distribution activities (Song, Neeley, and Montoya-Weiss, 2001).



In marketing strategy, some scholars look at market expansion in terms of the geographic business expansion of a company. Because, its product category is at the maturity or saturation phase in its lifecycle, it may come to look for a new market in a new region for preventing market share (Robinson and Lundstrom, 2003). On the other hand, product-market growth talks about market extension strategy and market penetration strategy. Market expansion by reaching out to new market segments leads to an increase in primary demand for the product category. If market penetration is sought by converting non-customers into customers of the industry's products, it leads to an increase in the primary demand. However, if market penetration is brought about by attracting competitors' customers, it leads to an increase in the selective demand (Bang and Joshi, 2012).

Regularly, the expansion strategy looks to expand market and/or product as the growth in marketing to achieve the business goal. Then, the business firm expand market in growth stage in product life cycle for enhance competitive advantage (Kaewmungkoon and Ussahawanitchakit, 2014). Thus, market expansion enhancement tends to attain marketing goal achievement. Therefore, the hypothesis is posited as follows:

Hypothesis 7: Market expansion enhancement has a positive influence on marketing goal achievement.

Marketing Goal Achievement

In this research, marketing goal achievement is defined as the both of financial and non-financial areas on marketing outcome of the firm such as positioning, brand equity, increasing sales units, the rate of sales growth, growing of market share, and increasing profitability which is linked to the mission, vision and strategies, including the credibility of the stakeholders and comparison with competitors (Zaccaro and Klimoski, 2001; Hunt, 2012; Sampattikorn, Ussahawanitchakit, and Boonlua, 2012). Goal achievement demonstrates success of the last process of operations or performance



according to defined objectives by linking to missions, visions and strategies (Zaccaro and Klimoski, 2001; Deepen, Goldsby, and Knemeyer, 2008).

Marketing goal is functional level directions of the firm. Marketing goal provide a direction for the marketing department to follow. Prior research stated that marketing goal achievement is essential for firm survival through achieving in prospecting for more customers, gaining larger sales, repeat sales and customer loyalty, maximizing margins and profitability (Ibidunni, 2011). In addition, achieving in marketing goal also access by reduce unnecessary marketing expenses, work to streamline the product line, reduce risky new product introductions, and pursue other cost reducing measures. Marketing operations should seek for productivity improvements through low-cost labour, scheduling and inventory practices. If the marketing department can take cost reduction to other activities such as sales growth or new product introduction, then the organization is likely to achieve marketing goal (Nie, and Young, 1997).

Marketing goal achievement arises from the capability of firms to plan and operate in order to achieve marketing goals consistently over the long-term. By linking both the organization's missions, visions, strategies and procedures with their marketing goals achievement; and to be able to measure by increasing sales growth, market share, profit, new products or services launched and accomplished in the marketing goal (Wongtianchai, Ussahawanitichakit, and Jhundra-indra, 2015). Thus, marketing goal achievement tends to attain marketing survival. Hence, the hypothesis is proposed as follows:

Hypothesis 8: Marketing goal achievement has a positive influence on marketing survival.

Marketing Survival

Previous research, firm survival has been investigated as to additional relevant resource endowments. Also, a firms survival is unique to entrepreneurial firms (Hitt, Ireland, and Lee, 2000; Pisano, 2006). Besides, the business firms' sustained and



comparatively faster innovation activity has often been considered to have a strong effect on firm survival (Del Monte and Papagni, 2003). In addition, competitive environmental success of an organization is a function of industry attractiveness, its relative position in the industry, and the strategy it undertakes to remain ahead of others (Porter, 1991). In dynamic market with intense competition, when business firms face changing customer want, or over-capacity, their major objective is to survive. However, survival is a short-term objective. Thus, business firms must learn to add extra value to their products or services in the long-run to avoid extinction (Kotler and Keller, 2008).

Marketing survival plays on one aspect of firm survival that is crucial for a business firm in a dynamic market. Marketing survival refers to the outcome from using marketing activities which is continuously accepted from both internal and external stakeholders. Marketing survival can make a profit for the firm and can help the firm to survive in the long-term within a dynamic competitive environment (Kotler and Keller, 2008; Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013).

Then, this research defines marketing survival as the firms' achievements outcomes from the present, continuously into the future. These outcome results from a firm evaluate and analyze for business environmental changes, the marketplace, and competitors that pertain to the achievement outcome in terms of market share, sales growth, customer acceptance and firm reputation (Kotler and Keller, 2008; Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013).

The Effects of Antecedent Variables on Each Dimension of Proactive Marketing Management Capability

This research proposes antecedents that may have an effect on proactive marketing management capability. It is composed of four antecedents as follows: 1) marketing vision for long-term operation, 2) market culture awareness, 3) marketing competency development, 4) market uncertainty pressure, and 5) technological complexity force. These factors are required to test how the antecedent variable has a significant influence on proactive marketing management capability and its dimensions,

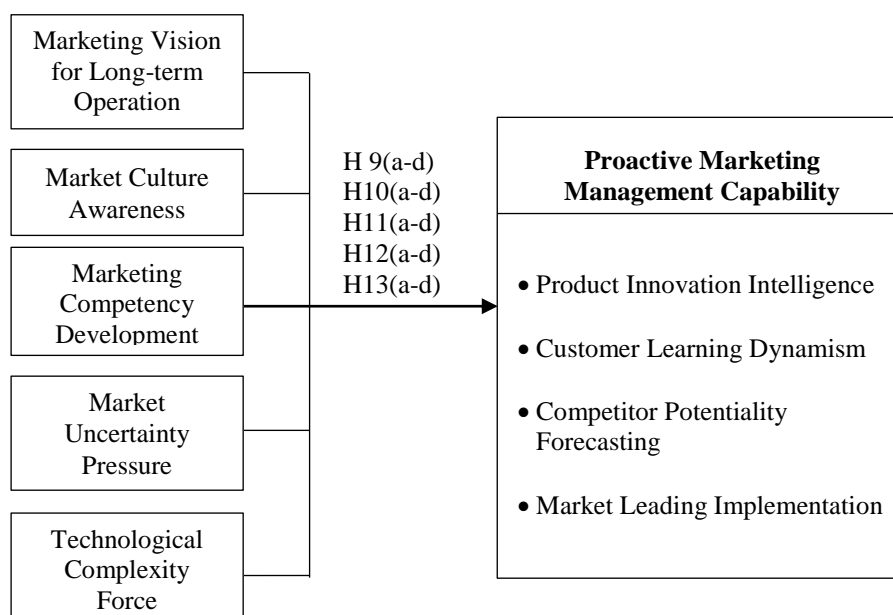


namely, product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation as demonstrated in Figure 3.

Marketing Vision for Long-term Operation

Vision is an ideal statement that represents or reflects the shared values of the organizational aspiration (House and Shamir, 1993). In addition, vision is defined as the image setting of the products, services, and organizations that a business leader wants to achieve in the future (Bennis and Nanus, 1985). Because, vision encourages leaders establish the agenda for future direction and convey the leader's intrinsic beliefs and values to followers. Then, vision also concentrates on optimism, confidence, and future direction orientation (Nutt and Backoff, 1995). In addition, Reid and de Brentani (2010) stated that market vision means an organizational function and a set of processes for creating, delivering and communicating value to customers and managing customer relationships in ways that also benefit the organization and its shareholders.

Figure 3: The Effects of Antecedent Variables on Each Dimension of Proactive Marketing Management Capability



This research defines marketing vision for long-term operation as the process of a marketing goal set as guideline or direction of the firm's operations, or such as a plan for new-product launches and anticipating new competitors to achieve ongoing growth continuously from the present to the future (Cooper and Cronin, 2000; Sarpong and Maclean, 2012). In prior research, academics show that long-term vision is a guideline to the clarity of the firm's operations. It displays the long-term planning operation of the firm in the future, for example, a plan for new-product launches, anticipating new competitors, and a human development plan (Cooper and Cronin, 2000).

Beside, marketing long-term vision is a guideline to explicit operations of firms that illustrate the future marketing long-term operation, such as in a marketing plan for new product launches, forecasting new competitors, new markets, and marketing resources development planning (Candemir and Zalluhoglu, 2013). Therefore, firms with marketing long-term vision lead the way in specifying marketing goals and marketing objectives, while providing a strong marketing plan or project for executive marketing in the future. They also gain for the firm, a long-term perspective, create challenge and make things possible and potential for the firm. It provides motivation for the followers and synergy for the firm.

Furthermore, marketing long-term vision maintains customer satisfaction and customer loyalty to the organization through the integrated vision of ongoing products and services (Srinivasan, Anderson and Ponnayolu, 2002). With the associated predication of future events or relevant forward-looking to market needs and competitive situations, the information is adopted to guide marketing (Avison, Eardley, and Powel, 1998). In a dynamic market, a business firm faces to high uncertainty and a complex environment. These situations play an important role in a firm's vision toward more understanding of innovation creation (Sarpong and Maclean, 2012). In addition, the emergence and impact of vision on new product development is interested in the innovation area (Tessarolo, 2007). The role of a firm's vision is important toward more understanding of innovation creation. Besides, it was found that there is a significant association between vision and innovation (Price, 2001). Consistent with Sarpong and Maclean (2012), the importance of the understanding and acceptance of successful technical innovation is a result of the visions' organizational projects.



Based on the literature, this research proposes that marketing vision for long-term operation relates to proactive marketing management capability. Therefore, the hypotheses are proposed as follows:

Hypothesis 9a: Marketing vision for long-term operation has a positive influence on product innovation intelligence.

Hypothesis 9b: Marketing vision for long-term operation has a positive influence on customer learning dynamism.

Hypothesis 9c: Marketing vision for long-term operation has a positive influence on competitor potentiality forecasting.

Hypothesis 9d: Marketing vision for long-term operation has a positive influence on market leading implementation.

Market Culture Awareness

This research defines market culture awareness as the belief and value of the firm's members related to the market, attention on understanding markets, using the necessary skills to create value for customers, and ultimate purpose of the firm is to create superior customer value and profitably through higher new product development introduction (Gallagher, Brown, and Brown, 2008; Hunt, 2012). Market culture is accepted as a corporate culture that influences long-term organizational success. A market culture is different from other types of organizational cultures by the degree to which an entire organization focuses its attention on understanding its markets, supporting the necessary skills to create value for customers, and promoting the belief that the ultimate purpose of the business is to create superior customer value and profitability (Gallagher, Brown, and Brown, 2008).

In prior literature, market culture is defined as organizational culture which instructs the behavior of organizational members in value delivery to the users of a



company's goods and enables achieving excellent business results most effectively, and profitably (Naver and Slater, 1990). In addition, Phokha and Ussahawanitchakit (2011) stated that market culture focuses on its individuality, seeing that culture lives as long as it is fostered by other members of the group and is communicated from one to another. Market culture focuses on overall organizational culture that refers to a pattern of shared values and a belief that promotes employees to understand and believe in the market perspective, and thereby provides them with norms for behavior within the firm (Nonaka and Takeuchi, 1995).

Additionally, it refers to the importance that a firm, as a whole, places on marketing, and to the way in which marketing activities are executed in the firm (Syers and Ussahawanitchakit, 2012). In strategic marketing, the levels of return on investment, market shares, and sales growth results in marketing strategy effectiveness, which in turn, depend on market culture which the belief and value of the firm's members to create superior customer value and profitability (Gallagher, Brown, and Brown, 2008). Therefore, firms that pay more attention to market culture will have a more valuable relationship with higher new product development awareness (Grant, 2001; Ellram, 2006; Hunt, 2012). Thus, based on the literature, market culture awareness is an antecedent which has the potential possibility to positively have an effect on proactive marketing management capability. Therefore, the hypotheses are proposed as follows:

Hypothesis 10a: Market culture awareness has a positive influence on product innovation intelligence.

Hypothesis 10b: Market culture awareness has a positive influence on customer learning dynamism.

Hypothesis 10c: Market culture awareness has a positive influence on competitor potentiality forecasting.



Hypothesis 10d: Market culture awareness has a positive influence on market leading implementation.

Marketing Competency Development

Marketing capability has been defined as integrative processes designed to apply the collective knowledge, skills, and resources of the firm to the market-related needs of the business, enabling the business to add value to its goods and services and meet competitive demands (Wei and Xiaoyan, 2007). This research defines marketing competency development as an ability of the firm to improve its marketing potential, based on learning process from market information acquisition to combine with firm resources through routine activity such as scanning and projecting current, emerging and potential environmental change, perceive the outlines of potential opportunity lurking but are rarely manifestly evident in such change, and translating (perceived) opportunity into (potential) solutions that create value for some sets of customers (Kaleka, 2011; Wirtz, Pelz, and Ullrich, 2011).

In marketing literature, marketing competency is increasingly used to describe the long-lasting success in markets, because it creates the conditions for firm success. Marketing competence focuses internal and external value-generating exchanges necessary to sell products (Day, 1994; Srivastava, Fahey, and Christensen, 2001). Marketing competency are essential for activate marketing resources in marketing processes focused on the sales market. They depend on an organization's particular routines that develop as a rule for synergistic activities in joint learning procedures of employees in an organization. Marketing competency is based on all routines that aim at transactions in the market (Vorhies, 1998). Then, their activities are composed of scanning and projecting current, emerging and potential environmental change, perceiving the outlines of potential opportunity lurking but rarely manifestly evident in such change, and translating perceived opportunity into potential solutions that create value for some sets of customers (Srivastava, Fahey, and Christensen, 2001). Hence, they constantly observe a company's environment, and recognize and exploit market opportunities through specific product offers (Wirtz, Pelz, and Ullrich, 2011).



Prior researches revealed that the companies with distinct marketing resources and competences can react faster and more appropriately to developments in the market than their competitors, as well as offer products that better match customer preferences (Day, 1994; Dutta, Narasimhan and Rajiv, 1999). Therefore, the companies are expected to carry out a larger amount of transactions in the market. Also, long-term marketing capability contributes to the commercial success of the products and services marketed by the firm (Vorhies and Harker, 2000; Weerawardena, 2003). Thus, based on the literature, marketing competency development is an antecedent which has the potential possibility to positively affect proactive marketing management capability. Therefore, the hypotheses are proposed as follows:

Hypothesis 11a: Marketing competency development has a positive influence on product innovation intelligence.

Hypothesis 11b: Marketing competency development has a positive influence on customer learning dynamism.

Hypothesis 11c: Marketing competency development has a positive influence on competitor potentiality forecasting.

Hypothesis 11d: Marketing competency development has a positive influence on market leading implementation.

Market Uncertainty Pressure

In this research defines market uncertainty pressure as a firm's tension about the fluctuating environment with change and unpredictability as market information on customer needs, market demand, and competitive situations. As a result, firm is enabled to overcome these barriers for generating competitive advantage, and delivering customer satisfaction through introducing new products and innovation (Briggs, Landry, and Daugherty, 2010; Slater, Hult, and Olson, 2010). Market uncertainty refers to the



functional change and unpredictability of market information concerning customer needs, and changes of products in the market, and is mostly associated with decision-making ambiguity (Nurittamont and Ussahawanitchakit, 2008; Slater, Hult, and Olson, 2010). In addition, decision makers who face market uncertainty feel that they are unable to correctly define the probability of the particulars about customers, competitors in the market, or the change that occurred.

Customer demands can change when they encounter highly volatile market situations. Thus, the firm has more likelihood of leading the focus on offering new products (Briggs, Landry, and Daugherty, 2010). Likewise, the firm will react more rapidly than competitors in more intensive competition and with more a fluctuating demand in the industry (Luo, 2001). Moreover, prior research reveals that an organization adopting production innovation strategy reduces the undesirable effects from market uncertainty because product innovation and strategy enable the organization to redefine customer preferences, change the competitive condition, or reduce the role of the rival (Li and Atuahene-Gima, 2001).

In contrast, some scholars reveal that the characteristic of market uncertainty is very volatile in market demand and cannot predict the direction and strategies of competitors that are difficult to develop new product to succeed (Lee et al., 2006). However, this research proposes market uncertainty pressure as a driving force, enabling organizations to overcome these barriers for generating competitive advantage and delivering customer satisfaction through introducing new products and innovation. Thus, market uncertainty pressure tends to have a positive relationship with proactive marketing management capability. Therefore, the hypotheses are proposed as follows:

Hypothesis 12a: Market uncertainty pressure has a positive influence on product innovation intelligence.

Hypothesis 12b: Market uncertainty pressure has a positive influence on customer learning dynamism.



Hypothesis 12c: Market uncertainty pressure has a positive influence on competitor potentiality forecasting.

Hypothesis 12d: Market uncertainty pressure has a positive influence on market leading implementation.

Technological Complexity Force

This research defines technological complexity force as the dynamism of systemic, multiple interactive, and non-decomposable aspects of technology components. Then, they change this external threat to a firm's opportunity for creating new products and services through firm capability (Sing, 1997; Gravenitz, Wagner, and Harhoff, 2013; Yayavaram and Chen, 2015). In prior research, technological complexity refers to an applied system whose components have multiple interactions and constitutes a non-decomposable whole. By these means, three characteristics of technological complexity are indicated as systemic, multiple interactions, and non-decomposable. The systemic characteristic refers to complex goods or technology comprised of multi-components that are organized in hierarchies of subsystems. This hierarchy's structure performance depends on each other's subsystem. Then, this structure leads to the second characteristic which has multiple interactions of these subsystems into feedback of multi-systems as a network that is non-decomposable, or is the third technological complexity characteristic (Sing, 1997).

Therefore, the previous definition of technological complexity can be perceived as an organizational threat in terms of risk of failure from systemic, interactive, and non-decomposable of technology. On the other hand, technology complexity is seen as organizational opportunity with non-imitable products from technology complexity procedures (Gravenitz, Wagner, and Harhoff, 2013). Previous research found that technological complexity is positively related to innovation product design and a customer's product evaluation (Hamzaoui-Essoussi, 2010). At the same time, organizations face technological complexity as an opportunity to create superior innovation performance through an organizational knowledge based (Yayavaram and



Chen, 2015). Consistently, a strong firm with technological capabilities is capable of using scientific knowledge to develop products and processes that offer new benefits and create value for customers (Prasnikar et al., 2008). Moreover, technological complexity lead business firms to become difficult for understand, plan, and predict their competitors. Then, speed in recognizing is essential opportunities for business firms to predict and lead market (Mason and Staude, 2009). Thus, technological complexity forces tend to positively relate to proactive marketing management capability. Therefore, the hypotheses are proposed as follows:

Hypothesis 13a: Technological complexity force has a positive influence on product innovation intelligence.

Hypothesis 13b: Technological complexity force has a positive influence on customer learning dynamism.

Hypothesis 13c: Technological complexity force has a positive influence on competitor potentiality forecasting.

Hypothesis 13d: Technological complexity force has a positive influence on market leading implementation.

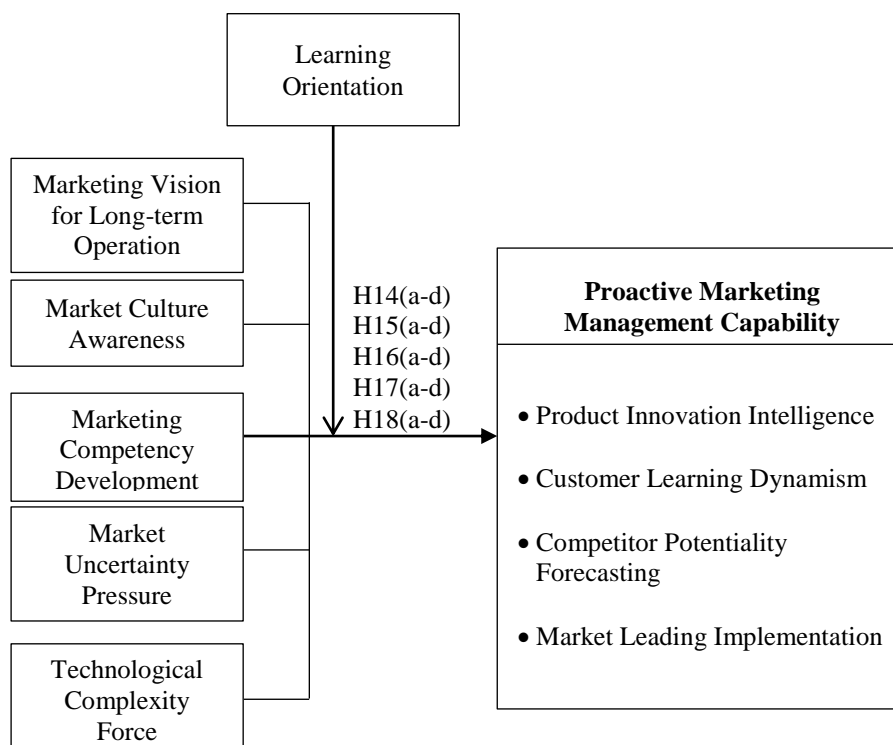


The Role of Moderating Effects on Antecedent Variables and Proactive Marketing Management Capability

Learning Orientation

This research defines learning orientation as an organizational culture that relates to a set of values and beliefs of the firm that defines the ability to create, disseminate, and utilize knowledge creation about customers, competitors and market changes for creating superior competitive advantage over their competitors (Sinkula, Baker, and Noordewier, 1997; Chaveerug and Ussahawanitchakit, 2008). In a dynamic competitive environment, organizations search for strategies to gain and sustain competitive advantage. Then, firms need up-to-date their skills and capabilities to survive and grow. An effective strategy for sustaining and improving firm's competitive advantage and performance is to have a high organizational learning orientation (Sinkula, Baker, and Noordewier, 1997; Salim and Sulaiman, 2011).

Figure 4: The Role of Moderating Effects on Antecedent Variables and Proactive Marketing Management Capability



Previous research suggested that an important role in creating organizational capability which leads to superior performance is knowledge management and organizational learning (Theriou and Chatzoglou, 2007; Simonin and Ozsomer, 2009). Then, learning orientation is the process of obtaining and disseminating of knowledge about customers, competitors and market changes for creating superior competitive advantage over competitors (Chaveerug and Ussahawanitchakit, 2008). The literature review of learning orientation shows that learning orientation increases organizational performance directly and indirectly through its influence on competitive advantage. Also, innovativeness is a mediator for the relationship between learning orientation and financial performance (Calantone, Cavusgil, and Zhao, 2002). In addition, Nybakk (2012) and Wang (2008) reveal that learning orientation mediates the relationship between entrepreneurial orientation and performance.

Moreover, prior research also suggests that an enterprise must understand the market conditions to develop new products through learning orientation. As a result, Eshlaghy and Maatofi (2011) indicated that commitment to learning, shared vision, open-mindedness, intra-organizational knowledge and new product development have a positive influence on performance. Enterprises must fully understand the market conditions to develop new products. Thus, this research proposes learning orientation as the moderator of the relationship between antecedent variables and proactive marketing management capability. Therefore, the hypotheses are posited as follows:

Hypothesis 14: The relationships between marketing vision for long-term operation and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.

Hypothesis 15: The relationships between market culture awareness and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.



Hypothesis 16: The relationships between marketing competency development and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.

Hypothesis 17: The relationships between market uncertainty pressure and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.

Hypothesis 18: The relationships between technological complexity force and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.



Table 3: Summary of Hypothesized Relationships

Hypotheses	Description of Hypothesized Relationships
1a	Product innovation intelligence has a positive influence on sustainable customer satisfaction.
1b	Product innovation intelligence has a positive influence on competitor entry detection.
1c	Product innovation intelligence has a positive influence on market expansion enhancement.
1d	Product innovation intelligence has a positive influence on marketing goal achievement.
2a	Customer learning dynamism has a positive influence on sustainable customer satisfaction.
2b	Customer learning dynamism has a positive influence on competitor entry detection.
2c	Customer learning dynamism has a positive influence on market expansion enhancement.
2d	Customer learning dynamism has a positive influence on marketing goal achievement.
3a	Competitor potentiality forecasting has a positive influence on sustainable customer satisfaction.
3b	Competitor potentiality forecasting has a positive influence on competitor entry detection.
3c	Competitor potentiality forecasting has a positive influence on market expansion enhancement.
3d	Competitor potentiality forecasting has a positive influence on marketing goal achievement.



Table 3: Summary of Hypothesized Relationships (continued)

Hypotheses	Description of Hypothesized Relationships
4a	Market leading implementation has a positive influence on sustainable customer satisfaction.
4b	Market leading implementation has a positive influence on competitor entry detection.
4c	Market leading implementation has a positive influence on market expansion enhancement.
4d	Market leading implementation has a positive influence on marketing goal achievement.
5	Sustainable customer satisfaction has a positive influence on marketing goal achievement.
6	Competitor entry detection has a positive influence on marketing goal achievement.
7	Market expansion enhancement has a positive influence on marketing goal achievement.
8	Marketing goal achievement has a positive influence on marketing survival.
9a	Marketing vision for long-term operation has a positive influence on product innovation intelligence.
9b	Marketing vision for long-term operation has a positive influence on customer learning dynamism.
9c	Marketing vision for long-term operation has a positive influence on competitor potentiality forecasting.
9d	Marketing vision for long-term operation has a positive influence on market leading implementation.



Table 3: Summary of Hypothesized Relationships (continued)

Hypotheses	Description of Hypothesized Relationships
10a	Market culture awareness has a positive influence on product innovation intelligence.
10b	Market culture awareness has a positive influence on customer learning dynamism.
10c	Market culture awareness has a positive influence on competitor potentiality forecasting.
10d	Market culture awareness has a positive influence on market leading implementation.
11a	Marketing competency development has a positive influence on product innovation intelligence.
11b	Marketing competency development has a positive influence on customer learning dynamism.
11c	Marketing competency development has a positive influence on competitor potentiality forecasting.
11d	Marketing competency development has a positive influence on market leading implementation.
12a	Market uncertainty pressure has a positive influence on product innovation intelligence.
12b	Market uncertainty pressure has a positive influence on customer learning dynamism.
12c	Market uncertainty pressure has a positive influence on competitor potentiality forecasting.
12d	Market uncertainty pressure has a positive influence on market leading implementation.
13a	Technological Complexity Force has a positive influence on product innovation intelligence.



Table 3: Summary of Hypothesized Relationships (continued)

Hypotheses	Description of Hypothesized Relationships
13b	Technological Complexity Force has a positive influence on customer learning dynamism.
13c	Technological Complexity Force has a positive influence on competitor potentiality forecasting.
13d	Technological Complexity Force has a positive influence on market leading implementation.
14	The relationships between marketing vision for long-term operation and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.
15	The relationships between market culture awareness and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.
16	The relationships between marketing competency development and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.
17	The relationships between market uncertainty pressure and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.
18	The relationships between technological complexity force and (a) product innovation intelligence, (b) customer learning dynamism, (c) competitor potentiality forecasting, and (d) market leading implementation will be positively moderated by learning orientation.



Summary

Based on earlier literature review, this chapter elaborates on the relationship between the conceptual framework in proactive marketing management capability and marketing outcome. This chapter contains the content of the literature review which also includes the theoretical foundations; namely, the dynamic capability approach that explains the research phenomena. In addition, this chapter provides hypotheses as a proposed set of 18 items together with the conclusion of all hypotheses illustrated in Table 3.

Proactive marketing management capability is the key concept of this research, which is an expected positive relationship with antecedents and consequences, as well as a possible role of moderator constructs that were assumed to be a marketing performance accomplishment. Thus, the next chapter presents the population, sample selection, and data collection approach; the validity and reliability check, the measurement in each construct, and the statistical analysis.



CHAPTER III

RESEARCH METHODS

Proactive marketing management capability and other constructs were explained for a deeper understanding in the prior chapter with the theoretical foundation, interrelated literature review, conceptual framework, variables definition, and hypotheses development. Research methods are elaborated for clearly testable hypotheses. Hence, this chapter explains the research methods which are organized as follows: Firstly, the sample selection and data collection procedure, including population and sample, data collection, and test of non-response bias are detailed. Secondly, the variable measurements are developed. Thirdly, instrumental verifications, including both validity and reliability are verified. Fourthly, the statistical analyses are presented, including variance inflation factors (VIF), correlation analysis, and regression equations. Finally, the summary table of definitions and operational variables in each construct are presented in table format.

Sample Selection and Data Collection Procedure

Population and Sample

Instant and convenience foods businesses are chosen as the data source to investigate the empirical research. The population in this research was 1,132 instant and convenience foods firms that were acquired from the database list of the Department of Business Development (DBD), Ministry of Commerce, Thailand (Department of Business Development, 2016). According to the large size of the population, this research is necessary to access the actual sample size as representative of all population. Then, Yamane's formulation is used to calculate sample sizes with a 95 percent confidence level and $e = 0.05$ (Yamane, 1973). When one knows the size of the population, the sample size was determined, based on the formula as follows:



$$n = N / (1 + N(e^2))$$

n = sample size

N = population size

e = level of precision

The values were set for the formula:

$$N = 1,132$$

$$e = 0.05$$

$$n = 1,132 / (1 + (1,132(0.05^2))) = 295.56$$

Thus, the sample size was 296 instant and convenience foods firms. However, despite that the sample size is known, the minimum required for the response rate with firm levels that employ a mail survey for collecting data are usually lower than the number sent out (Bartlett, Kotrlik, and Higgins, 2001). The previous research suggests that the average survey response rate is in the range of 15-20 percent to represent all populations (Menon et al., 1999). To achieve or exceed the sample size, this research assumes a required sample of 20 percent. Therefore, 1,480 instant and convenience foods firms ($296 \times 100 / 20$) are a suitable sampling frame distribution for a mail survey. According to Vernuccio (2014), this simple random sampling method can be seemingly obtained by a sample that is representative of the population. Hence, this research followed this approach.

Instant and convenience foods firms are selected to test the empirical research by these reasons. Firstly, a high competitive intensity of instant and convenience foods sectors which influences daily innovative creation and the seeking for new value creation to meet current and future consumers' needs. Consistently, most prior researches in proactive marketing focus on the emphasized innovation and new product development firms (Bodlaj, Coenders, and Zabkar, 2012; Jiménez-Zarco, Torrent-Sellens, and Martínez- Ruiz, 2012; Schweitzer, 2012). Secondly, the kitchen of the world policy of the Thai government affects these businesses more significantly for Thai exports. During the first five months of 2016, the export conditions for all types of



Thai food products totaled 404.0 billion baht, up 7.5 percent compared to the same period last year. Also, instant and convenience foods was 82.7 billion baht, up 10.2 percent compared to the same period last year which database was acquired from the Department of International Economic Affairs, ministry of Foreign Affairs of the Kingdom of Thailand (Department of International Economic Affairs, 2016). Finally, instant and convenience foods become more important for everyone because the urgent lifestyles in technological age effects on consumer behaviors change.

Data Collection

The questionnaire is used as an instrument for data gathering for this research because it can be collected from the chosen population in a variety of locations at low cost (Kwok and Sharp, 1998). In order to completely comprehend all subjects, the marketing director or marketing manager of each instant and convenience foods firm is identified as the key informant. Thus, these persons are rich in knowledge, not only in marketing functions but also in determining marketing policy or marketing strategies in their organization, both in internal operations and external situations (Rosier, Morgan, and Cadogan, 2010).

The questionnaire is separated into seven sections. The first section is the general information about respondents such as gender, age, marital status, level of education, work experience, average monthly income, and current position. The second section is the general background information and history of an organization such as business types, product type, business location, operational capital, periods of time in business, number of full-time employee, and firm's average revenue per year. The third section through the sixth section is evaluating each construct in the conceptual model which measures items anchoring to a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). According to Nunnally and Bernstein (1994), for the number of choices, it is usually better to use four to eight categories, because beyond this it is not meaningful and it will become confusing. Therefore, using five categories is appropriate for creating a refined measurement. All constructs were developed for measuring from the definition of each, as well as from previous literature reviews.

The third section is the key concept of proactive marketing management capability that is in four dimensions: product innovation intelligence, customer learning



dynamism, competitor potentiality forecasting, and market leading implementation. The fourth section asks the firm's opinion about sustainable customer satisfaction, competitor entry detection, and market expansion enhancement, marketing goal achievement, and marketing survival. The fifth section requires the firm's opinion about the internal factors of proactive marketing management capability, consisting of marketing vision long-term operation, market culture awareness, marketing competency development, and learning orientation. The sixth section contains question about two variables of external factors that have an impact on proactive marketing management capability, consisting of market uncertainty pressure and technological complexity force. The last section is the open-end answer for the informant's suggestion and opinions regarding the proactive marketing management capability of instant and convenience foods businesses in Thailand. Then, there are 61 items in the rating scale of the questionnaire. Also, the details of the questionnaire are seen in the Appendix F (English version) and Appendix G (Thai version).

The questionnaire provides not only a notification letter explaining the objective of this research, but is also together with a cover letter and postage to return the envelope questionnaire. Moreover, a follow-up technique is also utilized for a high response rate. Four weeks after the preliminary mailing, a follow-up telephone call was conducted for those individuals who had not returned the surveys (Lamberti and Noci, 2010). As a result, a total of 174 questionnaires were returned, and 163 were usable because some of returned questionnaires incomplete of important information.

The data collection yielded 46 unreachable respondents relocated without regards to updating the address database. Thus, the effective response rate was approximately 15.01 percent. The rule of thumb for the minimum sample size should exceed five observations for each variable (Hair et al., 2010). Therefore, 163 firms are an acceptable sample size for multiple regression analysis utilization. Also, the details of questionnaire mailing are demonstrated in Table 4.



Table 4: Details of Questionnaire Mailing

Details	Numbers
Mailed Questionnaire	1,132
Unreachable Respondents	46
Valid Questionnaire Mailing	1,086
Received Questionnaires	174
Unusable Questionnaire	11
Usable Questionnaire	163
Response Rate (163/1,086) x 100	15.01%

Test of Non-Response Bias

Due to the response of the mail survey from the sample, it cannot receive all of them. The non-response bias is required to claim that all participants can be inferred as representative all of the population (Lewis, Hardy, and Snaith, 2013). Thus, the non-response bias is evaluated to ensure that it is not a worrisome problem in this research. In order to verify the non-response bias, the making of comparisons between responders and non-responders on basic characteristics of sample such as business types, products types, business location, operational capital, periods of time in business, number of full time employees, and firm's average revenues per year are tested by the t-test statistics, comparing early versus late responders (Armstrong and Overton, 1977). To separate the sample into early and late groups, the early group of the first 50 percent is determined as the early group, and later responders in last 50 percent is determined as the late group. As a result, t-test statistics have no significance between those groups. It is presumed that the returned questionnaires are without non-response bias problems (Armstrong and Overton, 1977; Thompson, Loveland, and Fombelle, 2014).

A total of 163 return questionnaires are divided into two groups: the first 82 responses are stored as the early respondents and another 81 responses are stored as the late respondents. The t-test statistic is employed to verify the difference of as business types, products types, business location, operational capital, period of time in business, number of full time employees, and firm's average revenues per year.



The results are illustrated as follows: the business types ($t = -1.668$, $p > 0.05$), the products types ($t = -0.798$, $p > 0.05$), the business location ($t = -1.946$, $p > 0.05$), the operational capital (0.207 , $p > 0.05$), the period of time in business ($t = -1.298$, $p > 0.05$), the number of full time employees (-0.781 , $p > 0.05$), and the firm's average revenues per year (0.536 , $p > 0.05$). These results reveal that there were not statistically significant differences between early and late groups at a 95% confidence level. Then, it can be suggested that the non-response bias is not problem in this research (Armstrong and Overton, 1977). The results of non-response bias are demonstrated in Appendix B.

Measurements

Multiple items are for measuring each construct. Despite that all constructs are obviously defined, the measurement is impossible for one to directly manifest or observe the scale due to the abstraction of the construct (Diamantopoulos and Siguaw, 2000). Certainly, variables are estimated scales from their definitions and are applied from relevant marketing research. The five-point Likert scale utilizes intervals ranging from 1 = strongly disagree to 5 = strongly agree, due to the question that measures perception of variables (Newell and Goldsmith, 2001). Hence, the measurement contents include the dependent variable, independent variable, mediating variable, antecedent variable, moderating variable, and control variable that are described as follows.

Dependent Variable

Marketing Survival

Marketing survival is used as the final dependent variable of proactive marketing management capability. In this research, marketing survival is defined as the firms' continuously increasing achievements outcomes from the present into the future. These outcome results from a firm that evaluates and analyzes for business environmental changes, the marketplace and competitors that pertain to the achievement outcome in terms of continuously increasing of market share, sales growth, customer acceptance and firm reputation versus the previous year (Kotler and Keller, 2008;



Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013). It is developed as a new scale based on its definition.

Independent Variable

The core construct of this research is proactive marketing management capability that comprises four dimensions: product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. These dimensions reflect the way to identify, create, and deliver superior value proposition to the market. The measure of each construct depends on its definition, which is also detailed.

Product Innovation Intelligence

Product innovation intelligence is assessed by the ability of the firm to create new goods properties such as design, quality, and usefulness different from their competitors. Then, the measurement of this construct is developed from the definition and literature (Li and Atuahene-Gima, 2001; Parthasarthy and Hammond, 2002; Thipsri and Ussahawanitchakit, 2009). It is developed as a new scale based on its definition.

Customer Learning Dynamism

Customer learning dynamism is assessed by the firm's ability to know and understand the current and future set of clients' behaviors, potential needs, and preferences. The construct is developed from the definitions and literature (Phokha and Ussahawanitchakit, 2011; Feng et al., 2012). It is developed as a new scale based on its definition.

Competitor Potentiality Forecasting

Competitor potentiality forecasting is assessed by the ability of the firm to learn and predict the rival's capabilities to understand the dynamic competitive situation, competitive relationship and potential of rivals that are useful for firm decision-making to attack or respond to each other in the market. This construct is developed from the definitions and literature (Chen, 1996; Bergen and Peteraf, 2002;



Theodosiou, Kehagias, and Katsikea, 2012). It is developed as a new scale based on its definition.

Market Leading Implementation

Market leading implementation is assessed by a process that involves the support and development of knowledge and innovative behavior in bringing about change in organizations to outperform more than others. It is searching for information and knowledge to meet the target needs. These scales are developed from the definition and literature (Bojovic, Pupovac, and Strugar, 2010; Nath, Nachaippan, and Ramanathan, 2010; Czarnitzki, Etro, and Kraft, 2014).

Mediating Variable

Sustainable Customer Satisfaction

Sustainable customer satisfaction is assessed by a firm's ability to enhance the psychological state of a client's response and behavior that reflects pleasure resulting from comparing a product's perceived performance post-experience with expectations pre-experience. It leads to continuous confidence and fulfillment with product for a long-time (Limpsurapong, Ussahawanitchakit, and Suwannarat, 2011; O'Sullivan and McCallig, 2012). It is developed as a new scale, based on its definition.

Competitor Entry Detection

Competitor entry detection is the extent to which a firm's ability to monitor and analyze possible new rivals for the prevention of entrant firms from entering the market that allows incumbent firms to earn positive economic profits, while making it unprofitable for newcomers to enter the industry (Besanko et al., 2007; Lutz, Kemp, and Gerhard Dijkstra, 2010; Bo and Albert, 2012), It is developed as a new scale, based on its definition.

Market Expansion Enhancement

Market expansion enhancement is measured by the firm's ability to support, involving activities to the extent that a market segment leads to an increase in primary demand and selective demand. By this way, support involves activities that include



evaluating and analyzed situation characteristics and executing product launch by promotion and distribution activities (Song, Neeley, and Montoya-Weiss, 2001; Bang and Joshi, 2012). It is developed as a new scale based on its definition.

Marketing Goal Achievement

Marketing goal achievement is assessed by the firm's outcome which is linked to the mission, vision and strategies, including the credibility of the stakeholders. Marketing goal achievement is reflected by both financial and non-financial areas, including comparing to competitors in terms of increasing sales units, the rate of sales growth, market share growth, and increasing profitability (Zaccaro and Klimoski, 2001; Hunt, 2012; Sampattikorn, Ussahawanitchakit, and Boonlua, 2012). It is developed as a new scale, based on its definition.

Antecedent Variable

Marketing Vision for Long-term Operation

Marketing vision for long-term operation is measured by the process of a marketing goal set as a guideline or direction for the firm's operations, or such as a plan for new-product launches and anticipating new competitors to achieve ongoing growth continuously from the present to the future (Cooper and Cronin, 2000; Sarpong and Maclean, 2012). It is developed as a new scale, based on its definition.

Market Culture Awareness

Market culture awareness is measured by the perception of an organizational member with the firm's beliefs and values related to the market, attention to understanding markets, using the necessary skills to create value for customers, and belief that the ultimate purpose of the business is to create superior customer value and profitability through higher new product development introduction (Gallagher, Brown, and Brown, 2008; Hunt, 2012). These scales are newly implemented from the definition and literature review.



Marketing Competency Development

Marketing competency development is an ability of the firm to improve its potential based on the learning process from market information acquisition to combine with firm resources through routine activity such as scanning and projecting current, emerging, and potential environmental change; perceiving the outlines of potential opportunity lurking but rarely and manifestly evident in such change; and translating perceived opportunity into potential solutions that create value for some sets of customers (Kaleka, 2011; Wirtz, Pelz, and Ullrich, 2011). It is developed as a new scale, based on its definition.

Market Uncertainty Pressure

Market uncertainty pressure reflects a firm's perception about the fluctuating environment with changing and unpredictable market information of customer needs, market demands, and competitive situations. As a result, a firm is enabled to overcome these barriers for generating a competitive advantage and delivering customer satisfaction through introducing new products and innovation (Briggs, Landry, and Daugherty, 2010; Slater, Hult, and Olson, 2010). It is developed as a new scale, based on its definition.

Technological Complexity Force

Technological complexity force is assessed by a firm's perception about a systemic, multiple interactive, and non-decomposable technology components. Then, they change this external threat to a firm's opportunity for creating new products and services through firm capability (Sing, 1997; Gravenitz, Wagner, and Harhoff, 2013; Yayavaram and Chen, 2015). It is developed as a new scale, based on its definition.

Moderating Variable

Learning Orientation

Learning orientation is measured from an organizational culture related to a set of values and beliefs of the firm that define the ability to create, disseminate, and utilize knowledge about customers, competitors and market changes for creating superior competitive advantage more than competitors (Sinkula, Baker, and Noordewier, 1997;



Chaveerug and Ussahawanitchakit, 2008). It is developed as a new scale, based on its definition.

Control Variable

The control variables include firm age and firm capital which may affect the relationships between proactive marketing management capability and marketing outcome, relationships between antecedents, moderator variables and proactive marketing management capability as enumerated below.

Firm Age

Firm age may influence the firm's performance, and older firms benefit from accumulating experience to create new products or innovation (Leiblein, Reuer, and Dalsace, 2002). Therefore, the firm's performance and marketing outcomes are affected by their age. Firm age is measured by the years resulting from subtracting the years of firm establishment from the years of current study (Lahiri et al., 2009). In this research, firm age is represented by a dummy variable in which 0 represents firms that have been established 15 years in periods of time in business or less, and 1 represents firms that have been established for more than 15 years in periods of time in business.

Firm Capital

Firm capital is measured as the money or assets on investment operations in an organization. According to Leiblein, Reuer, and Dalsace (2002), large firms may also have greater market power or positional advantages compared to their smaller rivals. Also, larger firms often have superior financial status. In this research, firm capital is represented by a dummy variable in which 0 represents firms with an operational capital less than 50,000,000 baht, and 1 represents firms with an operational capital of 50,000,000 baht or more than.



Methods

In this dissertation, all constructs in the conceptual framework are implemented by the adopted relative literature review and by creating new scales. As a result, a pre-test approach is performed to manifest both the validity and reliability of the questionnaire instrument in order to recognize all items in each construct that can measure them.

Validity and Reliability

Validity

Validity is defined as the degree to which the measurement accurately evidences the concept of consideration (Hair et al., 2010). In order to verify whether this measure addresses absoluteness and accuracy, this research examines content and construct which can validate of the survey questionnaire.

Content Validity

Content validity is the extent to which the items of the scales sufficiently reflect the interrelated theoretical domains (Green, Tull, and Albaum, 1988). Expert judgment by professional academics and the authors together evaluate the adequacy and improvement of the measurement, based on the relevant theory and literature review (Rosier, Morgan, and Cadogan, 2010). The items are scaled in each construct by not only the hard literature reviews to ensure concept correction, but also the appropriate word, phrase, and statement of the interrogation that should verify appropriation in the context. This research reaches content validity sufficiency by two expert's suggestion as distinguished scholars. This is according to the suggestion that the number of experts required for content validity is between two and twenty (Gable and Wolf, 1993). The details of expertise are show in Appendix H.



Table 5: Measure Validation and Reliability of Pre-Test

Constructs	n	Factor Loadings	Cronbach's Alpha
Product Innovation Intelligence (PII)	30	0.716 - 0.879	0.886
Customer Learning Dynamism (CLD)	30	0.608 - 0.899	0.750
Competitor Potentiality Forecasting (CPF)	30	0.662 - 0.884	0.812
Market Leading Implementation (MLI)	30	0.715 - 0.910	0.814
Sustainable Customer Satisfaction (SCS)	30	0.661 - 0.863	0.708
Competitor Entry Detection (CED)	30	0.812 - 0.917	0.842
Market Expansion Enhancement (MEE)	30	0.845 - 0.922	0.907
Marketing Goal Achievement (MGA)	30	0.640 - 0.884	0.838
Marketing Survival (MKS)	30	0.850 - 0.936	0.874
Marketing Vision for Long-term Operation (MVL)	30	0.716 - 0.876	0.854
Market Culture Awareness (MCA)	30	0.819 - 0.912	0.880
Marketing Competency Development (MCD)	30	0.807 - 0.928	0.886
Market Uncertainty Pressure (MUP)	30	0.830 - 0.903	0.877
Technological Complexity Force (TCF)	30	0.877 - 0.908	0.871
Learning Orientation (LOR)	30	0.824 - 0.916	0.883

Construct Validity

Construct validity refers to the measurement method that confirms whether or not the item is an accurate scale with the logical theory in the conceptual framework (Hair et al., 2010). It is assessing congruence between a theoretical concept and a specific that identifies measurement for the proactive marketing management capability context. The exploratory factor analysis (EFA) performs construct validity by using principle component analysis (PCA) and varimax rotation (Srivastava and Kaul, 2014). As a result, all factors loading are greater than 0.40; indicating acceptable constructs validity (Nunnally and Bernstein, 1994).



Reliability

Reliability is the extent to which the degree of multiple items is a consistent measurement in each construct (Hair et al., 2010). Scale reliability is evaluated by Cronbach's alpha coefficients to assure the internal consistency (Eagleman, 2013). Commonly, the acceptability of Cronbach's alpha coefficients is higher than expected, to exceed 0.70 to indicate high reliability (Nunnally and Bernstein, 1994). The higher score of coefficients point out not only lower term errors, but also all items together are measured by their single constructs.

In this research, the pre-test of thirty response questionnaires was used to investigate the validity and the reliability of the questionnaire. They were indicated by factor loadings and Cronbach's alpha. The results are presented on Table 5 and also shown in Appendix D.

Table 5 shows the results for both of factor loading and Cronbach's alpha for multiple-items scales used in this research. The result shows that each item of all variables is loaded on only one component. Moreover, the factor loading of each item is ranged from 0.608 to 0.936 that greater than 0.4 cut-off, and statistically is significant indicated that there is construct validity (Nunnally and Bernstein, 1994). Beside, Cronbach' alpha coefficients of all variables are shown as 0.708 – 0.907, which are greater than 0.7 as recommended by Hair et al. (2010). Thus, all constructs in this research have consistency reliability.

Statistical Techniques

There are statistical techniques composed of descriptive analysis, factor analysis, variance inflation factors (VIF), correlation analysis, and multiple regression analysis that are mentioned as below.

Descriptive Analysis

Descriptive analysis provides basic verification data that is obtained from the profile of key informants, and instant and convenience foods firms. Generally, to check the input data from respondents that are correct within the range, both means score and



percentage are simplified by testing. Moreover, the analysis regarding standard deviation is measured by a score spread from the average (Trainor et al., 2014).

Factor Analysis

Factor analysis is a data reduction approach from a large to small number of variables and summarizes data to design correlations among variables (Hair et al., 2010). To avoid higher correlation between independent variables, the factor scores are considered by OLS regression using Exploratory Factor Analysis (EFA), common factor analysis, and varimax rotation. However, the factor loading illustrates that a strong relationship exists between an item and its construct. The higher the factor loading is, the greater items that represent their key construct. The recommend factor loading is promoted from Nunnally and Bernstein (1994) that is equal to or more than 0.40 which is the criteria condition in this research.

Variance Inflation Factors (VIF)

Variance inflation factor is an approach to detect high correlations between multiple independents in the regression equation model that is known as the multicollinearity problem. In order to check multicollinearity, the VIF score can indicate them. Accordingly, Hair et al. (2010) suggested that multicollinearity is not a serious problem in a regression analysis if the VIF is lowers than 10 on the scales.

Correlation Analysis

The Pearson product-moment correlation coefficient or what is known as Pearson's correlation technique is commonly used to examine the correlation among variables. Because the assumption of the regression analysis requires no problem of multicollinearity among independent variables, the correlation analysis is necessary to verify in this study. Thus, when monitoring the multicollinearity problem that is highly correlated with other independent variables; the multicollinearity problem seems to occur (Homburg, Artz, and Wieseke, 2012). It is caused by a lack of accuracy with the regression coefficient estimate. Accordingly, Hair et al. (2010) suggested the criterion to check the multicollinearity problem. The correlation coefficient must not exceed 0.8 on the scales.



Multiple Regression Analysis

The Ordinary Least Squares (OLS) regression analysis is considered to examine the hypotheses. Since this dissemination collects data of all variables, both interval and categorical, the regression analysis is appropriate to test the relationship (Hair et al., 2010). Consequently, the proposed hypotheses are transformed into fifteen equations that guide the steps to regression analysis. Therefore, the equations are elaborated as follows.

$$\begin{aligned}
 \text{Equation 1: SCS} &= \alpha_1 + \beta_1 PII + \beta_2 CLD + \beta_3 CPF + \beta_4 MLI + \beta_5 FAG \\
 &\quad + \beta_6 FCP + \varepsilon_1 \\
 \text{Equation 2: CED} &= \alpha_2 + \beta_7 PII + \beta_8 CLD + \beta_9 CPF + \beta_{10} MLI + \beta_{11} FAG \\
 &\quad + \beta_{12} FCP + \varepsilon_2 \\
 \text{Equation 3: MEE} &= \alpha_3 + \beta_{13} PII + \beta_{14} CLD + \beta_{15} CPF + \beta_{16} MLI + \beta_{17} FAG \\
 &\quad + \beta_{18} FCP + \varepsilon_3 \\
 \text{Equation 4: MGA} &= \alpha_4 + \beta_{19} PII + \beta_{20} CLD + \beta_{21} CPF + \beta_{22} MLI + \beta_{23} FAG \\
 &\quad + \beta_{24} FCP + \varepsilon_4 \\
 \text{Equation 5: MGA} &= \alpha_5 + \beta_{25} SCS + \beta_{26} CED + \beta_{27} MEE + \beta_{28} FAG + \beta_{29} FCP + \varepsilon_5 \\
 \text{Equation 6: MKS} &= \alpha_6 + \beta_{30} MGA + \beta_{31} FAG + \beta_{32} FCP + \varepsilon_6 \\
 \text{Equation 7: PII} &= \alpha_7 + \beta_{33} MVL + \beta_{34} MCA + \beta_{35} MCD + \beta_{36} MUP \\
 &\quad + \beta_{37} TCF + \beta_{38} FAG + \beta_{39} FCP + \varepsilon_7 \\
 \text{Equation 8: PII} &= \alpha_8 + \beta_{40} MVL + \beta_{41} MCA + \beta_{42} MCD + \beta_{43} MUP \\
 &\quad + \beta_{44} TCF + \beta_{45} LOR + \beta_{46} (MVL * LOR) + \beta_{47} (MCA * LOR) \\
 &\quad + \beta_{48} (MCD * LOR) + \beta_{49} (MUP * LOR) + \beta_{50} (TCF * LOR) \\
 &\quad + \beta_{51} FAG + \beta_{52} FCP + \varepsilon_8 \\
 \text{Equation 9: CLD} &= \alpha_9 + \beta_{53} MVL + \beta_{54} MCA + \beta_{55} MCD + \beta_{56} MUP \\
 &\quad + \beta_{57} TCF + \beta_{58} FAG + \beta_{59} FCP + \varepsilon_9 \\
 \text{Equation 10: CLD} &= \alpha_{10} + \beta_{60} MVL + \beta_{61} MCA + \beta_{62} MCD + \beta_{63} MUP \\
 &\quad + \beta_{64} TCF + \beta_{65} LOR + \beta_{66} (MVL * LOR) + \beta_{67} (MCA * LOR) \\
 &\quad + \beta_{68} (MCD * LOR) + \beta_{69} (MUP * LOR) + \beta_{70} (TCF * LOR) \\
 &\quad + \beta_{71} FAG + \beta_{72} FCP + \varepsilon_{10}
 \end{aligned}$$



$$\begin{aligned} \text{Equation 11: CPF} &= \alpha_{11} + \beta_{73}MVL + \beta_{74}MCA + \beta_{75}MCD + \beta_{76}MUP \\ &+ \beta_{77}TCF + \beta_{78}FAG + \beta_{79}FCP + \varepsilon_{11} \end{aligned}$$

$$\begin{aligned} \text{Equation 12: CPF} &= \alpha_{12} + \beta_{80}MVL + \beta_{81}MCA + \beta_{82}MCD + \beta_{83}MUP \\ &+ \beta_{84}TCF + \beta_{85}LOR + \beta_{86}(MVL * LOR) + \beta_{87}(MCA * LOR) \\ &+ \beta_{88}(MCD * LOR) + \beta_{89}(MUP * LOR) + \beta_{90}(TCF * LOR) \\ &+ \beta_{91}FAG + \beta_{92}FCP + \varepsilon_{12} \end{aligned}$$

$$\begin{aligned} \text{Equation 13: MLI} &= \alpha_{13} + \beta_{93}MVL + \beta_{94}MCA + \beta_{95}MCD + \beta_{96}MUP \\ &+ \beta_{97}TCF + \beta_{98}FAG + \beta_{99}FCP + \varepsilon_{13} \end{aligned}$$

$$\begin{aligned} \text{Equation 14: MLI} &= \alpha_{14} + \beta_{100}MVL + \beta_{101}MCA + \beta_{102}MCD + \beta_{103}MUP \\ &+ \beta_{104}TCF + \beta_{105}LOR + \beta_{106}(MVL * LOR) \\ &+ \beta_{107}(MCA * LOR) + \beta_{108}(MCD * LOR) \\ &+ \beta_{109}(MUP * LOR) + \beta_{110}(TCF * LOR) + \beta_{111}FAG \\ &+ \beta_{112}FCP + \varepsilon_{14} \end{aligned}$$

Where,

PII	=	Product Innovation Intelligence
CLD	=	Customer Learning Dynamism
CPF	=	Competitor Potentiality Forecasting
MLI	=	Market Leading Implementation
SCS	=	Sustainable Customer Satisfaction
CED	=	Competitor Entry Detection
MEE	=	Market Expansion Enhancement
MGA	=	Marketing Goal Achievement
MKS	=	Marketing Survival
MVL	=	Marketing Vision for Long-term Operation
MCA	=	Market Culture Awareness
MCD	=	Marketing Competency Development
MUP	=	Market Uncertainty Pressure
TCF	=	Technological Complexity Force
LOR	=	Learning Orientation
FAG	=	Firm Age



FCP	=	Firm Capital
α	=	Constant
β	=	Coefficient
ε	=	Error Term

Summary

This chapter elaborates the research method for collecting data and developing the instrument. The population and sampling are at an initial discussion stage, and follow the test of non-response bias. Moreover, 1,132 instant and convenience foods firms that registered in the list of the Department of Business Development (DBD), Ministry of Commerce in Thailand were used. The questionnaire mailed survey is the collecting data instrument that was sent to marketing managers or marketing directors known as the key informant in each firm. The calculated amount of appropriate sampling is approximately 1,480 firms by Yamane (1973); it is formulated when one knows all the population. Then, all of the registered instant and convenience foods firms in the list of DBD were the sample population. The validity requires an exhibition not only of content validity but also construct validity, as well as a reliability measurement indicated by Cronbach's alpha coefficients.

Finally, there are fourteen equations for eighteen hypotheses manifestation that are demonstrated and conclude variable measurements in each construct as shown in Table 6.



Table 6: Definitions and Operational Variables of Constructs

Variable	Definition	Operational Variables	Scale Source
Dependent Variable			
<i>Marketing Survival</i>	The firms' continuously increasing achievements outcomes from the present into the future.	The continuously achievement outcomes in terms of market share, sales growth, customer acceptance and firm reputation versus the previous year.	New scale
Independent Variables			
<i>Product Innovation Intelligence</i>	The ability of the firm to create product design, product development, and innovation different from their competitors. It's also an opportunity to attract new business, growth of the business, reflect of the pioneer company in the market, promote the awareness and participation in creative design and develop new and innovative products to company and the market.	The firm can present creative product design, product development, and innovation including outstanding of innovative program, new product development and R&D budgets versus competitors.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Independent Variables			
<i>Customer Learning Dynamism</i>	The firm's ability to learn and understand the current and future set of customers' behaviors, potential needs, and preferences in order to effectively respond to them and continually discover additional needs of which customer are not aware.	The firm can learn and understand the current and future set of customers' behaviors, potential needs, and preferences. Also, effectively respond to customer and continually discover additional needs which customers are not aware.	New scale
<i>Competitor Potentiality Forecasting</i>	The ability of the firm to learn and predict the rival's capabilities to understand the dynamic competition, competitive relationship and potential of rivals that are useful for firm decision-making to attack or respond to each other in the market.	The firm can learn and predict the rival's capabilities to understand the dynamic competition, competitive relationship and potential of rivals.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Independent Variables			
<i>Market Leading Implementation</i>	A process that involves the support and development of knowledge and innovative behavior in bringing about change in organizations to outperform and dominate the market more than others. It is searching for information and knowledge to meet the target market needs.	The firm usually used process involves the support and develops to outperform and dominate the market than others.	New scale
Mediating Variables			
<i>Sustainable Customer Satisfaction</i>	A customer response and behavior that reflect pleasure resulting from comparing a product's perceived performance (post-experience) with expectations (pre-experience). It leads to the confidence and fulfillment with the product continuously for a long-time.	The firm can enhance the psychological state of a customer response and behavior that reflects pleasure resulting from comparing a product's perceived performance post-experience with expectations pre-experience.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Mediating Variables			
<i>Competitor Entry Detection</i>	The firm's outcomes due to monitor and analyze possible new rivals for the prevention of entrant firms from entering the market that allows incumbent firms to earn positive economic profits, while making it unprofitable for newcomers to enter the industry.	The firm can monitor and analyze possible new rival for the prevention entrants firms from entering to the market.	New scale
<i>Market Expansion Enhancement</i>	The involving activities to the extent that a market segment leads to an increase in primary demand and selective demand. By this way, support involves activities that include evaluating and analyzing market characteristics and executing product launch by promotion and distribution activities.	The firm can support involves activities to the extent that a market segment leads to an increase in primary demand and selective demand.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Mediating Variables			
<i>Marketing Goal Achievement</i>	The both of financial and non-financial areas on marketing outcome of the firm such as positioning, brand equity, increasing sales units, the rate of sales growth, growing of market share, and increasing profitability which is linked to the mission, vision and strategies, including the credibility of the stakeholders and comparison with competitors.	The firm obtain outcome which linked to the mission, vision and strategies, including the credibility of the stakeholders. It reflect both financial and non-financial areas, including comparing to competitors in terms of increasing sales units, the rate of sales growth, market share growth, and increasing profitability.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Antecedent Variables			
<i>Marketing Vision for Long-term Operation</i>	The process of a marketing goal set as a guideline or direction for the firm's operations, or such as a plan for new-product launches and anticipating new competitors to achieve ongoing growth continuously from the present to the future.	The firm operates with a process of marketing goal set as guideline or direction of the firm's operations.	New scale
<i>Market Culture Awareness</i>	The belief and value of the firm's members related to the market, attention on understanding markets, using the necessary skills to create value for customers, and ultimate purpose of the firm is to create superior customer value and profitably through higher new product development introduction.	The firm support and promote for generating perception of an organizational member with the firm's beliefs and values related to the market, attention to understanding markets, using the necessary skills to create value for customers, and belief that the ultimate purpose of the business is to create superior customer value and profitability through higher new product development introduction.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Antecedent Variables			
<i>Marketing Competency Development</i>	An ability of the firm to improve its marketing potential, based on learning process from market information acquisition to combine with firm resources through routine activity such as scanning and projecting current, emerging and potential environmental change, perceive the outlines of potential opportunity lurking but are rarely manifestly evident in such change, and translating (perceived) opportunity into (potential) solutions that create value for some sets of customers.	The firm improves its marketing potential based on the learning process from market information acquisition to combine with firm resources through routine activity such as scanning and projecting current, emerging, and potential environmental change.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Antecedent Variables			
<i>Market Uncertainty Pressure</i>	A firm's tension about the fluctuating environment with change and unpredictability as market information on customer needs, market demand, and competitive situations. As a result, firm is enabled to overcome these barriers for generating competitive advantage, and delivering customer satisfaction through introducing new products and innovation.	A firm perceive about fluctuating environment with changing and unpredictability market information customer need, market demand, and competitive situation.	New scale
<i>Technological Complexity Force</i>	The dynamism of systemic, multiple interactive, and non-decomposable aspects of technology components. Then, they change this external threat to a firm's opportunity for creating new products and services though firm capability.	A firm perceive about a systemic, multiple interactive, and non-decomposable technology components. Then, they change this external threat to a firm's opportunity for creating new products and services though firm capability.	New scale

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

Variable	Definition	Operational Variables	Scale Source
Moderating Variables			
<i>Learning Orientation</i>	An organizational culture related to a set of values and beliefs of the firm that define the ability to create, disseminate, and utilize knowledge about customers, competitors and market changes for creating superior competitive advantage more than competitors.	organizational culture related to a set of values and beliefs of the firm that define the ability to create, disseminate, and utilize knowledge about customers, competitors and market changes for creating superior competitive advantage more than competitors.	New scale
Control Variables			
<i>Firm Age</i>	Firm age is measured by the years resulted from subtracting the years of firm establishment from periods of time in business.	A dummy variable 0 = 15 years or less than, 1 = more than 15 years.	New scale
<i>Firm Capital</i>	Firm capital is measured as the money or assets on operational capital in an organization.	A dummy variable 0 = less than 50,000,000 baht 1 = 50,000,000 baht or more than.	New scale

CHAPTER IV

RESULTS AND DISCUSSION

The prior chapter presented the research methods which include sample selection and data collection procedure. Moreover, non-response testing, data analysis and hypotheses testing are described. Then, this chapter illustrates the results of hypotheses testing which is organized as follows. Firstly, the respondent characteristics, the sample characteristics, and correlation analysis are presented to increase understanding of the sample characteristics. Secondly, the hypothesis testing and the results are detailed. Finally, the summary of all hypotheses testing and conclusions is provided.

Respondent Characteristics

Respondent Characteristics

In this research the respondents are the marketing directors or marketing managers who have the most comprehensive knowledge regarding marketing activity, strategy, the competitive environment, and firm performance of instant and convenience foods. The respondent characteristics are described by the demographic characteristics, including gender, age, marital status, education level, working experience, average monthly income, and current position.

The demographic characteristics of 163 respondents are as the following. Approximately 54.60 percent of respondents are female. The age span of respondents is 30 - 40 years old (55.22 percent). The majority of respondents are married (50.31 percent). A total of 56.44 percent earned bachelor's degree or lower. Approximately 38.65 percent have working experience ranges among 5 to 10 years. The mostly respondents have average monthly income less than 50,000 baht (41.72 percent). Finally, the majority of the respondents are others position in instant and convenience foods (50.31percent). Furthermore, the elaboration of respondent's characteristics is presented in Table 1A in Appendix A.



Firm Characteristics

The demographics characteristics of 163 instant and convenience foods firms can be illustrated as follows. The majority of business types were limited companies (87.12 percent). Mostly, the products type is the others products in instant and convenience foods business (34.36 percent) and is located in Bangkok, Thailand. The majority of the firm respondents have operational capital of less than 50,000,000 baht (52.15 percent). Moreover, the period of time in business is more than 15 years (51.53 percent). The number of full time employees is less than 50 persons (41.72 percent). Finally, the firm's average revenue per year is less than 50,000,000 baht (33.13 percent). The firm's characteristics are presents in Table 2A in Appendix A.

Correlation Analysis

In this research, a bivariate correlation analysis of Pearson's correlation on all variables is employed for two purposes. The first purpose is to explore the relationships among variables. The second purpose is to verify the multicollinearity problem which exists when inter-correlation between independent variables exceeds 0.80 (Hair et al., 2010). In this research, the bivariate correlation procedure is scaled to a two-tailed test of statistical significance as $p < 0.01$ and $p < 0.10$. The results of correlation analyses of all variables in this research are shown in Table 7.

Accordingly, Table 7 shows that the all of four dimensions of proactive marketing management capability have significant positive relationships with sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival ($r = 0.306 - 0.576$, $p < .01$). For the antecedents, these variables are significantly related to all dimensions of proactive marketing management capability ($r = 0.381 - 0.633$, $p < .01$). The moderating effect of learning orientation has correlations with all variables between 0.354 and 0.716, $p < 0.01$. In addition to the relationships among variables, the correlations among all variables in the conceptual model are in the range of 0.274 to 0.750 at $p < 0.01$, which is lower than 0.8 (Hair et al., 2010). Thus, the results indicate no multicollinearity problems in this research.



Table 7: Descriptive Statistics and Correlation Matrix of Proactive Marketing Management Capability and All Constructs

	PII	CLD	CPF	MLI	SCS	CED	MEE	MGA	MKS	MVL	MCA	MCD	MUP	TCF	LOR
Mean	4.04	4.11	4.02	3.94	4.10	3.73	3.77	3.99	3.98	4.00	4.00	3.93	3.96	4.00	3.95
S.D.	0.62	0.64	0.62	0.60	0.49	0.63	0.63	0.58	0.61	0.55	0.62	0.64	0.58	0.54	0.62
PII	1														
CLD	.534***	1													
CPF	.605***	.577***	1												
MLI	.594***	.590***	.750***	1											
SCS	.328***	.508***	.306***	.379***	1										
CED	.452***	.411***	.527***	.505***	.523***	1									
MEE	.420***	.477***	.451***	.528***	.409***	.627***	1								
MGA	.357***	.522***	.452***	.502***	.675***	.598***	.577***	1							
MKS	.495***	.519***	.527***	.576***	.475***	.583***	.627***	.666***	1						
MVL	.523***	.544***	.575***	.592***	.483***	.533***	.536***	.643***	.605***	1					
MCA	.496***	.584***	.533***	.568***	.482***	.577***	.524***	.599***	.615***	.659***	1				
MCD	.567***	.574***	.633***	.629***	.486***	.592***	.519***	.579***	.607***	.708***	.691***	1			
MUP	.448***	.508***	.473***	.522***	.274***	.420***	.512***	.382***	.504***	.443***	.414***	.476***	1		
TCF	.381***	.396***	.504***	.485***	.354***	.405***	.407***	.398***	.485***	.466***	.437***	.499***	.526***	1	
LOR	.434***	.534***	.554***	.523***	.354***	.439***	.463***	.553***	.559***	.628***	.632***	.716***	.393***	.459***	1
FAG	-.029	.005	.003	-.095	.036	-.046	-.079	-.023	.004	.017	-.042	.004	-.137	-.090	.059
FCP	.136	-.058	-.028	.070	.089	.142	.111	.117	.077	.081	-.006	.053	.038	.005	-.107

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

Hypotheses Testing and Results

The Ordinary Least Squares (OLS) regression analysis was employed to investigate the hypothesized relationships in this research. Moreover, the regression equation is a linear combination of independent variables that best explains and predicts the dependent variable. This research also includes two control variables of firm age and firm capital in the equation. There are 14 statistical equations in this research. The results of descriptive statistics and hypotheses testing are discussed according to regression equations as follows:

The Relationship of Each Dimension of Proactive Marketing Management Capability and Its Consequences

This research assigned proactive marketing management capability as the antecedent. Also, sustainable customer satisfaction, competitor entry detection, market expansion, and marketing goal achievement are consequences of proactive marketing management capability.

Figure 5: The Relationship of Each Dimension of Proactive Marketing Management Capability and Its Consequences

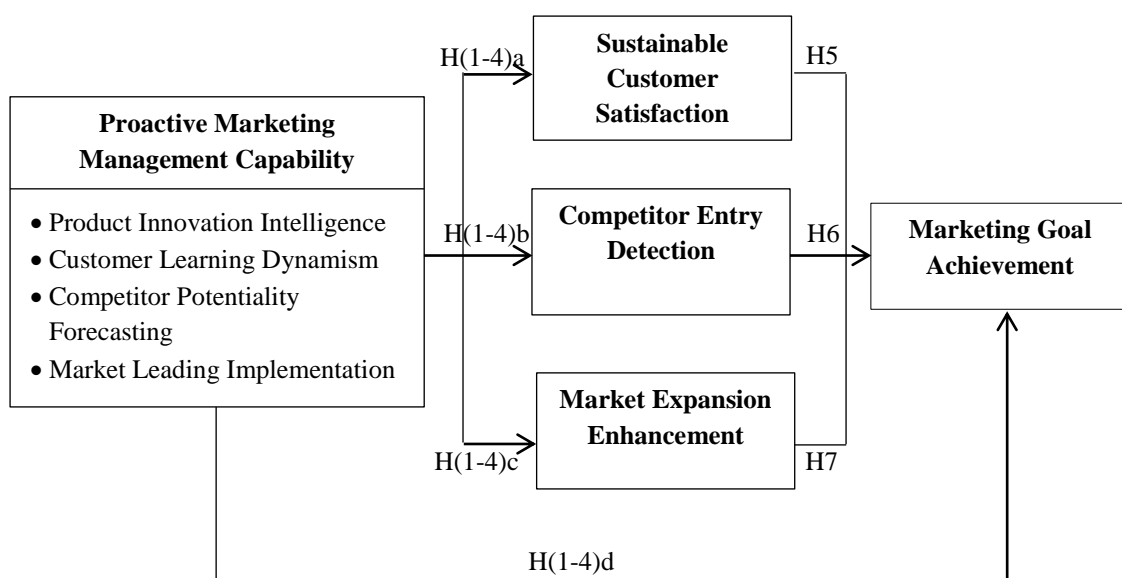


Figure 5 demonstrates the relationships among proactive marketing management capability and its consequences which are proposed in Hypotheses 1(a-d) to 4(a-d). The relationship in each hypothesis is proposed to be in a positive direction. Thus, these hypotheses can be transformed into the regression equation in Models 1-4.

Table 8 demonstrates the correlation among each dimension of proactive marketing management capability and its consequences. Firstly, the relationship of product innovation intelligence has a positively significant correlation to sustainable customer satisfaction ($r = 0.328$, $p < 0.01$), competitor entry detection ($r = 0.452$, $p < 0.01$), market expansion enhancement ($r = 0.420$, $p < 0.01$), and marketing goal achievement ($r = 0.357$, $p < 0.01$). Secondly, customer learning dynamism has a positively significant correlation to sustainable customer satisfaction ($r = 0.508$, $p < 0.01$), competitor entry detection ($r = 0.411$, $p < 0.01$), market expansion enhancement ($r = 0.477$, $p < 0.01$), and marketing goal achievement ($r = 0.522$, $p < 0.01$). Thirdly, competitor potentiality forecasting is positively and significantly correlated to sustainable customer satisfaction ($r = 0.306$, $p < 0.01$), competitor entry detection ($r = 0.527$, $p < 0.01$), market expansion enhancement ($r = 0.451$, $p < 0.01$), and marketing goal achievement ($r = 0.452$, $p < 0.01$). Fourthly, market leading implementation is positively and significantly correlated to sustainable customer satisfaction ($r = 0.379$, $p < 0.01$), competitor entry detection ($r = 0.505$, $p < 0.01$), market expansion enhancement ($r = 0.528$, $p < 0.01$), and marketing goal achievement ($r = 0.502$, $p < 0.01$). Interestingly, as shown in Table 8, it is revealed that all inter-correlations do not exceed 0.80 which is suggested by Hair et al. (2010). In addition, Table 9 shows that the maximum value of VIF is 2.719, which is not exceeding 10 in the scale (Hair et al., 2010). Therefore, both VIF and correlations confirm that multicollinearity problems do not occur in this research.



Table 8: Descriptive Statistics and Correlation Matrix of Each Dimensions of Proactive Marketing Management Capability and Its Constructs

Variables	PII	CLD	CPF	MLI	SCS	CED	MEE	MGA
Mean	4.04	4.11	4.02	3.94	4.10	3.73	3.77	3.99
Standard Deviation	0.62	0.64	0.62	0.60	0.49	0.63	0.63	0.58
Product Innovation Intelligence (PII)	1							
Customer Learning Dynamism (CLD)	.534***	1						
Competitor Potentiality Forecasting (CPF)	.605***	.577***	1					
Market Leading Implementation (MLI)	.594***	.590***	.750***	1				
Sustainable Customer Satisfaction (SCS)	.328***	.508***	.306***	.379***	1			
Competitor Entry Detection (CED)	.452***	.411***	.527***	.505***	.523***	1		
Market Expansion Enhancement (MEE)	.420***	.477***	.451***	.528***	.409***	.627***	1	
Marketing Goal Achievement (MGA)	.357***	.522***	.452***	.502***	.675***	.598***	.577***	1
Firm Age (FAG)	-.029	.005	.003	-.095	.036	-.046	-.079	-.023
Firm Capital (FCP)	.136	-.058	-.028	.070	.089	.142	.111	.117

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

Table 9: Results of Regression Analysis for the Relationships between Each Dimension of Proactive Marketing Management Capability and Its Consequence

Independent Variables		Dependent Variables			
		SCS (Model 1)	CED (Model 2)	MEE (Model 3)	MGA (Model 4)
PII	H1(a-d)	0.039 (0.093)	0.114 (0.088)	0.068 (0.089)	-0.058 (0.088)
CLD	H2(a-d)	0.455*** (0.090)	0.104 (0.086)	0.245*** (0.087)	0.362*** (0.086)
CPF	H3(a-d)	-0.093 (0.111)	0.298*** (0.106)	0.056 (0.107)	0.111 (0.106)
MLI	H4(a-d)	0.154 (0.112)	0.139 (0.107)	0.287*** (0.107)	0.227** (0.107)
FAG		0.078 (0.138)	-0.093 (0.133)	-0.126 (0.133)	-0.042 (0.132)
FCP		0.183 (0.141)	0.272** (0.135)	0.209 (0.136)	0.269** (0.135)
Adjusted R²		0.256	0.318	0.314	0.324
Maximum VIF		2.719	2.719	2.719	2.719
Durbin-Watson Value		2.013	1.874	2.015	1.796

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

Table 9 reveals the hypothesis testing results. Firstly, the surprising results indicated that the product innovation intelligence absolutely has no significant relationship with all its consequence include sustainable customer satisfaction (H1a: $\beta_1 = 0.039$, $p > 0.10$), competitor entry detection (H1b: $\beta_7 = 0.114$, $p > 0.10$), market expansion enhancement (H1c: $\beta_{13} = 0.068$, $p > 0.10$), and marketing goal achievement (H1d: $\beta_{19} = -0.058$, $p > 0.10$). Although, previous research stated that product innovation was used to enhance competitive advantage and competitive opportunity. Besides, it can be replaced and satisfied customer need and customer satisfaction (Hauser, Tellis, and Griffin, 2006). Design product innovation also can protect competitor's imitation and gain customer value creation that influence on market entry of competitor (Moon, Miller, and Kim, 2013). However, some researches argues innovation orientation may have a negative or moderate effect on business performance



such as increased cost, change for change's benefit, market chance and employee attitudes (Simpson, Siguaw, and Enzc, 2006). According to the literature review, this research implied that in proactive marketing management capability, product innovation intelligence aspect emphasizes on product development for customer latent need. Then, business firm uses innovative capability of the firm to create new product development. However, in the context of innovative food products, the consumer may strongly perceive qualities or brand equity for traditional product that weaker effect on marketing outcomes. In addition, product innovative also has positive effect on R&D expenditure which may influence on negative marketing goal achievement (Sharma, Davcik, and Pillai, 2016). **Thus, Hypotheses 1a, 1b, 1c, and 1d are not supported.**

Secondly, the results revealed that customer learning dynamism has strong positive significant relationship with sustainable customer satisfaction (H2a: $\beta_2 = 0.455$, $p < 0.01$), market expansion enhancement (H2c: $\beta_{14} = 0.245$, $p < 0.01$), and marketing goal achievement (H2d: $\beta_{20} = 0.362$, $p < 0.01$). As same way, the prior research recommends that the high level of customer learning focus can be obtained better communication, analysis, interpretation, and understanding of customer information and customer preference than their competitor (Phokha and Ussahawanitchakit, 2011). As a result, customer learning dynamism can sustain customer satisfaction and also creates opportunity to expand new market through evaluation abilities of possible market segments, crucial market, and possible growth rate (Feng et al., 2012). In addition, Love et al. (2004) suggest that market environmental learning is firm's opportunity to capitalize upon changes in the market environment for the likelihood to generate profit margin which effect on firm's goal achievement. **Hence, Hypotheses 2a, 2c, and 2d are supported.** However, customer learning dynamism has no significant influence on competitor entry detection (H2b: $\beta_8 = 0.104$, $p > 0.10$). Although, customer learning can enhances sustain satisfaction to the customer through evaluation abilities of possible market segment and crucial market. Sustainable satisfaction can be transformed to brand loyalty which may be dictated as market barrier. Indeed, brand loyalty is not positive on selected alternative brand (Parker, Don, and McLoughlin, 2010). **Thus, Hypothesis 2b is not supported.**

Thirdly, the relationships between competitor potentiality forecasting and competitor entry detection had a strong positive significant effect (H3b: $\beta_9 = 0.298$,



$p < 0.01$). Consistent with prior research, competitor forecasting not only to forecast a competitor's business strategy, but can also help develop the firm's own new strategy. Then, the firm can be realigned to counteract the competitor's strategy (Chun and Chu, 2008). Therefore, business firm can formulate strategic marketing with competitive advantage as barrier to entry for new competitor. **Hence, Hypothesis 3b is supported.** Surprisingly, the results indicate that competitor potentiality forecasting had no significant influence on sustainable customer satisfaction (H3a: $\beta_3 = -0.093$, $p > 0.10$), market expansion enhancement (H3c: $\beta_{15} = 0.056$, $p > 0.10$), and marketing goal achievement (H3d: $\beta_{21} = 0.111$, $p > 0.10$). Although, Kunstek (2013) stated that competitor analysis helped business firms to access good forecasts of competitors' marketing outcomes. For example, the development of market shares is an important aspect because it brings the light to market dynamics that are driven by the ruling power structure. However, a competitor-centered company is one that spends most of its time tracking competitor's moves and market shares and trying to find strategies to counter. The company became too responsive. Instead of using a customer relationship strategy create customer's value. As a result, it may lose the opportunity to seek innovative ways to customer value which generate superior marketing outcomes (Kotler and Armstrong, 2016). **Hence, Hypotheses 3a, 3c, and 3d are not supported.**

Lastly, market leading implementation had positive significant influence on market expansion enhancement (H4c: $\beta_{16} = 0.287$, $p < 0.01$) and marketing goal achievement (H4d: $\beta_{22} = 0.227$, $p < 0.05$). Consistent with prior research, Naver, Slater, and MacLachlan (2004) revealed that the organization can access firm goal achievement through greater efficiency and effectiveness than its competitors. **Hence Hypotheses 4c and 4d are supported.** While, the relationships of market leading implementation has no significant influence on sustainable customer satisfaction (H4a: $\beta_4 = 0.154$, $p > 0.10$) and competitor entry detection (H4b: $\beta_{10} = 0.139$, $p > 0.10$). These findings were contrast with the prior research. In order to identify and satisfy the need of a target market, the dominant characteristic of market leading firm is superior ability to develop their and introduce new products faster and cheaper than competitors (Bojovic, Pupovac, and Strugar, 2010). In the proactive marketing approach, this research can imply that market leading firm focuses on outstanding position in the market more than customer and competitor response. **Thus, Hypotheses 4a and 4b are not supported.**



The Relationship among Sustainable Customer Satisfaction, Competitor Entry Detection, and Market Expansion Enhancement and Its Consequence

Figure 6 demonstrates the relationships among sustainable customer satisfaction, competitor entry detection, and market expansion enhancement and its consequences which are proposed in Hypotheses 5 - 7. Moreover, it also shows the relationship between marketing goal achievement and marketing survival which is proposed in Hypothesis 8. The relationship in each hypothesis is proposed to be in a positive direction. Thus, these hypotheses can be transformed into the regression equation in Models 5 and 6.

Figure 6: The Relationship among Sustainable Customer Satisfaction, Competitor Entry Detection and Market Expansion Enhancement and Its Consequence

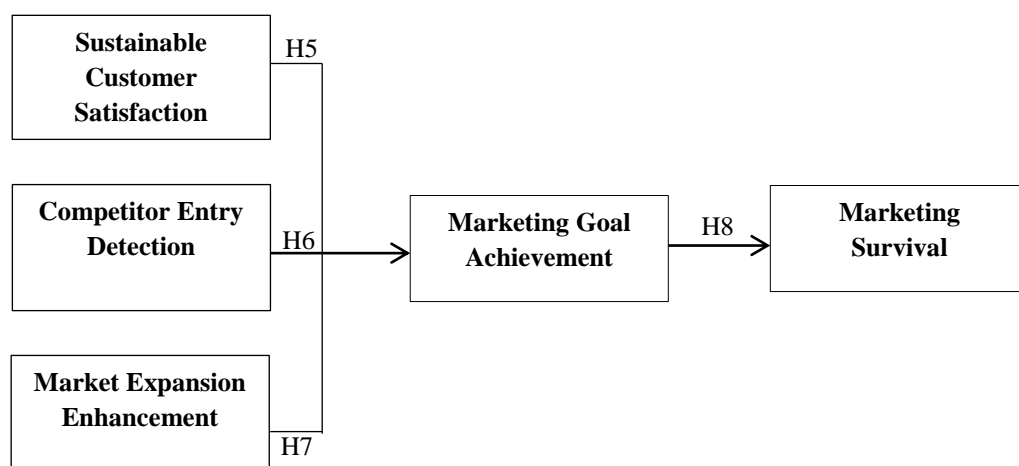


Table 10 reveals the correlation among the marketing outcomes of proactive marketing management capability and its consequences. Firstly, the relationship of sustainable customer satisfaction had a positively significant correlation to marketing goal achievement ($r = 0.675$, $p < 0.01$). Secondly, competitor entry detection had a positively significant correlation to marketing goal achievement ($r = 0.598$, $p < 0.01$). Thirdly, market expansion enhancement had a positively and significantly correlated to marketing goal achievement ($r = 0.577$, $p < 0.01$). Table 10 also demonstrates the positively significant correlation between marketing goal achievement and



Table 10: Descriptive Statistics and Correlation Matrix of Sustainable Customer Satisfaction, Competitor Entry Detection, and Market Expansion Enhancement and Its Consequence

Variables	SCS	CED	MEE	MGA	MKS
Mean	4.10	3.73	3.77	3.99	3.98
S. D.	0.49	0.63	0.63	0.58	0.61
SCS	1				
CED	.523***	1			
MEE	.409***	.627***	1		
MGA	.675***	.598***	.577***	1	
MKS	.475***	.583***	.627***	.666***	1
FAG	.036	-.046	-.079	-.023	.004
FCP	.089	.142	.111	.117	.077

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

marketing survival ($r = 0.666$, $p < 0.01$). Interestingly, as show in Table 10, all inter-correlations do not exceed 0.80 which suggested by Hair et al. (2010). Table 11 shows that the maximum value of VIF is 1.913 which is not exceeding 10 in the scale (Hair et al., 2010). Therefore, both VIF and correlations confirms that multicollinearity problems did not occur in this research.

As show in Table 11, sustainable customer satisfaction has a strongly positive significant effect on marketing goal achievement ($H5: \beta_{25} = 0.470$, $p < 0.01$). Consistent with prior research, satisfaction plays an essential part in cultivating customer loyalty and consumers' retention (Ciornea, 2013). Besides, customer satisfaction plays an important key role in firms gaining marketing outcomes, namely, market share, profits, attracting new customers, market position, competitive advantage and survival in the market through product and performance (O'Sullivan and McCallig, 2012). **Thus, Hypothesis 5 is supported.**



Table 11: Results of Regression Analysis for the Relationships between Sustainable Customer Satisfaction, Competitor Entry Detection, and Market Expansion Enhancement and Its Consequence

Independent Variables		Dependent Variables	
		MGA (Model 5)	MKS (Model 6)
SCS	H5	0.470*** (0.061)	
CED	H6	0.181** (0.072)	
MEE	H7	0.267*** (0.067)	
MGA	H8		0.667*** (0.060)
FAG		-0.025 (0.104)	0.039 (0.119)
FCP		0.042 (0.105)	-0.007 (0.120)
Adjusted R²		0.569	0.434
Maximum VIF		1.913	1.029
Durbin-Watson Value		1.845	2.071

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

Besides, competitor entry detection had positive significant influence on marketing goal achievement (H6: $\beta_{26} = 0.181$, $p < 0.05$). Likewise, the limit of competitive intensity and have superior average profitability can be enhanced through existent barrier enhancement (Bo and Albert, 2012). Moreover, in dynamic market, the barrier to entry of competitors constitutes an important issue in a dynamic competitive market because it can prevent firm entrants from entering into the market and detect the process of allocated and dynamic efficiency. In addition, entry barriers affect the behavior of firms and the performance of the industry (Lutz, Kemp, and Gerhard Dijkstra, 2010). *Therefore, Hypothesis 6 is supported.*

Moreover, market expansion enhance has a strongly positive significant effect on marketing goal achievement (H7: $\beta_{27} = 0.267$, $p < 0.01$). Compatible with prior research, market expansion is one of the organizational strategies for decision-making



under necessary situations regarding expansion into new markets or enhancement in current markets. Because of this, market expansion can increase or prevent their market share (Robinson and Lundstrom, 2003). By this mean, firm evaluate and analyze market characteristics to execute product launch by promotion and distribution activities for gain marketing outcome (Song, Neeley, and Montoya-Weiss, 2001). **Hence, Hypothesis 7 is supported.**

In addition, marketing goal achievement has a strongly positive significant influence on marketing survival (H8: $\beta_{30} = 0.667$, $p < 0.01$). Consistent with previous research, organizational goal leads to firm success through effective strategy implementation (Hunt, 2004). Moreover, following the sustainable competitive advantage approach, goal achievement emphasis is firm's ability to create opportunity through business procedures to continuously maximize their profitability, market shares, and competitiveness in the long-term (Mohamed, 2008). **Thus, Hypothesis 8 is supported.**

The Effects of Antecedent Variables on Each Dimension of Proactive Marketing Management Capability and Learning Orientation as a Moderating Effect

As shown in Figure 7, the relationships illustrates that all antecedents and each dimension of proactive marketing management capability are provided in Hypotheses 9(a-d) – 13(a-d). The relationship in each hypothesis is proposed to be in a positive direction. Additionally, the moderating effect of learning orientation is also purposed to have a positive direction between antecedents and each dimension of proactive marketing management capability that are represented in Hypotheses 14(a-d) – 18(a-d). Accordingly, the hypotheses can be transformed to the regression equation from Models 7 to 14.



Figure 7: The Effects of Antecedent Variables on Each Dimension of Proactive Marketing Management Capability and Learning Orientation as a Moderating Effect

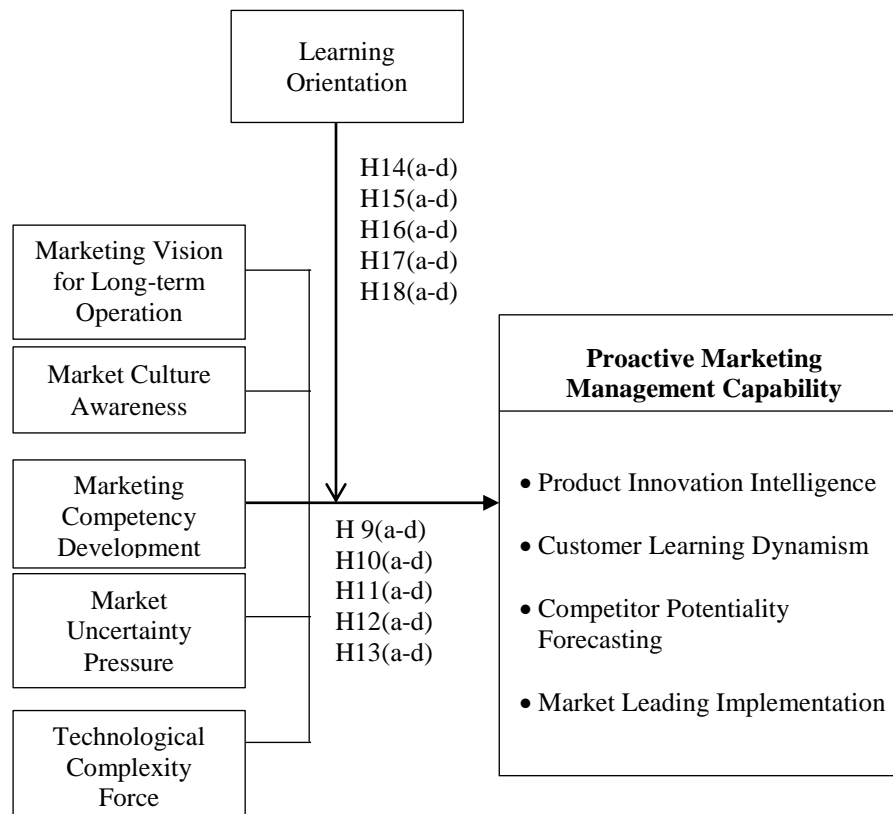


Table 12 reveals the correlation of among marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, technological complexity force and each dimension of proactive marketing management capability. The enlargement of inter-correlation is described as follows. Firstly, marketing vision for long-term operation had positively significant correlated to product innovation intelligence ($r = 0.523$, $p < 0.01$), customer learning dynamism ($r = 0.544$, $p < 0.01$), competitor forecasting potentiality ($r = 0.575$, $p < 0.01$), and market leading implementation ($r = 0.592$, $p < 0.01$). Secondly, market culture awareness had positively correlated to product innovation intelligence ($r = 0.496$, $p < 0.01$), customer learning dynamism ($r = 0.584$, $p < 0.01$), competitor forecasting potentiality ($r = 0.533$, $p < 0.01$), and market leading implementation



($r = 0.568$, $p < 0.01$). Thirdly, marketing competency development had positively correlated to product innovation intelligence ($r = 0.567$, $p < 0.01$), customer learning dynamism ($r = 0.574$, $p < 0.01$), competitor forecasting potentiality ($r = 0.633$, $p < 0.01$), and market leading implementation ($r = 0.629$, $p < 0.01$). Fourthly, market uncertainty pressure had positively correlated to product innovation intelligence ($r = 0.448$, $p < 0.01$), customer learning dynamism ($r = 0.508$, $p < 0.01$), competitor forecasting potentiality ($r = 0.473$, $p < 0.01$), and market leading implementation ($r = 0.522$, $p < 0.01$). Lastly, technological complexity force had positively correlated to product innovation intelligence ($r = 0.381$, $p < 0.01$), customer learning dynamism ($r = 0.396$, $p < 0.01$), competitor forecasting potentiality ($r = 0.504$, $p < 0.01$), and market leading implementation ($r = 0.485$, $p < 0.01$). Moreover, learning orientation role of moderating effect have positively correlated to product innovation intelligence ($r = 0.434$, $p < 0.01$), customer learning dynamism ($r = 0.534$, $p < 0.01$), competitor forecasting potentiality ($r = 0.554$, $p < 0.01$), and market leading implementation ($r = 0.523$, $p < 0.01$). These correlations show that all variable is correlated to no more than 0.80 as in the scale. In addition, as shown in Table 13, it also revealed that the maximum VIF is 8.752 that did not exceed 10 (Hair et al., 2010). Thus, both correlations and the VIF were implied that multicollinearity problems not severe problem in this research.



Table 12: Descriptive Statistics and Correlation Matrix of Antecedents, Dimension of Proactive Marketing Management Capability, and Learning Orientation

Variables	PII	CLD	CPF	MLI	MVL	MCA	MCD	MUP	TCF	LOR
Mean	4.04	4.11	4.02	3.94	4.00	4.00	3.93	3.96	4.00	3.95
S.D.	0.62	0.64	0.62	0.60	0.55	0.62	0.64	0.58	0.54	0.62
PII	1									
CLD	.534***	1								
CPF	.605***	.577***	1							
MLI	.594***	.590***	.750***	1						
MVL	.523***	.544***	.575***	.592***	1					
MCA	.496***	.584***	.533***	.568***	.659***	1				
MCD	.567***	.574***	.633***	.629***	.708***	.691***	1			
MUP	.448***	.508***	.473***	.522***	.443***	.414***	.476***	1		
TCF	.381***	.396***	.504***	.485***	.466***	.437***	.499***	.526***	1	
LOR	.434***	.534***	.554***	.523***	.628***	.632***	.716***	.393***	.459***	1
FAG	-.029	.005	.003	-.095	.017	-.042	.004	-.137	-.090	.059
FCP	.136	-.058	-.028	.070	.081	-.006	.053	.038	.005	-.107

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

Table 13: The Relationship among Dimensions of Proactive Marketing Management Capability, Its Antecedents, and Learning Orientation

Independent Variables		Dependent Variables							
		PII		CLD		CPF		MLI	
		(Model 7)	(Model 8)	(Model 9)	(Model 10)	(Model 11)	(Model 12)	(Model 13)	(Model 14)
MVL	H9(a-d)	0.147 (0.095)	0.135 (0.098)	0.135 (0.090)	0.106 (0.093)	0.166* (0.088)	0.150 (0.092)	0.178** (0.086)	0.194** (0.090)
MCA	H10(a-d)	0.125 (0.092)	0.098 (0.094)	0.269*** (0.087)	0.249*** (0.089)	0.076 (0.085)	0.050 (0.088)	0.146* (0.083)	0.158* (0.086)
MCD	H11(a-d)	0.273*** (0.101)	0.263** (0.111)	0.172* (0.095)	0.104 (0.106)	0.318*** (0.093)	0.271*** (0.104)	0.256*** (0.091)	0.271*** (0.102)
MUP	H12(a-d)	0.183** (0.078)	0.232*** (0.081)	0.270*** (0.073)	0.294*** (0.077)	0.138* (0.072)	0.167** (0.076)	0.198*** (0.070)	0.170** (0.074)
TCF	H113(a-d)	0.024 (0.079)	0.006 (0.084)	-0.006 (0.074)	-0.017 (0.080)	0.167** (0.072)	0.136* (0.079)	0.101 (0.071)	0.088 (0.077)
LOR			-0.008 (0.098)		0.114 (0.093)		0.100 (0.092)		0.050 (0.090)
MVL*LOR	H14(a-d)		-0.115 (0.090)		0.075 (0.086)		0.052 (0.085)		-0.086 (0.082)
MCA*LOR	H15(a-d)		-0.153* (0.087)		0.082 (0.083)		-0.023 (0.082)		0.095 (0.080)
MCD*LOR	H16(a-d)		0.192* (0.100)		-0.172* (0.095)		-0.049 (0.094)		0.067 (0.092)
MUP*LOR	H17(a-d)		-0.092 (0.084)		0.002 (0.080)		-0.067 (0.079)		0.032 (0.077)
TCF* LOR	H 18(a-d)		0.141* (0.082)		0.065 (0.078)		0.118 (0.077)		-0.064 (0.075)
FAG		-0.025 (0.127)	-0.032 (0.127)	0.121 (0.119)	0.099 (0.121)	0.088 (0.117)	0.066 (0.120)	-0.124 (0.115)	-0.118 (0.117)
FCP		0.210 (0.126)	0.218 (0.129)	-0.186 (0.118)	-0.127 (0.123)	-0.137 (0.116)	-0.085 (0.122)	0.085 (0.114)	0.085 (0.119)
Adjusted R²		0.372	0.389	0.446	0.443	0.466	0.457	0.488	0.485
Maximum VIF		2.614	8.752	2.614	8.752	2.614	8.752	2.614	8.752
Durbin-Watson Value		1.970	1.911	2.177	2.187	2.083	2.024	1.866	1.862

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

Table 13 shown the results of multiple regression analysis that were described as follows: Firstly, marketing vision for long-term operation had positive significant effect on competitor potentiality forecasting (H9c: $\beta_{73} = 0.166$, $p < 0.10$) and market leading implementation (H9d: $\beta_{93} = 0.178$, $p < 0.05$, $\beta_{100} = 0.194$, $p < 0.05$). Consistent with prior research, Srinivasan, Anderson, and Ponnayolu (2002) found that marketing long-term vision focus on customer satisfaction and customer loyalty through the integrated vision of ongoing products and services. Furthermore, the associated predication of future events or relevant forward-looking to market needs and competitive situations, the information is adopted to guide marketing executive (Avison, Eardley, and Powel, 1998). **Thus, Hypotheses 9c and 9d are supported.**

However, the finding shows that marketing vision for long-term operation had no significant influence on product innovative intelligence (H9a: $\beta_{33} = 0.147$, $p > 0.10$, $\beta_{40} = 0.135$, $p > 0.10$) and customer learning dynamism (H19b: $\beta_{53} = 0.135$, $p > 0.10$, $\beta_{60} = 0.106$, $p > 0.10$). Although, an important role in a firm's vision toward more understanding of innovation creation (Sarpong and Maclean, 2012). In addition, the emergence and impact of vision on new product development is interested in the innovation area (Tessarolo, 2007). Besides, it was found that there is a significant association between vision and innovation (Price, 2001). But, this research finding reveal that marketing vision for long-term operation has no significant influence on product innovative intelligence and customer learning dynamism. It's possible that Thai organizational culture is strongly uncertainty avoidance as cultural different index by Hofstede (1983). Then, product innovation intelligence and customer learning dynamism with high risk failure is ignored in Thai organizational vision context. **Hence, Hypotheses 9a and 9b are not supported.**

Secondly, market culture awareness had positive significant effect on customer learning dynamism (H10b: $\beta_{54} = 0.269$, $p < 0.01$, $\beta_{61} = 0.249$, $p < 0.01$) and market leading implementation (H10d: $\beta_{94} = 0.146$, $p < 0.10$, $\beta_{101} = 0.158$, $p < 0.10$). Compatible with Nonaka and Takeuchi (1995), market culture focuses on shared values and a belief that promotes employees to understand and believe in the market perspective, and thereby provides them with norms for behavior within the firm. Moreover, market culture is degree of organizational focusing on superior customer



value, profitability, and understanding its market (Gallagher, Brown, and Brown, 2008).

Therefore, Hypotheses 10b and 10d are supported.

Meanwhile, market culture awareness had no significant influence on product innovation intelligence (H10a: $\beta_{34} = 0.125$, $p > 0.10$, $\beta_{41} = 0.098$, $p > 0.10$) and competitor potentiality forecasting (H10c: $\beta_{74} = 0.076$, $p > 0.10$, $\beta_{81} = 0.050$, $p > 0.10$). Although, the prior research revealed that the business that pay more attention to market culture will have a more valuable relationship with higher new product development awareness (Grant, 2001; Ellram, 2006). On the other hand, this research finding indicate that Thai instant and convenience foods have no significantly relative between market culture awareness and product innovation intelligence and competitor potentiality forecasting. Possibly explain, the majority of population sample is small and medium entrepreneur which less than 50,000,000 baht in operational capital. Regarding respondents recommendation, most of them operate as a supplier for the larger firm in their business. Then, they pay less attention in innovative product intelligence and competitor potentiality forecasting. ***Thus, Hypotheses 10a and 10c are not supported.***

Thirdly, marketing competency development had positive significant influence on all dimension of proactive marketing management capability as product innovation intelligence (H11a: $\beta_{35} = 0.273$, $p < 0.01$, $\beta_{42} = 0.263$, $p < 0.05$), customer learning dynamism (H11b: $\beta_{55} = 0.172$, $p < 0.10$), competitor potentiality forecasting (H11c: $\beta_{75} = 0.318$, $p < 0.01$, $\beta_{82} = 0.271$, $p < 0.01$), and market leading implementation (H11d: $\beta_{95} = 0.256$, $p < 0.01$, $\beta_{102} = 0.271$, $p < 0.01$). Interestingly, theses finding consistent with the prior research, Vorhies (1998) suggested that marketing competency is based on all routines that aim at transactions in the market. Then, their activities are composed of scanning and projecting current, emerging and potential environmental change, perceiving the outlines of potential opportunity lurking but rarely manifestly evident in such change, and translating perceived opportunity into potential solutions that create value for some sets of customers (Srivastava, Fahey, and Christensen, 2001). The business firm can response faster and more appropriately to developments in the market than their competitors, as well as offer products that better match customer preferences through distinct marketing resources and competences (Day, 1994; Dutta, Narasimhan, and Rajiv, 1999). ***Hence, Hypotheses 11a, 11b, 11c, and 11d are supported.***



Fourthly, market uncertainty pressure had positive significant influence on all dimension of proactive marketing management capability as product innovation intelligence (H12a: $\beta_{36} = 0.183$, $p < 0.05$, $\beta_{43} = 0.232$, $p < 0.01$), customer learning dynamism (H12b: $\beta_{56} = 0.270$, $p < 0.01$, $\beta_{63} = 0.294$, $p < 0.01$), competitor potentiality forecasting (H12c: $\beta_{76} = 0.138$, $p < 0.10$, $\beta_{83} = 0.167$, $p < 0.05$), and market leading implementation (H12d: $\beta_{96} = 0.198$, $p < 0.01$, $\beta_{103} = 0.170$, $p < 0.05$). In the same vein, the prior research stated that when business firm encounter highly volatile market situations. They have more likelihood of leading the focus on offering new products (Briggs, Landry, and Daugherty, 2010). Likewise, the firm will react more rapidly than competitors in more intensive competition and with more a fluctuating demand in the industry (Luo, 2001). Moreover, prior research reveals that an organization adopting production innovation strategy reduces the undesirable effects from market uncertainty because product innovation and strategy enable the organization to redefine customer preferences, change the competitive condition, or reduce the role of the rival (Li and Atuahene-Gima, 2001). **Therefore, Hypotheses 12a, 12b, 12c, and 12d are supported.**

Finally, technological complexity force had only positive significant effect on competitor potentiality forecasting (H13c: $\beta_{77} = 0.167$, $p < 0.05$, $\beta_{84} = 0.136$, $p < 0.10$). Consistent with prior research, Theodosiou, Kehagias, and Katsikea (2012) suggested that a vendor's expertise in knowing the short-term strengths and weakness, and long-term capabilities and strategies of key competitors' abilities are indicated to analyze and predict competitor strategy. The strong firm with technological capabilities, technology complexity is seen as organizational opportunity with non-imitable products from technology complexity procedures (Gravenitz, Wagner, and Harhoff, 2013). **Thus, Hypothesis 13c is supported.**

Conversely, technological complexity force had no significant relationships with product innovation intelligence (H13a: $\beta_{37} = 0.024$, $p > 0.10$, $\beta_{44} = 0.006$, $p > 0.10$), customer learning dynamism (H13b: $\beta_{57} = -0.006$, $p > 0.10$, $\beta_{64} = -0.017$, $p > 0.10$), and market leading implementation (H13d: $\beta_{97} = 0.101$, $p > 0.10$, $\beta_{104} = 0.088$, $p > 0.10$). Although, the previous research found that technological complexity is positively related to innovation product design and a customer's product evaluation (Hamzaoui-Essoussi, 2010). Besides, organizations face technological complexity as an opportunity to create superior innovation performance through an organizational



knowledge base (Yayavaram and Chen, 2015). However, technological complexity characteristics namely, systemic, interactive, and non-decomposable of technology can be perceived as an organizational threat in terms of risk of failure (Gravenitz, Wagner, and Harhoff, 2013). **Hence, Hypotheses 13a, 13b, and 13d are not supported.**

The Moderating Role of Learning Orientation

From the finding in Table 13 the moderating effect of learning orientation on the relationship among antecedents and each dimension of proactive marketing management capability are detailed as follows. Firstly, learning orientation had no significant moderating effect on the relationship between marketing vision for long-term operation and all dimension of proactive marketing management capability namely product innovation intelligence (H14a: $\beta_{46} = -0.115$, $p > 0.10$), customer learning dynamism (H14b: $\beta_{66} = 0.075$, $p > 0.10$), competitor potentiality forecasting (H14c: $\beta_{86} = 0.052$, $p > 0.10$), and market leading implementation (H14d: $\beta_{106} = -0.086$, $p > 0.10$). Although, previous research revealed that marketing vision for long-term operation maintains customer satisfaction and customer loyalty to the organization through the integrated vision of ongoing products and services (Srinivasan, Anderson, and Ponnayolu, 2002). In addition, it was found that there is a significant association between vision and innovation (Price, 2001). Besides, marketing vision for long-term operation also associates predication of future events or relevant forward-looking to market needs and competitive situations (Avison, Eardley, and Powel, 1998). However, marketing vision for long-term operation is only reflected on top executive vision. Because of, the top executive is a key person to indicate the organization's goals and strategic formulation which require the best decisions despite an encounter (Bonn and Fisher, 2011). The key characteristic of leadership is skillfulness in management and business practices to acknowledge and facilitate a vision creating process and strategic integration into all components of business functions (Foster and Akdere, 2007). It might be implies that in Thai instant and convenience foods learning orientation has an inappropriate moderating effect between marketing vision for long-term operation and each dimension of proactive marketing management capability. **Hence, Hypotheses 14a, 14b, 14c, and 14d are not supported.**



Secondly, the moderating effect of learning orientation between market culture awareness and product innovation intelligence dimension was negative significant relationship (H15a: $\beta_{47} = -0.153$, $p < 0.05$). Meanwhile, the literature review proposes market culture awareness into positive relationship with product innovation intelligence. Prior research suggested that the firm creates superior customer value and profitably through higher new product development introduction (Gallagher, Brown, and Brown, 2008). In contrast, the research finding demonstrates that the moderating effect of learning orientation was negative significant influence on the relationship between market culture awareness and product innovation intelligence. Possibly imply that Thai instant and convenience foods have overall marketing concept more likelihood in the same direction or pattern of member. By this way, product innovation intelligence which differentiated enhancement may be inhibited from those market cultural characteristics. While, learning orientation has no moderating significant effect on relationship among market culture awareness and others dimension of proactive marketing management capability: customer learning dynamism (H15b: $\beta_{67} = 0.082$, $p > 0.10$), competitor potentiality forecasting (H15c: $\beta_{87} = -0.023$, $p > 0.10$), and market leading implementation (H15d: $\beta_{107} = 0.095$, $p > 0.10$). Although, the prior research suggested that firms need up-to-date their skills and capabilities to survive and growth. An effective strategy for sustaining and improving firm's competitive advantage and performance is to have a high organizational learning orientation (Sinkula, Baker, and Noordewier, 1997; Salim and Sulaiman, 2011). But, the results of moderating effect of learning orientation on relationship among market culture awareness and each dimension of proactive marketing management capability are not indicated in the same way. Due to the uncertainty avoidance characteristics of Thai instant and convenience foods firm which not satisfy unpredictable situation or environmental change can be described. **Hence, Hypotheses 15a, 15b, 15c, and 15d are not supported.**

Thirdly, the relationship between marketing competency development and product innovation intelligence was only positive significant moderated by learning orientation (H16a: $\beta_{48} = 0.192$, $p < 0.10$). Consistent with prior research, learning orientation increases organizational performance directly and indirectly through its influence on competitive advantage. Besides, innovativeness is a mediator for the relationship between learning orientation and financial performance (Calantone,



Cavusgil, and Zhao, 2002). In addition, Wang (2008) and Nybakk (2012) reveal that learning orientation mediates the relationship between entrepreneurial orientation and performance. **Thus, Hypothesis 16a is supported.** Contrary, the relationship between marketing competency development and customer learning dynamism is negative significant moderated by learning orientation (H16b: $\beta_{68} = -0.172$, $p < 0.10$). Although, the literature review proposes that customer learning can help the business firm learn and evaluate the possible market segment, the crucial market, and its possible growth rate (Gatignon and Xuereb, 1997). In dynamic market, the high levels of customer learning firms are more likely to obtain better communication, analysis, interpretation, and understanding of customer information regarding their needs than their competitors. So it results in effective customer responses (Phokha and Ussahawanitchakit, 2011). In the other hand, if the firms low level of customer learning are more likely to obtain negative outcomes because it cannot communication, analysis, interpretation, and understanding of customer information regarding their needs as their competitors. While, learning orientation has no moderating significant effect on relationship among marketing competency development and competitor potentiality forecasting (H16c: $\beta_{88} = -0.049$, $p > 0.10$) and market leading implementation (H16d: $\beta_{108} = 0.067$, $p > 0.10$). Although, prior research revealed that learning orientation is firm's ability to create, disseminate, and utilize knowledge creation about customers, competitors and market changes for creating superior competitive advantage over their competitors (Sinkula, Baker, and Noordewier, 1997; Chaveerug and Ussahawanitchakit, 2008). Inconsistent result, low level of learning capacity in rapidly change environment influence on both competitor and market analyses which leads to superior performance is knowledge management and organizational learning (Theriou and Chatzoglou, 2007). **Hence, Hypotheses 16b, 16c, and 16d are not supported.**

Fourthly, learning orientation had no significant moderating effect on the relationship between market uncertainty pressure and all dimension of proactive marketing management capability namely product innovation intelligence (H17a: $\beta_{49} = -0.092$, $p > 0.10$), customer learning dynamism (H17b: $\beta_{69} = 0.002$, $p > 0.10$), competitor potentiality forecasting (H17c: $\beta_{89} = -0.067$, $p > 0.10$), and market leading implementation (H17d: $\beta_{109} = 0.032$, $p > 0.10$). Although, market uncertainty pressure is tension of the firm about unpredictable environment fluctuation of market



information as customer needs, market demand, and competitive situations. Then, firm is enabled to overcome these barriers for generating competitive advantage, and delivering customer satisfaction through introducing new products and innovation (Briggs, Landry, and Daugherty, 2010; Slater, Hult, and Olson, 2010). Therefore, these research findings can imply that firm unable to overcome these barriers for generates superior marketing capability. **Hence, Hypotheses 17a, 17b, 17c, and 17d are not supported.**

Lastly, the results demonstrate that relationship between technology complexity force and product innovation intelligence was only positive significant moderated by learning orientation (H18a: $\beta_{50} = 0.141$, $p < 0.10$). Consistent with prior research, technology complexity is seen as organizational opportunity with non-imitable products from technology complexity procedures (Gravenitz, Wagner, and Harhoff, 2013). Moreover, organizations face technological complexity as an opportunity to create superior innovation performance through an organizational knowledge base (Yayavararm and Chen, 2015). **Thus, Hypothesis 18a is supported.** While, learning orientation had no moderating significant effect on relationship among technology complexity and customer learning dynamism (H18b: $\beta_{70} = 0.065$, $p > 0.10$), competitor potentiality forecasting (H18c: $\beta_{90} = 0.118$, $p > 0.10$), and market leading implementation (H18d: $\beta_{110} = -0.064$, $p > 0.10$). In the other hand, technological complexity can be seen as an organizational threat in terms of risk of failure from systemic, interactive, and non-decomposable of technology (Gravenitz, Wagner, and Harhoff, 2013). As the results, this research can imply that Thai instant and convenience foods firm cannot change this external threat to a firm's opportunity for create superior firm's ability. **Hence, Hypotheses 18b, 18c, and 18d are not supported.**

Summary

In brief, this chapter presents a multiple regression analysis results by total eighteen hypotheses. The finding reveals that customer learning dynamism has strong positive significant relationship with sustainable customer satisfaction, market expansion enhancement, and marketing goal achievement. In the same vein, competitor



potentiality forecasting and competitor entry detection has a strong positive significant effect. Moreover, market leading implementation has positive significant influence on market expansion enhancement and marketing goal achievement. Besides, sustainable customer satisfaction has a strongly positive significant effect on marketing goal achievement. Furthermore, competitor entry detection has positive significant influence on marketing goal achievement. While, market expansion enhance has a strongly positive significant effect on marketing goal achievement. In addition, marketing goal achievement has a strongly positive significant influence on marketing survival.

In antecedent factors, marketing vision for long-term operation has positive significant effect on competitor potentiality forecasting and market leading implementation. In addition, market culture awareness has positive significant effect on customer leaning dynamism and market leading implementation. Besides, marketing competency development has positive significant influence on all dimension of proactive marketing management capability as product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. Moreover, market uncertainty pressure has positive significant influence on all dimension of proactive marketing management capability as product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. Furthermore, technological complexity force has only positive significant effect on competitor potentiality forecasting.

As the moderating effect of learning orientation, the relationship between marketing competency development and product innovation intelligence is only positive significant moderated by learning orientation. Besides, relationship between technology complexity force and product innovation intelligence is only positive significant moderated by learning orientation. In summary, Hypotheses 5, 6, 7, 8, 11, and 12 are significantly supported. In the same way, Hypotheses 2, 3, 4, 9, 10, 13, 16 and 18 are partially supported. Meanwhile, Hypotheses 1, 14, 15, and 17 are not supported. Thus, the summary of hypotheses results are provided in Table 14.



Table 14: The Summary of Hypotheses Testing Results

Hypotheses	Description of Hypothesized Relationships	Results
H1a	Product innovation intelligence has a positive influence on sustainable customer satisfaction.	Not Supported
H1b	Product innovation intelligence has a positive influence on competitor entry detection.	Not Supported
H1c	Product innovation intelligence has a positive influence on market expansion enhancement.	Not Supported
H1d	Product innovation intelligence has a positive influence on marketing goal achievement.	Not Supported
H2a	Customer learning dynamism has a positive influence on sustainable customer satisfaction.	Supported
H2b	Customer learning dynamism has a positive influence on competitor entry detection.	Not Supported
H2c	Customer learning dynamism has a positive influence on market expansion enhancement.	Supported
H2d	Customer learning dynamism has a positive influence on marketing goal achievement.	Supported
H3a	Competitor potentiality forecasting has a positive influence on sustainable customer satisfaction.	Not Supported
H3b	Competitor potentiality forecasting has a positive influence on competitor entry detection.	Supported
H3c	Competitor potentiality forecasting has a positive influence on market expansion enhancement.	Not Supported
H3d	Competitor potentiality forecasting has a positive influence on marketing goal achievement.	Not Supported
H4a	Market leading implementation has a positive influence on sustainable customer satisfaction.	Not Supported
H4b	Market leading implementation has a positive influence on competitor entry detection.	Not Supported



Table 14: The Summary of Hypotheses Testing Results (Continued)

Hypotheses	Description of Hypothesized Relationships	Results
H4c	Market leading implementation has a positive influence on market expansion enhancement.	Supported
H4d	Market leading implementation has a positive influence on marketing goal achievement.	Supported
H5	Sustainable customer satisfaction has a positive influence on marketing goal achievement.	Supported
H6	Competitor entry detection has a positive influence on marketing goal achievement.	Supported
H7	Market expansion enhancement has a positive influence on marketing goal achievement.	Supported
H8	Marketing goal achievement has a positive influence on marketing survival.	Supported
H9a	Marketing vision for long-term operation has a positive influence on product innovation intelligence.	Not Supported
H9b	Marketing vision for long-term operation has a positive influence on customer learning dynamism.	Not Supported
H9c	Marketing vision for long-term operation has a positive influence on competitor potentiality forecasting.	Supported
H9d	Marketing vision for long-term operation has a positive influence on market leading implementation.	Supported
H10a	Market culture awareness has a positive influence on product innovation intelligence.	Not Supported
H10b	Market culture awareness has a positive influence on customer learning dynamism.	Supported
H10c	Market culture awareness has a positive influence on competitor potentiality forecasting.	Not Supported
H10d	Market culture awareness has a positive influence on market leading implementation.	Supported



Table 14: The Summary of Hypotheses Testing Results (Continued)

Hypotheses	Description of Hypothesized Relationships	Results
H11a	Marketing competency development has a positive influence on product innovation intelligence.	Supported
H11b	Marketing competency development has a positive influence on customer learning dynamism.	Supported
H11c	Marketing competency development has a positive influence on competitor potentiality forecasting.	Supported
H11d	Marketing competency development has a positive influence on market leading implementation.	Supported
H12a	Market uncertainty pressure has a positive influence on product innovation intelligence.	Supported
H12b	Market uncertainty pressure has a positive influence on customer learning dynamism.	Supported
H12c	Market uncertainty pressure has a positive influence on competitor potentiality forecasting.	Supported
H12d	Market uncertainty pressure has a positive influence on market leading implementation.	Supported
H13a	Technological Complexity Force has a positive influence on product innovation intelligence.	Not Supported
H13b	Technological Complexity Force has a positive influence on customer learning dynamism.	Not Supported
H13c	Technological Complexity Force has a positive influence on competitor potentiality forecasting.	Supported
H13d	Technological Complexity Force has a positive influence on market leading implementation.	Not Supported
H14a	The relationships between marketing vision for long-term operation and product innovation intelligence will be positively moderated by learning orientation.	Not Supported



Table 14: The Summary of Hypotheses Testing Results (Continued)

Hypotheses	Description of Hypothesized Relationships	Results
H14b	The relationships between marketing vision for long-term operation and customer learning dynamism will be positively moderated by learning orientation.	Not Supported
H14c	The relationships between marketing vision for long-term operation and competitor potentiality forecasting will be positively moderated by learning orientation.	Not Supported
H14d	The relationships between marketing vision for long-term operation and market leading implementation will be positively moderated by learning orientation.	Not Supported
H15a	The relationships between market culture awareness and product innovation intelligence will be positively moderated by learning orientation.	Not Supported
H15b	The relationships between market culture awareness and customer learning dynamism will be positively moderated by learning orientation.	Not Supported
H15c	The relationships between market culture awareness and competitor potentiality forecasting will be positively moderated by learning orientation.	Not Supported
H15d	The relationships between market culture awareness and market leading implementation will be positively moderated by learning orientation.	Not Supported
H16a	The relationships between marketing competency development and product innovation intelligence will be positively moderated by learning orientation.	Supported
H16b	The relationships between marketing competency development and customer learning dynamism will be positively moderated by learning orientation.	Not Supported



Table 14: The Summary of Hypotheses Testing Results (Continued)

Hypotheses	Description of Hypothesized Relationships	Results
H16c	The relationships between marketing competency development and competitor potentiality forecasting will be positively moderated by learning orientation.	Not Supported
H16d	The relationships between marketing competency development and market leading implementation will be positively moderated by learning orientation.	Not Supported
H17a	The relationships between market uncertainty pressure and product innovation intelligence will be positively moderated by learning orientation.	Not Supported
H17b	The relationships between market uncertainty pressure and customer learning dynamism will be positively moderated by learning orientation.	Not Supported
H17c	The relationships between market uncertainty pressure and competitor potentiality forecasting will be positively moderated by learning orientation.	Not Supported
H17d	The relationships between market uncertainty pressure and market leading implementation will be positively moderated by learning orientation.	Not Supported
H18a	The relationships between technological complexity force and product innovation intelligence will be positively moderated by learning orientation.	Supported
H18b	The relationships between technological complexity force and customer learning dynamism will be positively moderated by learning orientation.	Not Supported



Table 14: The Summary of Hypotheses Testing Results (Continued)

Hypotheses	Description of Hypothesized Relationships	Results
H18c	The relationships between technological complexity force and competitor potentiality forecasting and market leading implementation will be positively moderated by learning orientation.	Not Supported
H18d	The relationships between technological complexity force and market leading implementation will be positively moderated by learning orientation.	Not Supported



CHAPTER V

CONCLUSION

This previous chapter presented the results and discussion which include respondent characteristics and descriptive statistics, correlation analysis, and hypotheses testing and results. Therefore, this chapter aims to describe the overview of all findings, including the summary of finding and hypotheses testing, theoretical and managerial contributions. Then, the limitations and directions for future research are provided.

Summary of Results

This research investigates the relationships among proactive marketing management capability, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival of instant and convenience foods in Thailand. The newly proposed dimensions of proactive marketing management capability are comprised of product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. In addition, marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technology complexity force are provided as antecedents of proactive marketing management capability. Meanwhile, learning orientation is assigned to moderates the relationships among the antecedents and each dimensions of proactive marketing management capability.

The key research question of this research is how does proactive marketing management capability (product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation) effects on marketing survival? In details, there are five specific research questions as follow:

- 1) How does each dimension of proactive marketing management capability influence sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement?
- 2) How do sustainable customer satisfaction, competitor entry detection, and market expansion enhancement affect



marketing goal achievement? 3) How does marketing goal achievement affect marketing survival? 4) How do marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity affect each dimension of proactive marketing management capability? and, 5) How does learning orientation moderate the relationships among marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, technological complexity, and each dimension of proactive marketing management capability?

The dynamic capability approach was employed to explain the relationships and phenomena in this research. Meanwhile, the instant and convenience foods business in Thailand were selected as the population due to the context of highly competitive and innovative business environment. The population sample of this research was provided by the Department of Business Development (DBD), Ministry of Commerce, Thailand. For the data collection, the self-administration questionnaire was employed to gather the data. Thus, 1,132 questionnaires were sent to the marketing director or marketing manager, the key informant of each instant and convenience foods firm. The mail survey resulted in 174 returned mailing with 163 usable; 15.01% response rate. Moreover, the research instrument was developed from previous literature reviews. Besides, all measures of the scale were appropriately considered for further analysis and were accepted for validity and reliability through pretest. In this research, the multiple regression analysis was used for hypotheses testing.

According to the first research question, the findings did not indicate as expected because product innovation intelligence did not significantly influence its consequence. Interestingly, customer learning dynamism has positive relationships with all its consequence, but competitor entry detection did not. While, competitor potentiality forecasting has a positively relate with only competitor entry detection. Besides, market leading implementation has positive influence on market expansion enhancement and marketing goal achievement.

For the second research question, the results revealed that sustainable customer satisfaction, competitor entry detection, and market expansion enhancement had positive relationships with marketing goal achievement.



For the third research question, the research finding demonstrated that marketing goal achievement has a positive relationship with marketing survival.

In the fourth research question, the findings illustrated that marketing vision for long-term operation had positive relations with competitor potentiality forecasting and market leading implementation. Furthermore, market culture awareness had positive influence on customer learning dynamism and market leading implementation. Interestingly, market competency development had positive relationships with all each dimension of proactive marketing management capability. As the same vein, market uncertainty pressure had positive effects on each dimension of proactive marketing management capability. However, technological complexity force had a positive relationship only with competitor potentiality forecasting.

Finally, the findings revealed that learning orientation played as a moderating role with positive significant on relationship between marketing competency development and product innovation intelligence. Besides, learning orientation also positively significant moderated relationship between technological complexity force and product innovation intelligence. In summary, the results are concluded in Table 15.



Table 15: Summary of the Results and Conclusions of All Hypotheses Testing

Research Question	Hypothesis	Results	Conclusion
1. How does each dimension of proactive marketing management capability influence sustainable customer satisfaction, competitor entry detection, market expansion enhancement, and marketing goal achievement?	H1(a-d) H2(a-d) H3(a-d) H4(a-d)	<ul style="list-style-type: none"> • Product innovation has no influence on its consequence. • Customer learning dynamism has positive influence on sustainable customer satisfaction, market expansion enhancement, and marketing goal achievement. • Competitor potentiality forecasting has positive influence only on competitor entry detection. • Market leading implementation has positive influence on market expansion enhancement and marketing goal achievement. 	Partially Supported
2. How do sustainable customer satisfaction, competitor entry detection, and market expansion enhancement affect marketing goal achievement?	H5 H6 H7	<ul style="list-style-type: none"> • Sustainable customer satisfaction has positive influence on marketing goal achievement. • Competitor entry detection has positive influence on marketing goal achievement. • Market expansion enhancement has positive influence on marketing goal achievement. 	Strongly Supported

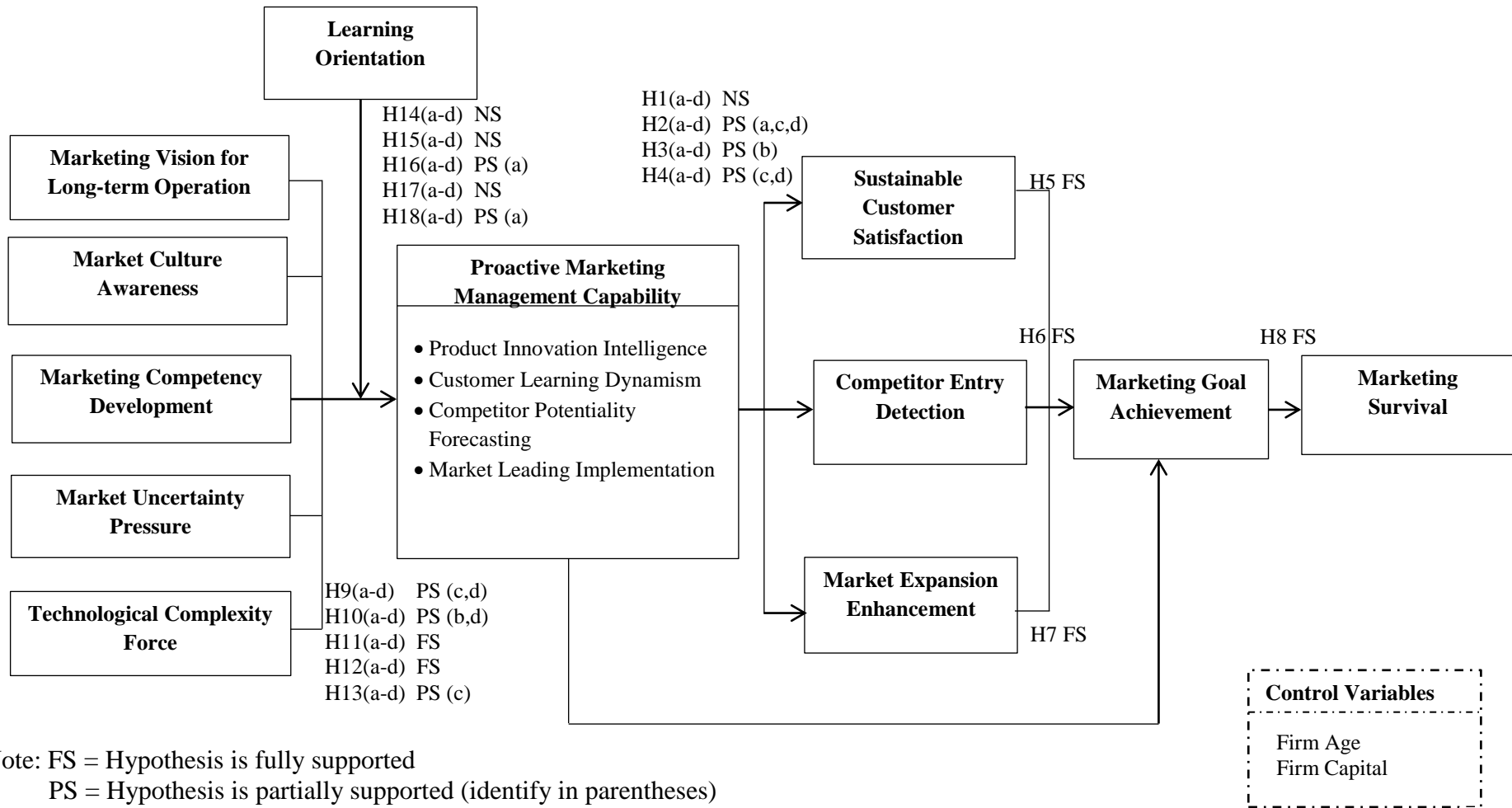
Table 15: Summary of the Results and Conclusions of All Hypotheses Testing (Continued)

Research Question	Hypothesis	Results	Conclusion
3. How does marketing goal achievement affect marketing survival?	H8	<ul style="list-style-type: none"> Marketing goal achievement has positive influence on marketing survival. 	Strongly Supported
4. How do marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity affect each dimension of proactive marketing management capability?	H9(a-d) H10(a-d) H11(a-d) H12(a-d) H13(a-d)	<ul style="list-style-type: none"> Marketing vision for long-term operation has positive influence on competitor potentiality forecasting and market leading implementation. Market culture awareness has positive influence on customer learning dynamism and market leading implementation. Marketing competency development has positive influence on all dimension of proactive marketing management capability. Market uncertainty pressure has positive influence on all dimension of proactive marketing management capability. Technological complexity force has positive influence only on competitor potentiality forecasting. 	Partially Supported

Table 15: Summary of the Results and Conclusions of All Hypotheses Testing (Continued)

Research Question	Hypothesis	Results	Conclusion
5. How does learning orientation moderate the relationships among marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, technological complexity, and each dimension of proactive marketing management capability?	H14(a-d) H15(a-d) H16(a-d) H17(a-d) H18(a-d)	<ul style="list-style-type: none"> • Learning orientation positively significant moderates to relationship between marketing competency development and product innovation intelligence. • Learning orientation positively significant moderates to relationship between technological complexity force and product innovation intelligence. 	Partially Supported

Table 8: Summary of the Hypotheses Testing Results



Note: FS = Hypothesis is fully supported
 PS = Hypothesis is partially supported (identify in parentheses)
 NS = Hypothesis is not supported

Theoretical and Managerial Contributions

Theoretical Contribution

This research aims to investigate the relationships among proactive marketing management capability, sustainable customer satisfaction, competitor entry detection, market expansion enhancement, marketing goal achievement, and marketing survival combination with antecedent variables and moderating effect as shown in Figure 1 (see chapter 2). The research findings provide several theoretical contributions. Firstly, this research determines four dimension of proactive marketing management capability which includes: product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. It can disseminate and expand this constructs to examine the circumstances in others population.

Secondly, this research provides the relationships of proactive marketing management capability environments acknowledgement; especially, customer learning dynamism elements are an importance influence to the marketing outcomes. Furthermore, the results of marketing competency development and market uncertainty pressure have strongly promoted proactive marketing management capability success. Moreover, the moderating effects of learning orientation is highlighted on relationships between marketing competency development and product innovation intelligence, as well as relationship between technological complexity force and product innovation intelligence.

Thirdly, this research develops a scale to measure each dimension of proactive marketing management, antecedents, and its consequence from both new scale and adapted from literature review. With regard to measurement, theses scales have been verified with high level of validity and reliability achievement. Thus, these items scale can be applied to various studies.

Fourthly, this research is able to extent the dynamic capability approach in the marketing area. Proactive marketing management capability plays as firm's ability dynamism which performs its marketing outcomes to gain the superior marketing performance under dynamic environment.



Finally, product innovation intelligence is important dimension of proactive marketing management capability that did not significantly influence on all marketing outcome. The possible conclusion for these results, this research reviewed relevant literatures based on business to customer (B-2-C) contexts. But the demographic characteristics of instant and convenience foods in Thailand (Appendix A, Table 2A) shown that the major of respondents are small firms which long operate on vegetable and fruit and seasoning products. Then, these respondents firms are business to business (B-2-B) sector that were commanded to produce as the supplier of their partners in the market. By the mean, the creativity and growth of innovation of the firm were inhibited by these innovative inhibitors. Besides, the innovation resistance from customer's behavior influence on the relationship between product innovation intelligence and marketing outcomes. Due to consumers often reject innovations without considering their potential, such that the adoption process ends before it really has begun. Then, these conclusions expand theoretical contribution for innovative exploration area.

Managerial Contribution

This research provides useful managerial contributions and implications of proactive marketing management capability for associated in marketing area. With regard to research findings, customer learning dynamism is an importance influence to the marketing outcomes. Although, this research concluded that product innovation intelligence is inhibited by business characteristics. However, others dimension of proactive marketing management capability influence on marketing outcomes that focusing on introducing new products or services in anticipation of future demands, market behaviors, market structures and trends that influence demand, and affect a first-mover in a competitive market. Therefore, the marketing executives must focus on rapidly change in customer behaviors, potential need, and preference in order to understand and continually efficient response to them. By this way, the business firm can enhance their marketing capability, innovation, new product development, customer value creation, and superior firm performance. In the same vein, market leading implementation also both positively influence on market expansion enhancement and marketing goal achievement. Then, the marketing executive must emphasizes on that introduction of value product, prominent marketing activities, original product, and



supporting employees to look for new information and knowledge in order to rapidly outstanding customer response than competitors into gaining superior marketing outcome.

In addition, sustainable customer satisfaction strongly influence on marketing goal achievement. Thus, the marketing executive must focus on continually introduce value product to meet customer expectation, create customer confident for long-term continually outstanding value product providing, constantly introduce the excellence fulfillment product for the customer, and create customer's expectation in the future that constantly introduce and provide qualitative and value product. Furthermore, competitor entry detection has positive effect on marketing goal achievement. Then, the marketing executive should be aware about continually analyze and detect competitors could entry to the market in order to create superior competitive advantage, enhancement of prominent marketing strategic operation which difficult to imitate in order to constantly protect competitor's entry to the market, and constantly provide value for their customer that influence on new competitor's difficulty to gain profit and market share. Lastly, market expansion enhancement also has strongly positive influence on marketing goal achievement. Thus, the marketing executive should be emphasizes on continually increase new customer with outstanding marketing activities, supporting for excellence market analyzed and estimated, constantly learn and understand the new product launched, also appropriated marketing activities, and constantly create new segment with differentiated and prominence product than competitors.

Moreover, marketing goal achievement has important role of mediating variable for marketing survival. Therefore, the marketing executive must be concern about achieving its goal into create customer confidence with outstanding qualitative and value product, creating reputation to customer and competitors acceptance from excellent operational goal achievement, excellent achieving in old and new customer retaining, and good achieving in increase expected sale growth and profitability.

Besides, marketing competency development plays as the most importance firm's internal capability to promote proactive marketing management capability accomplishment. Thus, the marketing executive must improves marketing potential based on scanning and projecting current, emerging and potential environmental change, perceiving the outlines of potential opportunity lurking but rarely manifestly



evident in such change, and translating perceived opportunity into potential solutions that create value for some sets of customers. In the same vein, market uncertainty pressure is the most importance internal factor that pushes proactive marketing management capability success. In the fluctuating environment, decision makers who able to correctly define about customers, competitors in the unpredictable situation they can faster and more obtain outstanding superior marketing than their competitor.

Moreover, the marketing executives should pay attention with learning orientation. As results, learning orientation roles moderator to interact the marketing competency development and technological complexity force to achieve product innovation intelligence accomplishment. Therefore, the marketing executive manager must promotes the process of obtaining and disseminating of knowledge about customers, competitors and market changes for creating superior competitive advantage over competitors.

Limitations and Future Research Directions

Limitations

This research has several unavailable control limitations. Firstly, undelivered mail is rejected and relocated without an update address of the database list of the Development of Business Department (DBD), Ministry of Commerce, Thailand that influence on response rate. This sample might be a key answer to more support of the hypothesis if the questionnaires returned. Moreover, some of unusable questionnaire register with database but closed or not operation in these business. Therefore, associated regulators might be rechecking or up-to-date their data also research.

Finally, with regard to the majority of key informant characteristics 50.31 percent are in other positions instead of marketing director or marketing manager. The rating scale that they answer to might not have the concrete judgment of key informants. Possibility, some answers provided affect the quality of the result testing.

Future Research Directions

In order to build more interesting issues for marketing scholars, this research recommends a few of future research. Firstly, constant and convenience foods



businesses in Thailand are selected for investigate for this research. Then, future research should be consider a different population, or compare the result with other samples such as e-commerce, software, or the electronic industry that has a high level of proactive marketing management capability application.

Secondly, this research is cross-section data collection. It will be more value for also managerial and theoretical contribution if the future research used time series data collection. Because, all variables measurement will be clear and gain different results.

Thirdly, due to operational capital was a control variable that has an effect on some models, the researcher has to carefully examine it. Based on the results of Models 2 and 4 that is control variables significance, in order to maintain a high level of internal validity in future research that still remaining relationships with proactive marketing management capability on competitor entry detection and market expansion enhancement. It requires a separate sample group which is different in the operational capital between the two groups. For example, in data collection, only the firm has an operational capital less than 50,000,000 baht or is more than 50,000,000 baht. In the first phase, researcher should survey collection is not exceeds 50,000,000 baht operational capital because it is influence on both competitor entry detection and market expansion enhancement.

In addition, the moderating effect of learning orientation supports for marketing competency development and technological force. Therefore, the marketing researcher should be ascertaining other constructs which may have a strong moderating effect such as innovative climate or competitive intensity.



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APPENDICES



APPENDIX A
Respondent Characteristic



Table 1A: Demographic Characteristics of Respondents

Description	Categories	Frequency	Percentage
Gender	Male	74	45.40
	Female	89	54.60
	Total	163	100.00
Age	Less than 30 years old	7	4.29
	30 – 40 years old	90	55.22
	41 – 50 years old	42	25.77
	More than 50 years old	24	14.72
	Total	163	100.00
Marital Status	Single	71	43.56
	Married	82	50.31
	Divorced / Separated	10	6.13
	Total	163	100.00
Level of Education	Bachelor's degree or lower	92	56.44
	Higher than Bachelor's degree	71	43.56
	Total	163	100.00
Work Experience	Less than 5 years	9	5.52
	5 – 10 years	63	38.65
	11 – 15 years	37	22.70
	More than 15 years	54	33.13
	Total	163	100.00
Average Monthly Income	Less than 50,000 Baht	68	41.72
	50,000 – 100,000 Baht	59	36.20
	100,001 – 150,000 Baht	16	9.81
	More than 150,000 Baht	20	12.27
	Total	163	100.00
Current Position	Marketing director	15	9.20
	Marketing manager	66	40.49
	Others	82	50.31
	Total	163	100.00



Table 2A: Demographic Characteristics of Instant and convenience foods
Businesses in Thailand

Description	Categories	Frequency	Percentage
Business types	Limited Companies	142	87.12
	Partnership	21	12.88
	Total	163	100.00
Products Types	Meat Products	6	3.68
	Vegetable and fruit products	40	24.54
	Milk and dairy products	6	3.68
	Cereal and starch products	11	6.75
	Fish and seafood products	11	6.75
	Seasoning products	33	20.24
	Others	56	34.36
	Total	163	100.00
Business Location	Bangkok	68	41.72
	Northern region	13	7.98
	Central region	55	33.74
	Eastern region	9	5.52
	Northeastern region	6	3.68
	Southern region	12	7.36
	Total	163	100.00
Operational Capital	Less than 50,000,000 Baht	85	52.15
	50,000,000 - 100,000,000 Baht	29	17.79
	100,000,001 - 150,000,000 Baht	22	13.50
	More than 150,000,000 Baht	27	16.56
	Total	163	100.00
Periods of time in business	Less than 5 years	10	6.13
	5 – 10 years	36	22.09
	11 – 15 years	33	20.25
	More than 15 years	84	51.53
	Total	163	100.00



Table 2A: Demographic Characteristics of Instant and convenience foods
Businesses in Thailand (Continued)

Description	Categories	Frequency	Percentage
Number of Full Time Employees	Less than 50 employees	68	41.72
	50 – 100 employees	35	21.47
	101 – 150 employees	20	12.27
	More than 150 employees	40	24.54
	Total	163	100.00
Firm's Average Revenue per Year	Less than 50,000,000 Baht	54	33.13
	50,000,000 - 100,000,000 Baht	34	20.86
	100,000,001 - 150,000,000 Baht	23	14.11
	More than 150,000,000 Baht	52	31.90
	Total	163	100.00



APPENDIX B
Test of Non-Response Bias



Table 1B: Test of Non-Response Bias

Comparison	N	Mean	Std. Dev.	t-value	p-value
Business Types	163				
• First Group	82	1.08	0.285	-1.668	0.097
• Second Group	81	1.17	0.382		
Products Types	163				
• First Group	82	4.73	2.125	-0.798	0.426
• Second Group	81	5.00	2.167		
Business Location	163				
• First Group	82	2.20	1.577	-1.946	0.053
• Second Group	81	2.66	1.431		
Operational Capital	163				
• First Group	82	1.96	1.180	0.207	0.836
• Second Group	81	1.92	1.126		
Periods of Time in Business	163				
• First Group	82	3.07	1.063	-1.298	0.196
• Second Group	81	3.27	0.880		
Number of Full Time Employees	163				
• First Group	82	2.12	1.169	-0.781	0.436
• Second Group	81	2.27	1.274		
Firm's Average Revenues Per Year	163				
• First Group	82	2.50	1.259	0.536	0.593
• Second Group	81	2.39	1.241		



APPENDIX C
Original Items



Table C1: Original Items in Scales

Constructs	Items
Product Innovation Intelligence	
PII1	Firm believes that the new product development enhance higher good operational success.
PII2	Firm focuses on continuous new product development creation which support operational goal achievement and outperform than competitors.
PII3	Firm encourages allowing employees to constantly create innovation or new product which support good marketing management.
PII4	Firm focuses on the process and concept improvement on perpetual new product development design that provides continuously customer response.
PII5	Firm promote budget allocation for continuously new product development to launches new product on the market constantly.
Customer Learning Dynamism	
CLD1	Firm believes that behavior learning and behavior understanding can efficiently response customer needs outperform than competitors.
CLD2	Firm focuses on the current and latent customer needs explorations which support more successful achievement on administration.
CLD3	Firm encourage employees for continuous studying and analyzing about trend of customer needs changing in the future for value product presentation to meet customer needs.
CLD4	Firm support to continually create customer needs information for the better responsiveness.
Competitor Potentiality Forecasting	
CPF1	Firm believes that continuous learning and understanding about competitor's ability to encourage efficiently and effectively marketing planning.
CPF2	Firm encourages allowing employees to learn and understand about continuously competitive situation change for more competitive advantage and customer response.
CPF3	Firm gives important on constantly competitor's Strengths and weaknesses analysis for marketing strategic planning to consist of intent competitive situation.
CPF4	Firm supports to integrate competitor's operational information systematically all current and in the future to analyze competitor's ability correctly.
Market Leading Implementation	
MLI1	Firm believes that introduction of value product to meet customer needs before competitors enhance good customer acceptance.
MLI2	Firm gives important to introduce prominent marketing activities than competitors to push forward for operational achievement.
MLI3	Firm focuses on the original product which influence on competitor's looking and trying to follow up firm's operation.
MLI4	Firm supports employees to look for new information and knowledge in order to rapidly outstanding customer response than competitors.



Table C1: Original Items in Scales (Continued)

Constructs	Items
Sustainable Customer Satisfaction	
SCS1	Firm is able to continually introduce value product to meet customer expectation.
SCS2	Firm can create customer confident for long-term continually outstanding value product providing than competitors.
SCS3	Firm is able to constantly introduce the excellence fulfillment product for the customer.
SCS4	Firm can create customer's expectation in the future that constantly introduce and provide qualitative and value product.
Competitor Entry Detection	
CED1	Firm is able to continually analyze and detect competitors could entry to the market in order to create superior competitive advantage
CED2	Firm has prominent marketing strategic operation which difficult to imitate in order to constantly protect competitor's entry to the market.
CED3	Firm is able to constantly provide value for their customer that influence on new competitor's difficulty to gain profit and market share.
Market Expansion Enhancement	
MEE1	Firm is able to continually increase new customer with outstanding marketing activities than competitors.
MEE2	Firm can be excellence market analyzed and estimated in order to gain more market share.
MEE3	Firm is able to constantly learn and understand the new product launched, also appropriated marketing activities.
MEE4	Firm is able to constantly create new segment with differentiated and prominence product than competitors.
Marketing Goal Achievement	
MGA1	Firm is able to achieve its goal into create customer confidence with outstanding qualitative and value product than competitor.
MGA2	Firm has a reputation to customer and competitors acceptance from excellent operational goal achievement.
MGA3	Firm is able to excellent achieve in old and new customer retaining.
MGA4	Firm is able to good achieve goal in increase expected sale growth.
MGA5	Firm is able to excellent achieve goal in increase profit.
Marketing Survival	
MKS1	Firm has continually increased marketing performance from the past to present and confident continuous increase in the future.
MKS2	Firm is able to stable operate with continually introduce new product launching.
MKS3	Firm good earn acceptance from shareholder with continuous excellent operation.
MKS4	Firm is certain that continually survive under marketing uncertainty and economic change over time.



Table C1: Original Items in Scales (Continued)

Constructs	Items
Marketing Vision for Long-term Operation	
MVL1	Firm believes that marketing direction setting with clear goal in the future will enhance excellent operation and goal achievement.
MVL2	Firm encourages for long-term marketing planning with focus on certain target will constantly reach goal achievement.
MVL3	Firm gives important for seeking long-term chance in the future which consists of firm's capability for continuous efficient long-term marketing planning.
MVL4	Firm focuses on analyzing and forecasting of customer and competitors in the future as the information for superior efficient long-term marketing planning.
MVL5	Firm supports marketing planning in the future with relate to outstanding new product development than competitors.
Market Culture Awareness	
MCA1	Firm believes that employee's beliefs and practices which recognize importance of value creating and providing to customer will facilitate excellent operational achievement.
MCA2	Firm promotes employee's awareness that superior goal is the better value creation to customer and continuous good performance earning.
MCA3	Firm supports employees to understand and intend with essential skills for customer value creating and providing into the highest marketing performance.
MCA4	Firm emphasizes on employee's belief and recognition about outstanding new product development to continually promote good marketing performance.
Marketing Competency Development	
MCD1	Firm believes that perpetual marketing capability development facilitate to continuous good performance.
MCD2	Firm promotes employees to constantly analyze and share new marketing information in order to upgrade marketing capability overtime.
MCD3	Firm focuses on perpetual marketing change update in order to develop new value product to meet customer needs.
MCD4	Firm continually supports marketing capability development budget to create competitive advantage.



Table C1: Original Items in Scales (Continued)

Constructs	Items
Market Uncertainty Pressure	
MUP1	The continually follow up perpetual customer needs changing that difficult to predict as information for the forecasting and new product creativity which consist of customer needs.
MUP2	The effects of unpredictable market fluctuation push the business firm to rapidly apply new creative marketing strategy.
MUP3	The decrease of product life cycles effects on continuous new product development to constantly deliver value product to their customer.
MUP4	The Continuous market fluctuation from competitor's strategic development and market entry of new competitor resulted businesses focus on constantly analyzed and evaluated to enhance marketing strategic development and competitive advantage.
Technological Complexity Force	
TCF1	The multiple systems of marketing technology supports firm's learning and understanding to develop and improve for the firm's highest operational efficiency.
TCf2	The multiple interaction of multisystem enhances excellent firm's planning for all consistent systems.
TCF3	The non-decomposable technology promotes firm to potentially operate to enhance difficult imitate new product development.
Learning Orientation	
LOR1	Firm believes that market orientation culture facilitate to good performance from perpetual outstanding product introduction to meet customer needs than competitors.
LOR2	Firm supports employees to continually seek new knowledge or external information to constantly develop firm's operational.
LOR3	Firm promotes employees to share knowledge and information to enhance highest firm performance.
LOR4	Firm supports perpetual information technology and knowledge improvement for employee learning and enhancing beneficial information.



APPENDIX D
Item Factors Loadings and Reliability Analyses



Table D1: Item Factor Loading and Reliability Analyses

Constructs	Items	n = 30	
		Factor Loadings (0.608 – 0.936)	Reliability (0.708 – 0.907)
Product Innovation Intelligence (PII)	PII1	0.819	0.886
	PII2	0.879	
	PII3	0.857	
	PII4	0.873	
	PII5	0.716	
Customer Learning Dynamism (CLD)	CLD1	0.729	0.750
	CLD2	0.899	
	CLD3	0.790	
	CLD4	0.608	
Competitor Potentiality Forecasting (CPF)	CPF1	0.662	0.812
	CPF2	0.774	
	CPF3	0.863	
	CPF4	0.884	
Market Leading Implementation (MLI)	MLI1	0.715	0.814
	MLI2	0.910	
	MLI3	0.761	
	MLI4	0.826	
Sustainable Customer Satisfaction (SCS)	SCS1	0.783	0.708
	SCS2	0.683	
	SCS3	0.863	
	SCS4	0.661	
Competitor Entry Detection (CED)	CED1	0.812	0.842
	CED2	0.917	
	CED3	0.891	



Table D1: Item Factor Loading and Reliability Analyses (Continued)

Constructs	Items	n = 30	
		Factor Loadings	Reliability
Market Expansion Enhancement (MEE)	MEE1	0.845	0.907
	MEE2	0.904	
	MEE3	0.887	
	MEE4	0.922	
Marketing Goal Achievement (MGA)	MGA1	0.685	0.838
	MGA2	0.640	
	MGA3	0.884	
	MGA4	0.873	
	MGA5	0.829	
Marketing Survival (MKS)	MKS1	0.860	0.874
	MKS2	0.801	
	MKS3	0.936	
	MKS4	0.850	
Marketing Vision for Long-term Operation (MVL)	MVL1	0.716	0.854
	MVL2	0.769	
	MVL3	0.853	
	MVL4	0.876	
	MVL5	0.749	
Market Culture Awareness (MCA)	MCA1	0.819	0.880
	MCA2	0.912	
	MCA3	0.869	
	MCA4	0.835	
Marketing Competency Development (MCD)	MCD1	0.832	0.886
	MCD2	0.885	
	MCD3	0.928	
	MCD4	0.807	



Table D1: Item Factor Loading and Reliability Analyses (Continued)

Constructs	Items	n = 30	
		Factor Loadings	Reliability
Market Uncertainty Pressure (MUP)	MUP1	0.848	0.877
	MUP2	0.903	
	MUP3	0.855	
	MUP4	0.830	
Technological Complexity Force (TCF)	TCF1	0.877	0.871
	TCF2	0.908	
	TCF3	0.893	
Learning Orientation (LOR)	LOR1	0.824	0.883
	LOR2	0.851	
	LOR3	0.916	
	LOR4	0.859	



APPENDIX E

Diagnosis of Primary Assumption for Regression Analysis



Diagnosis of Primary Assumption for Regression Analysis

In this research, Regression Analysis (OLS) is used to investigate the interrelationship among various independent and dependent variables through SPSS program. Then, diagnosis of primary assumption for regression analysis is necessary to meet efficiency and effectiveness. The main assumptions of Regression Analysis are presented below.

Autocorrelation

Durbin and Watson statistic is used to investigate the presence of autocorrelation, which data problem relate with time series data or cross-sectional data in the residuals from a regression analysis. From the results in Table D1 (Appendix D), Durbin and Watson statistics are about 1.796 – 2.183. With regarding, critical values 1.50 – 2.50 indicating autocorrelation is not a problem (Durbin and Watson, 1971). Then, we can assume that autocorrelation is not a problem in our multiple linear regression data.

Table E1: Durbin and Watson Statistic

Equation	R	R Squares	Adjusted R Squares	Std. Error of the Estimate	Durbin-Watson Value
1	0.532	0.283	0.256	0.86261912	2.013
2	0.586	0.343	0.318	0.82600415	1.874
3	0.583	0.339	0.314	0.82829669	2.015
4	0.591	0.349	0.324	0.82232722	1.796
5	0.763	0.582	0.569	0.65635875	1.845
6	0.666	0.444	0.434	0.75260443	2.071
7	0.632	0.399	0.372	0.79257236	1.970
8	0.685	0.438	0.389	0.78181520	1.911
9	0.685	0.470	0.446	0.74459336	2.177
10	0.699	0.488	0.433	0.74613081	2.187
11	0.699	0.489	0.466	0.73088699	2.083
12	0.707	0.500	0.457	0.73697154	2.034
13	0.714	0.510	0.488	0.71539719	1.866
14	0.725	0.526	0.485	0.71797707	1.862



Multicollinearity

Table E22: Variance Inflation Factors (VIF)

Equation	Dependent Variable	Maximum Variance Inflation Factors (VIF)
1	SCS	2.719
2	CED	2.719
3	MEE	2.719
4	MGA	2.719
5	MGA	1.931
6	MKS	1.029
7	PII	2.614
8	PII	8.752
9	CLD	2.614
10	CLD	8.752
11	CPF	2.614
12	CPF	8.752
13	MLI	2.614
14	MLI	8.752



Linearity

The correctly estimation is regarded in linear relation between independent and dependent variables. The results of the Regression Analysis will under estimate true relationship if they are not linear. Then, the examination of residual plots (plots of standardized as a function of standardized predicted values, readily available in most statistical software) is employed to detect linearity as preferable method. This research found that all of the relationships between independent and dependent variables are linear. Then, the linearity problem is not concerned in this research.

Normality

A histogram of residual and normal probability plots are employed as a visual check for a approximating the normal distribution (Hair et al., 2010). However, this research uses the normal probability plots method which compares the observed values with those expected from a normal distribution. The data display as normality characteristics because the point fall within a narrow band a straight line. Then, the normality problem is not concerned in this research.

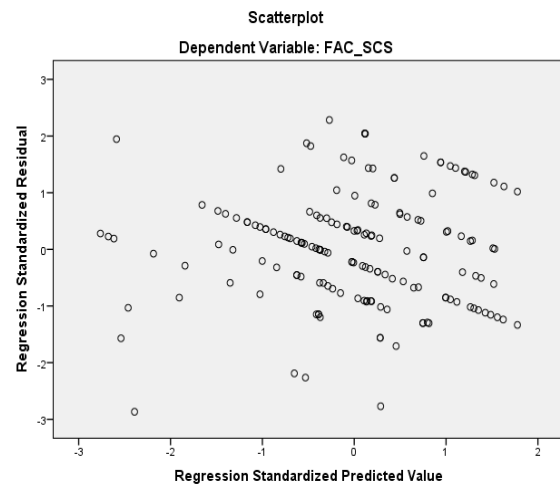
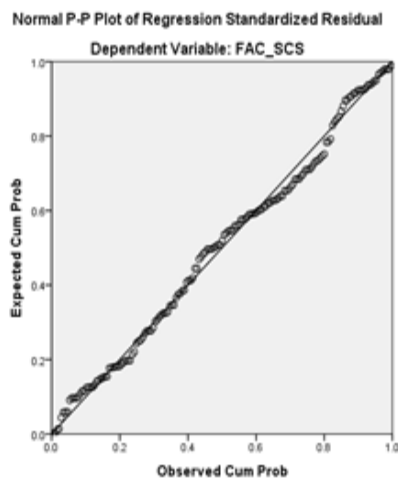
Homoscedasticity

Homoscedasticity refer to the constantly variance of the errors term is the same cross all levels of the independent variables. In this research, homoscedasticity is checked by visual examination of a plot of the standardized residuals and regression standardized predicted value. Homoscedasticity characterize as the relative evenly distribution of residuals are randomly scattered around 0 (horizontal line). In contrast, heteroscedasticity refer to the residuals distribution are not evenly scattered around the horizontal line. This research shows the all of residual scatter plots are randomly scattered around horizontal line. Then, heteroscedasticity problem is not concerned in this research as show below.



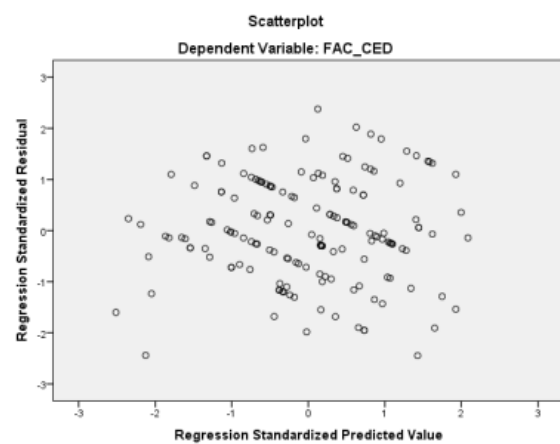
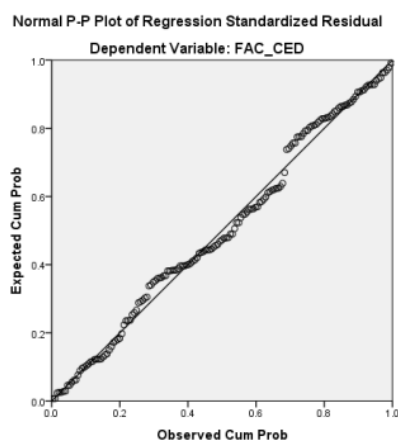
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 1

$$\text{Equation 1: } \text{SCS} = \beta_{01} + \beta_1\text{PII} + \beta_2\text{CLD} + \beta_3\text{CPF} + \beta_4\text{MLI} + \beta_5\text{FAG} + \beta_6\text{FCP} + \varepsilon_1$$



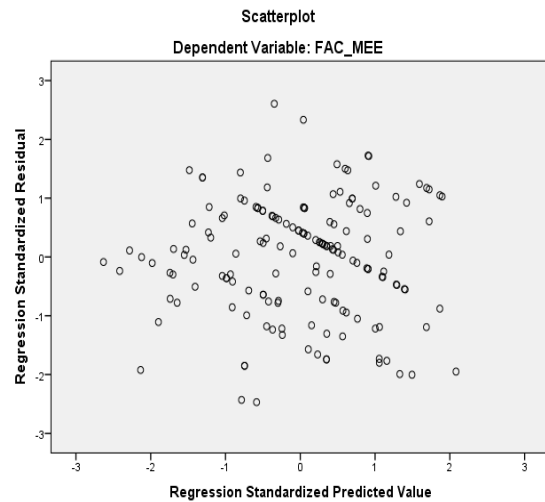
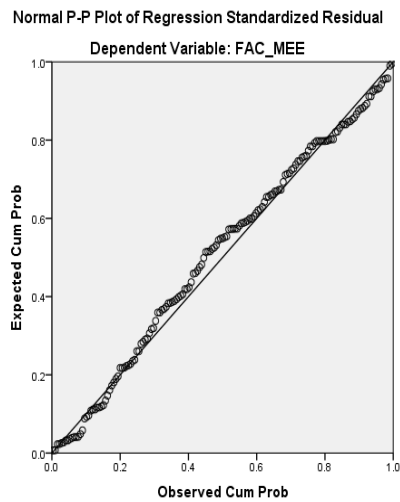
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 2

$$\text{Equation 2: } \text{CED} = \beta_{02} + \beta_7\text{PII} + \beta_8\text{CLD} + \beta_9\text{CPF} + \beta_{10}\text{MLI} + \beta_{11}\text{FAG} + \beta_{12}\text{FCP} + \varepsilon_2$$



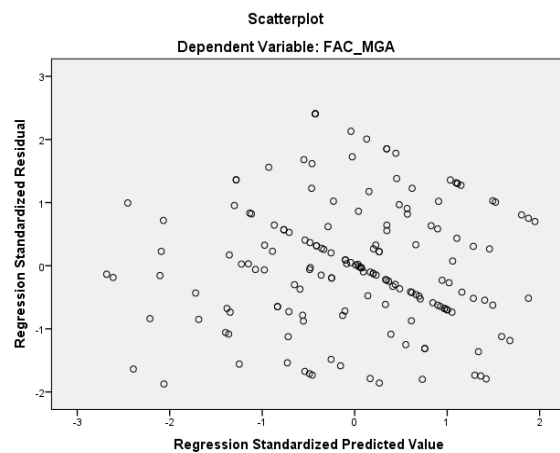
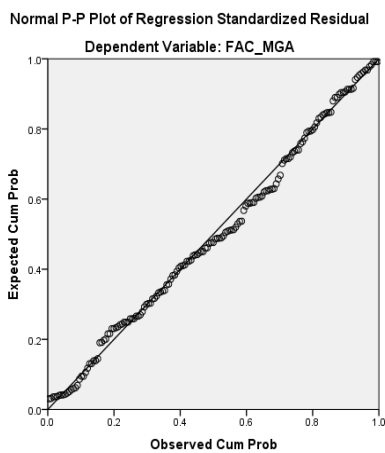
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 3

$$\text{Equation 3: } MEE = \beta_{03} + \beta_{13}PII + \beta_{14}CLD + \beta_{15}CPF + \beta_{16}MLI + \beta_{17}FAG + \beta_{18}FCP + \varepsilon_3$$



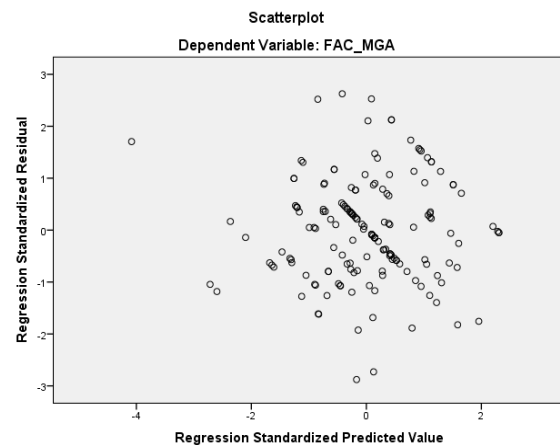
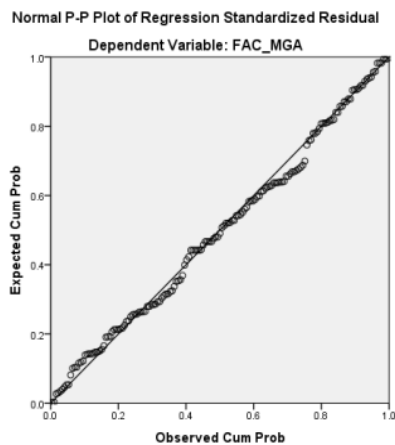
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 4

$$\text{Equation 4: } MGA = \beta_{04} + \beta_{19}PII + \beta_{20}CLD + \beta_{21}CPF + \beta_{22}MLI + \beta_{23}FAG + \beta_{24}FCP + \varepsilon_4$$



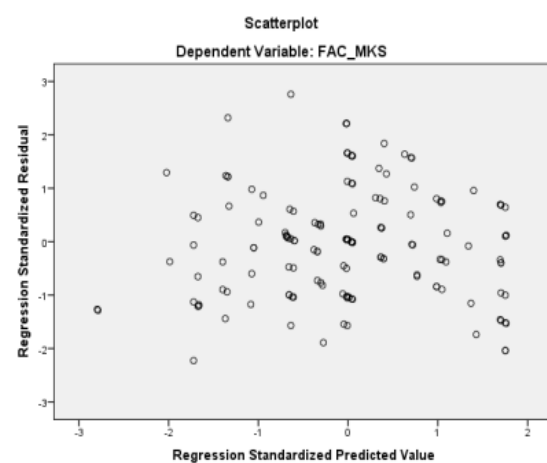
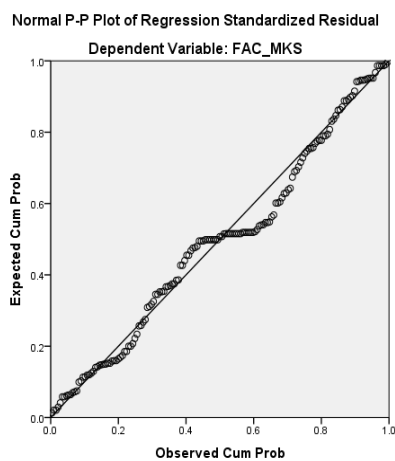
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 5

$$\text{Equation 5: } MGA = \beta_{05} + \beta_{25}SCS + \beta_{26}CED + \beta_{27}MEE + \beta_{28}FAG + \beta_{29}FCP + \varepsilon_5$$



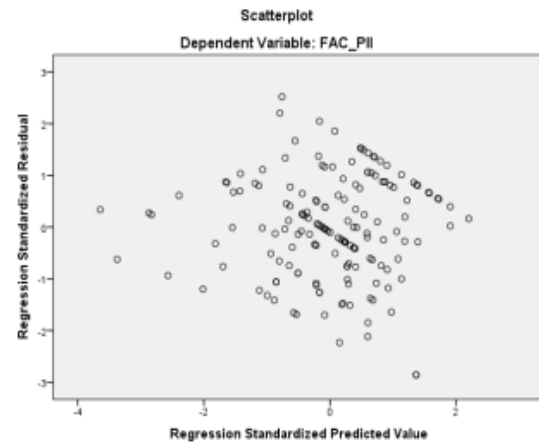
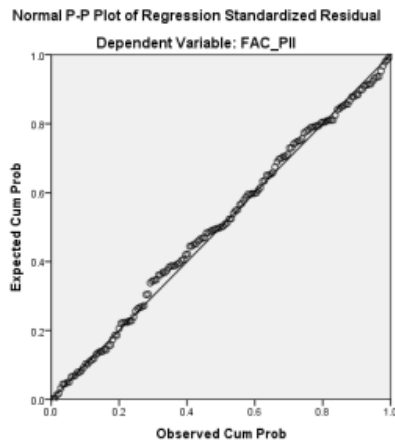
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 6

$$\text{Equation 6: } MKS = \beta_{06} + \beta_{30}MGA + \beta_{31}FAG + \beta_{32}FCP + \varepsilon_6$$



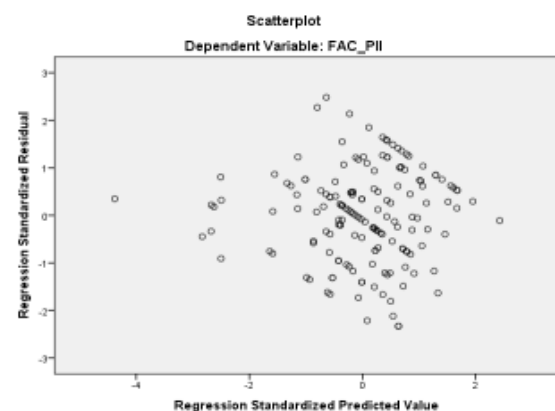
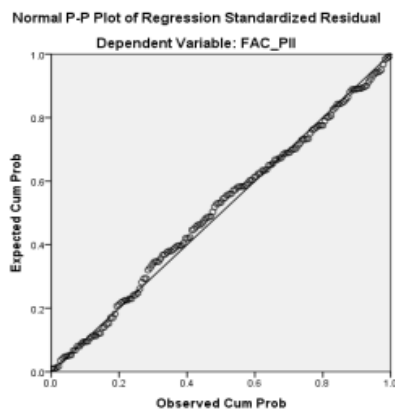
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 7

$$\text{Equation 7: } PII = \beta_{07} + \beta_{33}MVL + \beta_{34}MCA + \beta_{35}MCD + \beta_{36}MUP + \beta_{37}TCF + \beta_{38}FAG + \beta_{39}FCP + \varepsilon_7$$



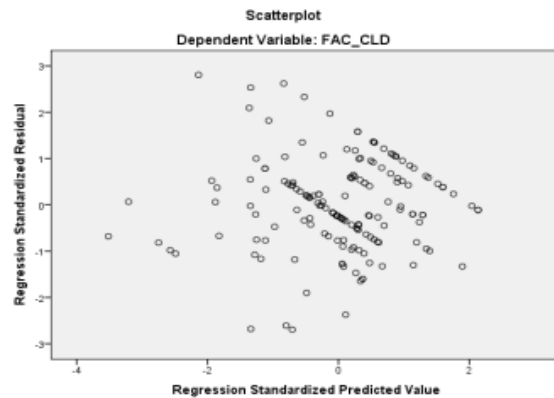
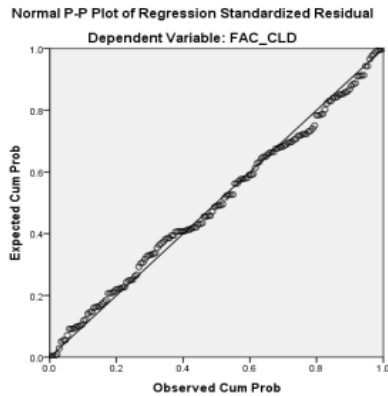
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 8

$$\text{Equation 8: } PII = \beta_{08} + \beta_{40}MVL + \beta_{41}MCA + \beta_{42}MCD + \beta_{43}MUP + \beta_{44}TCF + \beta_{45}LOR + \beta_{46}(MVL * LOR) + \beta_{47}(MCA * LOR) + \beta_{48}(MCD * LOR) + \beta_{49}(MUP * LOR) + \beta_{50}(TCF * LOR) + \beta_{51}FAG + \beta_{52}FCP + \varepsilon_8$$



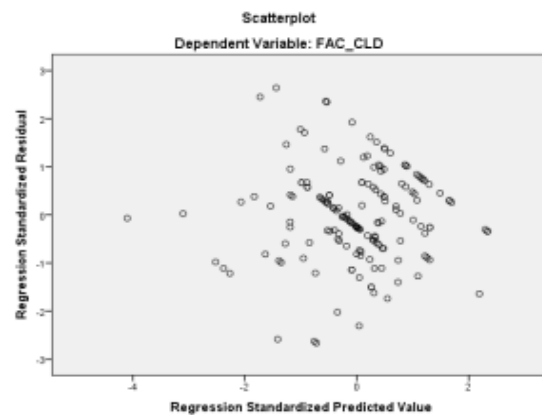
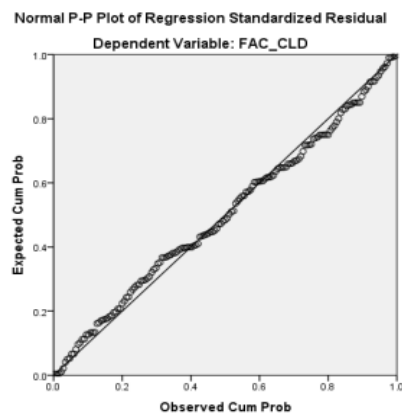
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 9

$$\text{Equation 9: } CLD = \beta_{09} + \beta_{53}MVL + \beta_{54}MCA + \beta_{55}MCD + \beta_{56}MUP + \beta_{57}TCF + \beta_{58}FAG + \beta_{59}FCP + \varepsilon_9$$



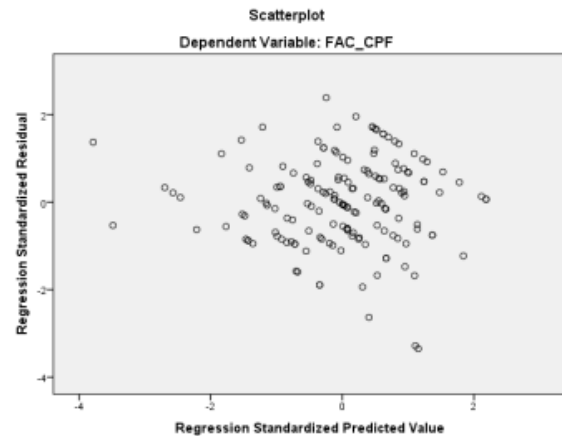
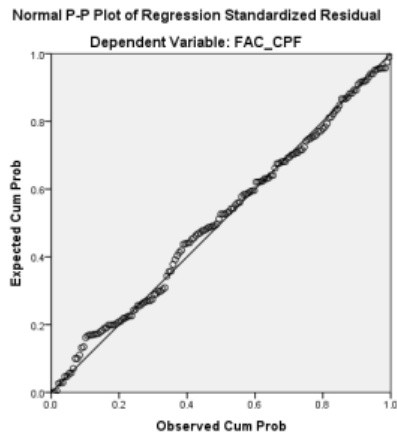
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 10

$$\text{Equation 10: } CLD = \beta_{010} + \beta_{60}MVL + \beta_{61}MCA + \beta_{62}MCD + \beta_{63}MUP + \beta_{64}TCF + \beta_{65}LOR + \beta_{66}(MVL * LOR) + \beta_{67}(MCA * LOR) + \beta_{68}(MCD * LOR) + \beta_{69}(MUP * LOR) + \beta_{70}(TCF * LOR) + \beta_{71}FAG + \beta_{72}FCP + \varepsilon_{10}$$



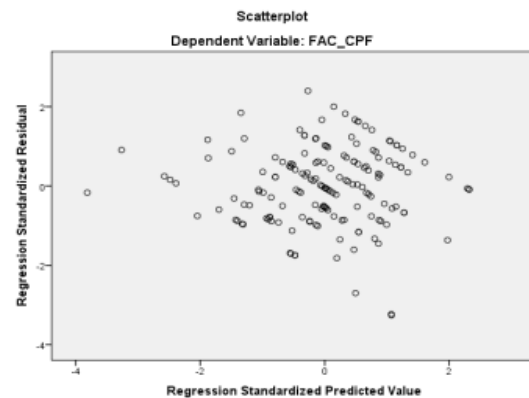
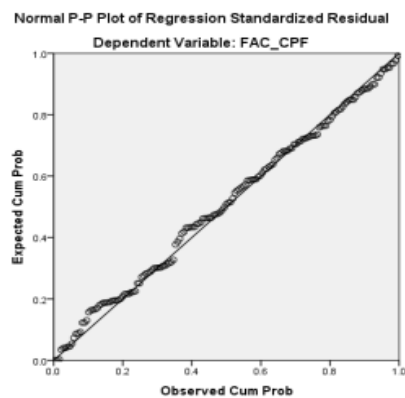
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 11

$$\text{Equation 11: } CPF = \beta_{011} + \beta_{73}MVL + \beta_{74}MCA + \beta_{75}MCD + \beta_{76}MUP + \beta_{77}TCF + \beta_{78}FAG + \beta_{79}FCP + \varepsilon_{11}$$



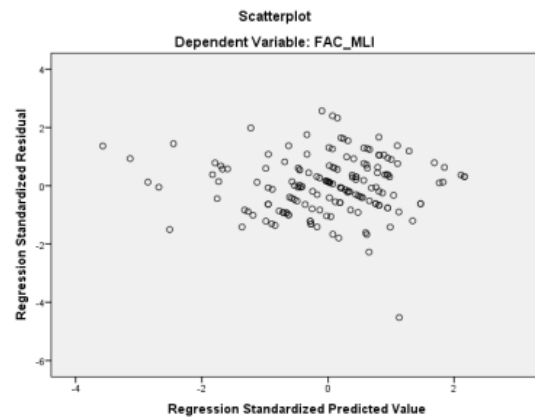
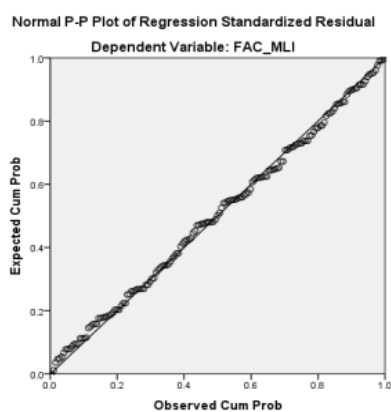
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 12

$$\text{Equation 12: } CPF = \beta_{012} + \beta_{80}MVL + \beta_{81}MCA + \beta_{82}MCD + \beta_{83}MUP + \beta_{84}TCF + \beta_{85}LOR + \beta_{86}(MVL * LOR) + \beta_{87}(MCA * LOR) + \beta_{88}(MCD * LOR) + \beta_{89}(MUP * LOR) + \beta_{90}(TCF * LOR) + \beta_{91}FAG + \beta_{92}FCP + \varepsilon_{12}$$



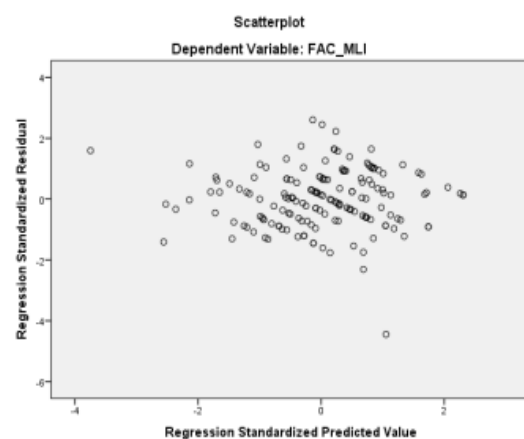
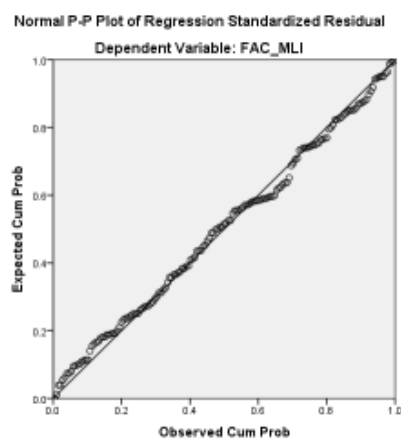
A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 13

$$\text{Equation 13: } MLI = \beta_{013} + \beta_{93}MVL + \beta_{94}MCA + \beta_{95}MCD + \beta_{96}MUP + \beta_{97}TCF + \beta_{98}FAG + \beta_{99}FCP + \varepsilon_{13}$$



A visual inspection of Normal P-P for normality test and a residual plot against the independent variable (the fitted value) of equation 14

$$\text{Equation 14: } MLI = \beta_{014} + \beta_{100}MVL + \beta_{101}MCA + \beta_{102}MCD + \beta_{103}MUP + \beta_{104}TCF + \beta_{105}LOR + \beta_{106}(MVL * LOR) + \beta_{107}(MCA * LOR) + \beta_{108}(MCD * LOR) + \beta_{109}(MUP * LOR) + \beta_{110}(TCF * LOR) + \beta_{111}FAG + \beta_{112}FCP + \varepsilon_{14}$$



APPENDIX F

Cover Letter and Questionnaire (English Version)



Questionnaire to the Ph. D. Dissertation Research
“Proactive Marketing Management Capability and Marketing Survival of
Instant and Convenience Foods Businesses in Thailand”

Dear Sir,

This research is a part of doctoral dissertation of Mr. Yuthachai Krokaew at the Maharakham Business School, Maharakham University, Thailand. The objective of this research is to investigate the effect of proactive marketing management capability on marketing survival of instant and convenience foods businesses in Thailand. The questionnaire is divided into 7 parts;

Part 1: Personal information about chief executive marketing officer of instant and convenience foods businesses in Thailand.

Part 2: General information about instant and convenience foods businesses in Thailand.

Part 3: Opinion on proactive marketing management capability of instant and convenience foods businesses in Thailand.

Part 4: Opinion on marketing outcomes of instant and convenience foods businesses in Thailand.

Part 5: Opinion on internal environmental factors of instant and convenience foods businesses in Thailand.

Part 6: Opinion on external environmental factors of instant and convenience foods businesses in Thailand.

Part 7: Recommendation and suggestion in the operation of instant and convenience foods businesses in Thailand.

Your answer will be kept as confidentiality and your information will not be shared with any outside party without your permission. If you have any questions involve the questionnaire of this research, please directly contact to the researcher.

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

Thank you for your time answering all questions. I have no doubt that your answer will provide valuable information for academic advancement.

Sincerely yours

(Yuthachai Krokaew)

Ph. D. Student

Maharakham Business School

Maharakham University, Thailand

Contact Info:

Mobile Phone: 089-651-1884

e-mail: yuthachai.kk@gmail.com



Part 1 Personal information about chief executive marketing officer of instant and convenience foods 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/Separated
4. Level of Education
 Bachelor's degree or lower Higher than Bachelor's degree
5. Work Experience
 Less than 5 years 5 – 10 years
 11 – 15 years More than 15 years
6. Average Monthly Income
 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
 Others.....



Part 2 General information of instant and convenience foods businesses in Thailand

1. Business Types

- Limited Companies Partnership

2. Products Types

- Meat Products Vegetable and fruit products
 Milk and dairy products Cereal and starch products
 Fish and seafood products Seasoning products
 Others.....

3. Business Location

- Bangkok Northern region
 Central region Eastern region
 Northeastern region Southern region

4. Operational Capital

- 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

5. Periods of Time in Business

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

6. Number of Full-time Employees

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

7. Firm's Average Revenues 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



Part 3 Opinion on proactive marketing management capability of instant and convenience foods businesses in Thailand

proactive marketing management capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Product Innovation Intelligence					
1. Firm believes that the new product development enhance higher good operational success.					
2. Firm focuses on continuous new product development creation which support operational goal achievement and outperform than competitors.					
3. Firm encourages allowing employees to constantly create innovation or new product which support good marketing management.					
4. Firm focuses on the process and concept improvement on perpetual new product development design that provides continuously customer response.					
5. Firm promote budget allocation for continuously new product development to launches new product on the market constantly.					
Customer Learning Dynamism					
6. Firm believes that behavior learning and behavior understanding can efficiently response customer needs outperform than competitors.					
7. Firm focuses on the current and latent customer needs explorations which support more successful achievement on administration.					
8. Firm encourage employees for continuous studying and analyzing about trend of customer needs changing in the future for value product presentation to meet customer needs.					
9. Firm support to continually create customer needs information for the better responsiveness.					



Part 3 Opinion on proactive marketing management capability of instant and convenience foods businesses in Thailand (Continued)

proactive marketing management capability	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Competitor Potentiality Forecasting					
10. Firm believes that continuous learning and understanding about competitor's ability to encourage efficiently and effectively marketing planning.					
11. Firm encourages allowing employees to learn and understand about continuously competitive situation change for more competitive advantage and customer response.					
12. Firm gives important on constantly competitor's Strengths and weaknesses analysis for marketing strategic planning to consist of intent competitive situation.					
13. Firm supports to integrate competitor's operational information systematically all current and in the future to analyze competitor's ability correctly.					
Market Leading Implementation					
14. Firm believes that introduction of value product to meet customer needs before competitors enhance good customer acceptance.					
15. Firm gives important to introduce prominent marketing activities than competitors to push forward for operational achievement.					
16. Firm focuses on the original product which influence on competitor's looking and trying to follow up firm's operation.					
17. Firm supports employees to look for new information and knowledge in order to rapidly outstanding customer response than competitors.					



Part 4 Opinion on marketing outcomes of instant and convenience foods businesses in Thailand

marketing outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Sustainable Customer Satisfaction					
1. Firm is able to continually introduce value product to meet customer expectation.					
2. Firm can create customer confident for long-term continually outstanding value product providing than competitors.					
3. Firm is able to constantly introduce the excellence fulfillment product for the customer.					
4. Firm can create customer's expectation in the future that constantly introduce and provide qualitative and value product.					
Competitor Entry Detection					
5. Firm is able to continually analyze and detect competitors could entry to the market in order to create superior competitive advantage					
6. Firm has prominent marketing strategic operation which difficult to imitate in order to constantly protect competitor's entry to the market.					
7. Firm is able to constantly provide value for their customer that influence on new competitor's difficulty to gain profit and market share.					
Market Expansion Enhancement					
8. Firm is able to continually increase new customer with outstanding marketing activities than competitors.					
9. Firm can be excellence market analyzed and estimated in order to gain more market share.					
10. Firm is able to constantly learn and understand the new product launched, also appropriated marketing activities.					
11. Firm is able to constantly create new segment with differentiated and prominence product than competitors.					



Part 4 Opinion on marketing outcomes of instant and convenience foods businesses in Thailand (Continued)

marketing outcomes	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Goal Achievement					
12. Firm is able to achieve its goal into create customer confidence with outstanding qualitative and value product than competitor.					
13. Firm has a reputation to customer and competitors acceptance from excellent operational goal achievement.					
14. Firm is able to excellent achieve in old and new customer retaining.					
15. Firm is able to good achieve goal in increase expected sale growth.					
16. Firm is able to excellent achieve goal in increase profit.					
Marketing Survival					
17. Firm has continually increased marketing performance from the past to present and confident continuous increase in the future.					
18. Firm is able to stable operate with continually introduce new product launching.					
19. Firm good earn acceptance from shareholder with continuous excellent operation.					
20. Firm is certain that continually survive under marketing uncertainty and economic change over time.					



Part 5 Opinion on internal environmental factors of instant and convenience foods businesses in Thailand

internal environmental factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Vision for Long-term Operation					
1. Firm believes that marketing direction setting with clear goal in the future will enhance excellent operation and goal achievement.					
2. Firm encourages for long-term marketing planning with focus on certain target will constantly reach goal achievement.					
3. Firm gives important for seeking long-term chance in the future which consists of firm's capability for continuous efficient long-term marketing planning.					
4. Firm focuses on analyzing and forecasting of customer and competitors in the future as the information for superior efficient long-term marketing planning.					
5. Firm supports marketing planning in the future with relate to outstanding new product development than competitors.					
Market Culture Awareness					
6. Firm believes that employee's beliefs and practices which recognize importance of value creating and providing to customer will facilitate excellent operational achievement.					
7. Firm promotes employee's awareness that superior goal is the better value creation to customer and continuous good performance earning.					
8. Firm supports employees to understand and intend with essential skills for customer value creating and providing into the highest marketing performance.					
9. Firm emphasizes on employee's belief and recognition about outstanding new product development to continually promote good marketing performance.					



Part 5 Opinion on internal environmental factors of instant and convenience foods businesses in Thailand (Continued)

internal environmental factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Competency Development					
10. Firm believes that perpetual marketing capability development facilitate to continuous good performance.					
11. Firm promotes employees to constantly analyze and share new marketing information in order to upgrade marketing capability overtime.					
12. Firm focuses on perpetual marketing change update in order to develop new value product to meet customer needs.					
13. Firm continually supports marketing capability development budget to create competitive advantage.					
Learning Orientation					
14. Firm believes that market orientation culture facilitate to good performance from perpetual outstanding product introduction to meet customer needs than competitors.					
15. Firm supports employees to continually seek new knowledge or external information to constantly develop firm's operational.					
16. Firm promotes employees to share knowledge and information to enhance highest firm performance.					
17. Firm supports perpetual information technology and knowledge improvement for employee learning and enhancing beneficial information.					



Part 6 Opinion on external environmental factors of instant and convenience foods businesses in Thailand

external environmental factors	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Market Uncertainty Pressure					
1. The continually follow up perpetual customer needs changing that difficult to predict as information for the forecasting and new product creativity which consist of customer needs.					
2. The effects of unpredictable market fluctuation push the business firm to rapidly apply new creative marketing strategy.					
3. The decrease of product life cycles effects on continuous new product development to constantly deliver value product to their customer.					
4. The Continuous market fluctuation from competitor's strategic development and market entry of new competitor resulted businesses focus on constantly analyzed and evaluated to enhance marketing strategic development and competitive advantage.					
Technological Complexity Force					
5. The multiple systems of marketing technology supports firm's learning and understanding to develop and improve for the firm's highest operational efficiency.					
6. The multiple interaction of multisystem enhances excellent firm's planning for all consistent systems.					
7. The non-decomposable technology promotes firm to potentially operate to enhance difficult imitate new product development.					



APPENDIX G

Cover Letter and Questionnaire (Thai Version)





ที่ ศธ 0530.10/ 1946

คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
ตำบลขามเรียง อำเภอกันทรวิชัย
จังหวัดมหาสารคาม 44150

5 ตุลาคม 2559

เรื่อง ขอความอนุเคราะห์กรอกแบบสอบถาม

เรียน ผู้อำนวยการฝ่ายการตลาด/ผู้จัดการฝ่ายการตลาด

ด้วย นายยุทธชัย เกราะแก้ว นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชา
การจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาและทำวิทยานิพนธ์
เรื่อง “ความสามารถในการจัดการการตลาดเชิงรุกและความอยู่รอดทางการตลาดของธุรกิจอาหารสำเร็จรูป
และกึ่งสำเร็จรูปในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการจัดทำวิทยานิพนธ์ หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.)
และในการศึกษาครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้นเพื่อให้การจัดทำวิทยานิพนธ์เป็นไปด้วยความ
เรียบร้อยและบรรลุวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้
นายยุทธชัย เกราะแก้ว ได้ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าจะได้รับความอนุเคราะห์
จากท่านในการให้ข้อมูลครั้งนี้ และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.นิตินพงษ์ สังข์โรจน์)

คณบดีคณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม

งานวิชาการระดับบัณฑิตศึกษา
คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
โทรศัพท์ 0-4375-4333 ต่อ 3408
โทรสาร 0-4375-4422



แบบสอบถามเพื่อการวิจัย
เรื่อง ความสามารถในการจัดการการตลาดเชิงรุกและความอยู่รอดทางการตลาด
ของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง “ความสามารถในการจัดการการตลาดเชิงรุกและความอยู่รอดทางการตลาด ของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย” เพื่อเป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จังหวัดมหาสารคาม หมายเลขโทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

- ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย
- ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย
- ตอนที่ 3 ความคิดเห็นเกี่ยวกับความสามารถในการจัดการการตลาดเชิงรุกของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย
- ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย
- ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อการดำเนินงานของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย
- ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อการดำเนินงานของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย
- ตอนที่ 7 ข้อคิดเห็น ปัญหา และข้อเสนอแนะเกี่ยวกับการบริหารการตลาดของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใดๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน

ท่านต้องการรายงานสรุปผลการวิจัยหรือไม่

() ต้องการ E-mail

() ไม่ต้องการ

หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address ของท่าน หรือแนบนามบัตรของท่านมากับแบบสอบถามชุดนี้

ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นายยุทธชัย เกราะแก้ว โทรศัพท์เคลื่อนที่ 089-6511884 หรือ E – mail : Yuthachai.kk@gmail.com

(นายยุทธชัย เกราะแก้ว)

นิสิตปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด
คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม



ตอนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้บริหารฝ่ายการตลาดของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย

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. รายได้เฉลี่ยต่อเดือนที่ได้รับในปัจจุบัน

() ต่ำกว่า 50,000 บาท

() 50,000 – 100,000 บาท

() 100,001 – 150,000 บาท

() มากกว่า 150,000 บาท

7. ตำแหน่งงานในปัจจุบัน

() ผู้อำนวยการฝ่ายการตลาด

() ผู้จัดการฝ่ายการตลาด

() อื่นๆ (โปรดระบุ).....



ตอนที่ 2 ข้อมูลทั่วไปเกี่ยวกับธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย

1. รูปแบบธุรกิจ

() บริษัทจำกัด

() ห้างหุ้นส่วน

2. ประเภทธุรกิจ

() ผลิตภัณฑ์จากสัตว์, เนื้อสัตว์

() ผลิตภัณฑ์จากพืช, ผัก, ผลไม้

() นมและผลิตภัณฑ์จากนม

() ผลิตภัณฑ์จากธัญพืช

() ผลิตภัณฑ์จากปลาและอาหารทะเล

() ผลิตภัณฑ์ปรุงแต่งรส

() อื่นๆ (โปรดระบุ).....

3. ที่ตั้งธุรกิจ

() กรุงเทพมหานคร

() ภาคเหนือ

() ภาคกลาง

() ภาคตะวันออก

() ภาคตะวันออกเฉียงเหนือ

() ภาคใต้

4. ทุนในการดำเนินงาน

() ต่ำกว่า 50,000,000 บาท

() 50,000,000 – 100,000,000 บาท

() 100,000,001 – 150,000,000 บาท

() มากกว่า 150,000,000 บาท

5. ระยะเวลาในการดำเนินงาน

() น้อยกว่า 5 ปี

() 5–10 ปี

() 11–15 ปี

() มากกว่า 15 ปี

6. จำนวนพนักงานในปัจจุบัน

() น้อยกว่า 50 คน

() 50–100 คน

() 101–150 คน

() มากกว่า 150 คน

7. รายได้เฉลี่ยของกิจการต่อปี

() ต่ำกว่า 50,000,000 บาท

() 50,000,000 – 100,000,000 บาท

() 100,000,001 – 150,000,000 บาท

() มากกว่า 150,000,000 บาท



ตอนที่ 3 ความคิดเห็นเกี่ยวกับความสามารถในการจัดการการตลาดเชิงรุกของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย

ความสามารถในการจัดการการตลาดเชิงรุก	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความฉลาดทางนวัตกรรมผลิตภัณฑ์ (Product Innovation Intelligence)					
1. กิจกรรมที่เชื่อมั่นว่าการพัฒนาผลิตภัณฑ์ใหม่ ช่วยให้สามารถประสบความสำเร็จในการดำเนินงานได้เป็นอย่างดี					
2. กิจกรรมให้ความสำคัญกับการสร้างสรรค์ผลิตภัณฑ์ใหม่อย่างต่อเนื่องอยู่เสมอ ซึ่งช่วยให้การดำเนินงานประสบความสำเร็จตามเป้าหมายและมีประสิทธิภาพเหนือคู่แข่ง					
3. กิจกรรมส่งเสริมให้บุคลากรคิดค้นนวัตกรรมหรือสร้างสรรค์ผลิตภัณฑ์ใหม่อยู่เสมอ ซึ่งช่วยให้การบริหารงานทางการตลาดประสบความสำเร็จได้ดียิ่งขึ้น					
4. กิจกรรมมุ่งเน้นให้มีการปรับปรุงกระบวนการและแนวคิดในการออกแบบพัฒนาผลิตภัณฑ์ใหม่อยู่เสมอ ซึ่งช่วยให้สามารถตอบสนองความต้องการของลูกค้าได้อย่างต่อเนื่องเหนือคู่แข่ง					
5. กิจกรรมสนับสนุนให้มีการจัดสรรงบประมาณเพื่อการพัฒนาผลิตภัณฑ์ใหม่อย่างต่อเนื่องอยู่เสมอ ทำให้มีผลิตภัณฑ์และบริการใหม่ออกสู่ตลาดตลอดเวลา					
พลวัตของการเรียนรู้ผู้บริโภค (Customer Learning Dynamism)					
6. กิจกรรมเชื่อมั่นว่าการเรียนรู้และเข้าใจพฤติกรรมที่เกี่ยวข้องกับความต้องการของลูกค้า ช่วยให้สามารถตอบสนองความต้องการของลูกค้าได้อย่างมีประสิทธิภาพเหนือคู่แข่ง					
7. กิจกรรมมุ่งเน้นให้มีการสำรวจความต้องการของลูกค้าทั้งปัจจุบันและในอนาคต ซึ่งช่วยให้ประสบความสำเร็จในการบริหารงานได้ดียิ่งขึ้น					
8. กิจกรรมส่งเสริมให้บุคลากรศึกษาและวิเคราะห์ทิศทางการเปลี่ยนแปลงในอนาคตเกี่ยวกับความต้องการของลูกค้าอยู่เสมอ เพื่อนำเสนอผลิตภัณฑ์ที่มีคุณค่าตรงกับความต้องการของลูกค้าอยู่เสมอ					
9. กิจกรรมสนับสนุนให้มีการจัดทำข้อมูลและสารสนเทศเกี่ยวกับความต้องการของลูกค้าอย่างต่อเนื่อง เพื่อตอบสนองความต้องการของลูกค้าได้ดียิ่งขึ้น					
การพยากรณ์ศักยภาพของคู่แข่ง (Competitor Potentiality Forecasting)					
10. กิจกรรมเชื่อมั่นว่าการเรียนรู้และทำความเข้าใจความสามารถของคู่แข่งอยู่เสมอ ช่วยให้สามารถวางแผนการตลาดได้อย่างมีประสิทธิภาพและประสิทธิผลเหนือคู่แข่งได้เป็นอย่างดี					
11. กิจกรรมส่งเสริมให้บุคลากรมีการเรียนรู้และทำความเข้าใจเกี่ยวกับการเปลี่ยนแปลงสภาพการแข่งขันอยู่ตลอดเวลา ช่วยให้มีความได้เปรียบการแข่งขันและตอบสนองลูกค้าได้อย่างดีเยี่ยม					



ตอนที่ 3 (ต่อ)

ความสามารถในการจัดการการตลาดเชิงรุก	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การพยากรณ์ศักยภาพของคู่แข่ง (Competitor Potentiality Forecasting) 12. กิจการให้ความสำคัญกับการวิเคราะห์จุดแข็งจุดอ่อนของคู่แข่งชั้นอยู่ตลอดเวลา เพื่อให้สามารถวางแผนกลยุทธ์ทางการตลาดได้สอดคล้องกับสภาพการแข่งขันที่มีความรุนแรงได้เป็นอย่างดี					
13. กิจการสนับสนุนให้มีการรวบรวมข้อมูลข่าวสารเกี่ยวกับการดำเนินงานของคู่แข่งชั้นอย่างเป็นระบบทั้งปัจจุบันและอนาคต เพื่อให้วิเคราะห์ความสามารถของคู่แข่งชั้นได้อย่างถูกต้องแม่นยำ					
การดำเนินการสู่ความเป็นผู้นำตลาด (Market Leading Implementation) 14. กิจการเชื่อมั่นว่าการนำเสนอผลิตภัณฑ์ที่มีคุณค่าตรงกับความต้องการของลูกค้าได้ก่อนคู่แข่งชั้น ช่วยให้ได้รับการยอมรับจากลูกค้าและคู่แข่งชั้นในตลาดเป็นอย่างดี					
15. กิจการให้ความสำคัญกับการนำเสนอกิจกรรมทางการตลาดที่โดดเด่นและดีกว่าคู่แข่งชั้น ซึ่งช่วยผลักดันให้ประสบความสำเร็จในการดำเนินงานได้อย่างดีเยี่ยม					
16. กิจการมุ่งเน้นในการนำเสนอผลิตภัณฑ์ที่แปลกและแตกต่างอย่างไม่เคยมีมาก่อน ทำให้คู่แข่งชั้นเฝ้ามองและพยายามดำเนินงานตามแนวทางที่กิจการวางไว้					
17. กิจการสนับสนุนให้บุคลากรแสวงหาข้อมูลและองค์ความรู้ใหม่ๆ เพื่อให้สามารถตอบสนองความต้องการของลูกค้าได้อย่างรวดเร็วและโดดเด่นเหนือคู่แข่งชั้นอยู่เสมอ					



ตอนที่ 4 ความคิดเห็นเกี่ยวกับความคิดเห็นเกี่ยวกับผลการดำเนินงานทางการตลาดของธุรกิจอาหารสำเร็จรูป
และกึ่งสำเร็จรูปในประเทศไทย

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความพึงพอใจของผู้บริโภคอย่างยั่งยืน (Sustainable Customer Satisfaction)					
1. กิจการสามารถนำเสนอผลิตภัณฑ์ที่มีคุณค่าตรงตามความคาดหวังของผู้บริโภคอย่างต่อเนื่องเสมอมา					
2. กิจการสามารถสร้างความมั่นใจให้แก่ลูกค้าในการส่งมอบคุณค่าของผลิตภัณฑ์ ที่เหนือกว่าคู่แข่งชั้นประเภทเดียวกันอย่างต่อเนื่องเป็นระยะเวลานาน					
3. กิจการสามารถนำเสนอผลิตภัณฑ์ซึ่งเติมเต็มความต้องการของลูกค้าได้อย่างดีเยี่ยมเสมอมา					
4. กิจการสามารถสร้างความคาดหวังในอนาคตให้แก่ลูกค้าว่าจะนำเสนอและส่งมอบผลิตภัณฑ์ที่มีคุณภาพและมีคุณค่าต่อลูกค้าอยู่เสมอ					
การป้องกันการเข้าสู่ตลาดของคู่แข่งชั้น (Competitor Entry Detection)					
5. กิจการสามารถวิเคราะห์และเฝ้าระวังคู่แข่งชั้นที่มีโอกาสเข้าสู่ตลาดอยู่เสมอ ทำให้สามารถสร้างความได้เปรียบการแข่งขันได้อย่างต่อเนื่อง					
6. กิจการมีกิจกรรมดำเนินการกลยุทธ์ทางการตลาดที่โดดเด่นยากแก่การลอกเลียนแบบ เพื่อสร้างโอกาสในการป้องกันการเข้าสู่ตลาดของคู่แข่งหน้าใหม่ตลอดเวลา					
7. กิจการสามารถนำเสนอคุณค่าให้แก่ลูกค้าอย่างดีเยี่ยมเสมอมา สร้างความยากลำบากให้แก่คู่แข่งหน้าใหม่ในการสร้างผลกำไรหรือมีส่วนแบ่งทางการตลาด					
การส่งเสริมการขยายตัวของตลาด (Market Expansion Enhancement)					
8. กิจการสามารถเพิ่มจำนวนลูกค้าใหม่ได้อย่างต่อเนื่อง จากกิจกรรมทางการตลาดที่โดดเด่นกว่าคู่แข่งชั้น					
9. กิจการสามารถวิเคราะห์และประเมินลักษณะของตลาดได้อย่างดีเยี่ยม เพื่อสร้างโอกาสในการเพิ่มส่วนแบ่งทางการตลาดอยู่ตลอดเวลา					
10. กิจการสามารถเรียนรู้และเข้าใจแนวทางการนำเสนอผลิตภัณฑ์ใหม่ ออกสู่ตลาด รวมถึงการมีกิจกรรมทางการตลาดที่เหมาะสมอยู่เสมอ					
11. กิจการสามารถสร้างส่วนตลาดใหม่ๆ จากการมีผลิตภัณฑ์ที่แตกต่างและโดดเด่นกว่าคู่แข่งชั้นอยู่เสมอ					



ตอนที่ 4 (ต่อ)

ผลการดำเนินงานทางการตลาด	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การบรรลุเป้าหมายทางการตลาด (Marketing Goal Achievement)					
12. กิจการสามารถสร้างความเชื่อมั่นให้แก่ลูกค้า ในการนำเสนอผลิตภัณฑ์ที่มีคุณภาพและมีคุณค่าเหนือคู่แข่งชั้น ตามเป้าหมายที่กิจการกำหนดอยู่เสมอ					
13. กิจการมีชื่อเสียงเป็นที่ยอมรับของลูกค้าและคู่แข่งชั้น จากผลการดำเนินงานที่บรรลุวัตถุประสงค์อย่างเป็นเลิศ					
14. กิจการสามารถประสบความสำเร็จในการรักษาลูกค้าเก่าและเพิ่มลูกค้าใหม่ ตามเป้าหมายที่กิจการวางไว้อย่างดีเยี่ยม					
15. กิจการสามารถบรรลุเป้าหมายในการมียอดขายเพิ่มขึ้น ตามที่กิจการคาดหวังเป็นอย่างดี					
16. กิจการสามารถสร้างผลกำไรเพิ่มขึ้น เป็นไปตามเป้าหมายที่กิจการกำหนดไว้อย่างดีเยี่ยม					
ความอยู่รอดทางการตลาด (Marketing Survival)					
17. กิจการมีผลการดำเนินงานด้านการตลาดที่เติบโตอย่างต่อเนื่อง จากอดีตจนถึงปัจจุบันและเชื่อมั่นว่าจะเติบโตอย่างต่อเนื่องในอนาคต					
18. กิจการสามารถนำเสนอผลิตภัณฑ์ใหม่ๆ ออกสู่ตลาดอย่างต่อเนื่อง ทำให้กิจการดำเนินธุรกิจด้วยความมั่นคง					
19. กิจการได้รับความพึงพอใจเป็นอย่างดีจากผู้ถือหุ้น จากการมีผลการดำเนินงานดีเยี่ยมอยู่เสมอ					
20. กิจการมั่นใจว่าสามารถอยู่รอดได้อย่างต่อเนื่อง แม้ต้องเผชิญกับความผันผวนทางการตลาดและการเปลี่ยนแปลงทางเศรษฐกิจอยู่ตลอดเวลา					



ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อความสามารถในการจัดการการตลาดเชิงรุกของธุรกิจอาหารสำเร็จรูป และอาหารกึ่งสำเร็จรูปในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อความสามารถในการจัดการการตลาดเชิงรุก	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
วิสัยทัศน์ทางการตลาดเพื่อการปฏิบัติการระยะยาว (Marketing Vision for Long-term Operation)					
1. กิจกรรมเชื่อมั่นว่าการกำหนดทิศทางทางการตลาดที่มีเป้าหมายชัดเจนระยะยาวในอนาคต ช่วยให้มีการดำเนินงานอย่างมีทิศทางและประสบผลสำเร็จตามเป้าหมายได้อย่างดีเยี่ยม					
2. กิจกรรมสนับสนุนให้มีการวางแผนงานทางการตลาดระยะยาวที่มุ่งสู่เป้าหมายอย่างชัดเจน ส่งผลให้มีวิธีการและแนวทางที่ดีเพื่อนำไปสู่ความสำเร็จตามเป้าหมายที่กิจการกำหนดไว้อย่างสม่ำเสมอ					
3. กิจกรรมให้ความสำคัญกับมองหาโอกาสระยะยาวในอนาคต ที่สอดคล้องกับศักยภาพของกิจการ เพื่อวางแผนการดำเนินการทางการตลาดในระยะยาวอย่างมีประสิทธิภาพอยู่เสมอ					
4. กิจกรรมมุ่งเน้นให้มีการวิเคราะห์และคาดการณ์สถานการณ์การเปลี่ยนแปลงของความต้องการของลูกค้าและคู่แข่งในอนาคต เพื่อนำมาเป็นข้อมูลในการวางแผนการทางการตลาดในระยะยาวให้เกิดประสิทธิภาพสูงสุด					
5. กิจกรรมส่งเสริมให้มีการวางแผนทางการตลาดในอนาคตที่เกี่ยวข้องกับการพัฒนาผลิตภัณฑ์ใหม่ที่โดดเด่นเหนือคู่แข่งอย่างต่อเนื่อง					
การตระหนักถึงวัฒนธรรมทางตลาด (Market Culture Awareness)					
6. กิจกรรมเชื่อมั่นว่าความเชื่อและแนวปฏิบัติของบุคลากรที่รับรู้ว่าการสร้างสรรค์และการส่งมอบคุณค่าแก่ลูกค้าเป็นสิ่งสำคัญ ช่วยให้ประสบความสำเร็จในการดำเนินงานได้อย่างดีเยี่ยม					
7. กิจกรรมสนับสนุนให้บุคลากรรับรู้ที่สุดยอดเป้าหมายของกิจการ คือ การสร้างสรรค์คุณค่าที่เหนือกว่าคู่แข่งให้แก่ลูกค้าและการมีผลการดำเนินงานทางการตลาดที่ดีอย่างต่อเนื่อง					
8. กิจกรรมส่งเสริมให้บุคลากรมีความเข้าใจและตั้งใจในการใช้ทักษะที่จำเป็นในการสร้างสรรค์และการส่งมอบคุณค่าแก่ลูกค้า เพื่อให้เกิดประโยชน์สูงสุดในการสร้างผลการดำเนินงานทางการตลาดที่ดีอยู่เสมอ					
9. กิจกรรมมุ่งเน้นให้บุคลากรเชื่อและรับรู้ว่าการพัฒนาผลิตภัณฑ์ใหม่ที่โดดเด่นเหนือกว่าคู่แข่ง ช่วยให้มีการดำเนินงานด้านการตลาดที่ดีอย่างต่อเนื่อง					



ตอนที่ 5 (ต่อ)

ปัจจัยภายในที่ส่งผลต่อความสามารถในการจัดการการตลาดเชิงรุก	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
การพัฒนาสมรรถนะทางการตลาด (Marketing Competency Development)					
10. กิจกรรมเชื่อมั่นว่าการพัฒนาความสามารถทางการตลาดอยู่เสมอ ช่วยให้ผลการดำเนินงานที่เลิศได้อย่างต่อเนื่อง					
11. กิจกรรมส่งเสริมให้บุคลากรวิเคราะห์และแลกเปลี่ยนข้อมูลใหม่ๆ ทางการตลาดอยู่เสมอ เพื่อยกระดับความสามารถทางการตลาด ให้ทันสมัยอยู่ตลอดเวลา					
12. กิจกรรมมุ่งเน้นให้มีการติดตามการเปลี่ยนแปลงสถานการณ์ของ ตลาดอยู่เสมอ ทำให้สามารถพัฒนาผลิตภัณฑ์ใหม่ที่มีคุณค่าตรงกับความ ต้องการของลูกค้าได้ดีกว่าคู่แข่ง					
13. กิจกรรมสนับสนุนงบประมาณเพื่อพัฒนาความสามารถในการดำเนิน กิจกรรมทางการตลาดอย่างต่อเนื่อง สามารถสร้างความได้เปรียบ การแข่งขันได้เป็นอย่างดี					
การมุ่งเน้นการเรียนรู้ (Learning Orientation)					
14. กิจกรรมเชื่อมั่นว่าวัฒนธรรมมุ่งเน้นการเรียนรู้เกี่ยวกับตลาด ลูกค้า และคู่แข่ง ส่งผลให้ผลการดำเนินงานที่ดีจากการนำเสนอ ผลิตภัณฑ์ที่ตรงกับความ ต้องการของลูกค้าได้เหนือกว่าคู่แข่ง ได้อยู่เสมอ					
15. กิจกรรมสนับสนุนให้บุคลากรมีการแสวงหาความรู้ใหม่ๆ หรือข้อมูล จากภายนอกอยู่เสมอ เพื่อนำมาประยุกต์ใช้ในการพัฒนาการ ดำเนินงานของกิจการให้ทันสมัยอยู่ตลอดเวลา					
16. กิจกรรมส่งเสริมให้บุคลากรมีการแลกเปลี่ยนความรู้และข้อมูลใน การทำงานระหว่างกัน เพื่อให้เกิดประสิทธิภาพการดำเนินงาน ที่สูงสุดแก่กิจการ					
17. กิจกรรมสนับสนุนให้มีการใช้สารสนเทศหรือปรับปรุงองค์ความรู้ ในกิจการอยู่เสมอ ทำให้บุคลากรสามารถเรียนรู้และเข้าถึงข้อมูล ที่มีประโยชน์ต่อกิจการ					



ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลกระทบต่อความสามารถในการจัดการการตลาดเชิงรุกของธุรกิจอาหารสำเร็จรูป และอาหารกึ่งสำเร็จรูปในประเทศไทย

ปัจจัยภายนอกที่ส่งผลกระทบต่อความสามารถในการจัดการการตลาดเชิงรุก	ระดับความคิดเห็น				
	5 มากที่สุด	4 มาก	3 ปานกลาง	2 น้อย	1 น้อยที่สุด
ความกดดันจากความไม่แน่นอนของตลาด (Market Uncertainty Pressure) 1. ความต้องการของลูกค้าที่เปลี่ยนแปลงตลอดเวลาซึ่งยากต่อการคาดการณ์ ทำให้กิจการต่างๆ ต้องมีการติดตามอย่างต่อเนื่องเพื่อใช้เป็นข้อมูลในการพยากรณ์และสร้างสรรค์ผลิตภัณฑ์ใหม่ที่สอดคล้องกับความต้องการของลูกค้าที่เปลี่ยนแปลงไป					
2. วิฤติเศรษฐกิจส่งผลกระทบต่อความผันผวนของตลาดที่ยากต่อการคาดการณ์ทำให้กิจการต่างๆ ต้องมีการปรับกลยุทธ์ทางการตลาดที่สร้างสรรค์ใหม่ๆ อย่างรวดเร็วให้ทันต่อเหตุการณ์					
3. วงจรชีวิตของผลิตภัณฑ์ที่สั้นลงทำให้ผลิตภัณฑ์ล้าสมัยเร็วขึ้น ทำให้กิจการต่างๆ ต้องมีการพัฒนาผลิตภัณฑ์ใหม่ๆ อยู่เสมอเพื่อการนำเสนอผลิตภัณฑ์ที่ทันสมัยและส่งมอบคุณค่าให้แก่ลูกค้าเหนือคู่แข่งอย่างต่อเนื่อง					
4. สภาพการแข่งขันของตลาดมีการเปลี่ยนแปลงอยู่เสมอจากการพัฒนากลยุทธ์ของคู่แข่งเดิมและการเข้าสู่ตลาดของคู่แข่งรายใหม่ ทำให้กิจการต่างๆ ต้องมีการวิเคราะห์และประเมินคู่แข่งอยู่เสมอ เพื่อพัฒนากลยุทธ์และสร้างรายได้เปรียบการแข่งขันที่เหนือกว่าอย่างทันทั่วทั้งที่					
แรงผลักดันจากความซับซ้อนทางเทคโนโลยี (Technological Complexity Force) 5. เทคโนโลยีที่เกี่ยวข้องกับการดำเนินกิจกรรมทางการตลาดมีหลากหลายระบบ ทำให้กิจการต่างๆ ต้องมีการเรียนรู้และทำความเข้าใจเพื่อนำมาใช้ในการพัฒนาและปรับปรุงการดำเนินงานให้มีประสิทธิภาพสูงสุด					
6. เทคโนโลยีหลากหลายระบบมีการทำงานที่เชื่อมโยงเกี่ยวข้องกัน ทำให้กิจการต่างๆ ต้องมีการวางแผนงานที่เชื่อมโยง เพื่อให้ทุกระบบทำงานเชื่อมโยงสอดคล้องกันเป็นอย่างดี					
7. เทคโนโลยีที่มีความเป็นระบบและทำงานเชื่อมโยงกันไม่สามารถแยกออกจากกันได้ ทำให้กิจการต่างๆ ดำเนินกิจกรรมอย่างมีประสิทธิภาพ เพื่อสร้างโอกาสในการพัฒนาผลิตภัณฑ์ใหม่ที่โดดเด่น ยกแก่การลอกเลียนแบบ					



APPENDIX H
Letter to Experts





บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333 ต่อ 3431
 ที่ ศธ.0530.10/ วันที่ 5 ตุลาคม 2559
 เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปพฤกษ์บารมี อุตสาหกรรมาณิชกิจ

ด้วย นายยุทธชัย เกระแก้ว นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชา
 การจัดการการตลาด (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์
 เรื่อง “ความสามารถในการจัดการการตลาดเชิงรุกและความอยู่รอดทางการตลาดของธุรกิจอาหารสำเร็จรูป
 และกึ่งสำเร็จรูปในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้นเพื่อให้
 การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัย
 มหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะ
 เพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา


 (ผู้ช่วยศาสตราจารย์ ดร.นิตินพงษ์ สงครีโรจน์)
 คณบดีคณะการบัญชีและการจัดการ


 (รองศาสตราจารย์ ดร.ปพฤกษ์บารมี อุตสาหกรรมาณิชกิจ)
 6 ต.ค. 2559





บันทึกข้อความ

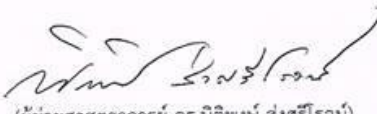
หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333 ต่อ 3431
ที่ ศธ.0530.10/ วันที่ 5 ตุลาคม 2559

- * เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.เกลินี หมื่นไธสง

ด้วย นายยุทธชัย เกระแก้ว นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด (ปร.ด.) คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์เรื่อง "ความสามารถในการจัดการการตลาดเชิงรุกและความอยู่รอดทางการตลาดของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาค้นคว้าตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้นเพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์จากท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไปตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา


(ผู้ช่วยศาสตราจารย์ ดร.นิติพงษ์ สังข์โรจน์)
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- 2017 Doctor of Philosophy (Marketing Management)
Mahasarakham University
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RESEARCH

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