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A CONCEPTUAL FRAMEWORK OF ALTERNATIVE MARKETING STRATEGY AND MARKETING OUTCOMES

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ABSTRACT

Marketing strategy is a guideline or procedure to manage marketing activity that leads to success, enhances business performance, sustains competitive advantage and maintains the business in long-term. Currently, marketing strategy continuously has been changed by technology, globalization and the variety of business environment which the marketing strategy in the past or traditional marketing is not appropriate with the present situation. In addition, many businesses are facing strong competition and rapid change for which the business requires renovation in marketing strategy through new approaches different from a traditional approach, appropriate to a dynamic environment. This paper purposes a conceptual model of alternative marketing strategy and marketing outcomes. There are five dimensions of alternative marketing strategy which are a core construct. These are identified in the model, and comprise spirituality marketing orientation, social business enterprise focus, buyer-seller relationship capability, customer knowledge-provided awareness, and technology-based marketing implementation. Marketing outcomes are the seven constructs in the model that includes: new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance, marketing profitability, executive satisfaction and marketing survival. Within the model clarification are propositions to support the relationships between alternative marketing strategy and marketing outcome. Finally, this paper suggests managerial implications and present guidelines for future empirical research.

INTRODUCTION

Since the 1960s until today, the marketing concept has been developed from product centric (Marketing 1.0), and consumer-centric focus (Marketing 2.0), to value-driven (Marketing 3.0). This era has recognized that the customer is a partner or participator, and not only a target group or general customer. For this reason, the marketer should give importance to the mind, heart and spirit of a customer to reduce customer concern and pay attention to the deeper understanding of the customer (Kotler, Kartajaya & Setiawan, 2010). In addition, business environment has expanded by information technology that links with the business from the globalization, and the growth of information technology to facilitate in the business (Hui-Yao & Chich-Jen, 2012). Similarly, customer expectations, market demand (including current society) are changing, and key factors affect business performance (Seretny & Seretny, 2012). Alternative marketing strategy, as an ability of a firm uses the new ways to manage current situations and offer marketing activity different from traditional marketing or unlike that made in the past. The alternative marketing strategy is defined as the ability of a firm in using new approaches that innovate, impress and surprise target groups by creating good memorization (Simone, 2006).

Additionally, the advantage of alternative marketing strategy has more effect than traditional marketing strategy because it applies new methods to manage the business such as in using social media, viral marketing, guerilla marketing, and events-based marketing to respond to fast change and measure the business performance (Castronovo & Huang, 2012). Therefore, to enhance business performance and to achieve business survival, one needs to understand dynamic change in relationship to the following issue. Firstly, customer demand and lifestyle are changing. Thus, the firm should try to understand the meaning of life in spirituality marketing to create mental values more than directly from the product (Nordin, 2009). Secondly, trends assessed by stakeholders in terms of economy, society and environment are increasing. Thus, the social business enterprise has innovative ways to deal with social problems to balance the mission of organizations and business performance (Barraket et al., 2010). Thirdly, successful marketing is required to develop a long-term relationship between buyer and seller (Vargo & Lusch, 2004a, 2008). This concept is one aspect of alternative marketing strategy constantly to develop the relationships between buyer and seller, constantly to increase customer loyalty and firm's profitability (Rust & Verhoef, 2005). Fourthly, customer knowledge, as a firm's resource can manage novelty by providing useful information to develop customer satisfaction and to be better than competitors. So, customer knowledge is considered an alternative marketing strategy to increase the competitiveness of the business (Garcia-Murillo & Annabi, 2002; Winer, 2001). Lastly, new technology, internet and information technology has been increasing and has a major role in business. It has effects on the marketing context which can lead to successful marketing, and has is positive for business performance (El-Gohary, 2012).

According to the literature, marketing research is often described as an alternative marketing strategy that was unconventional marketing, such as guerrilla marketing for reducing costs operation and increasing the interest of a firm's goods and services (Baltes & Leibing, 2008; Bigat, 2012). Moreover, previous researches have studied a few details of alternative marketing strategy in the changing environment on the context above and did not find the dimension of alternative marketing strategy. These issues identify research gaps in the literature. Hence, the main purpose of this paper is to examine the relationship of alternative marketing strategy and marketing outcomes. Moreover, the specific research objectives of this paper are as follows:

1) To investigate the effects of each dimension of alternative marketing strategy (spirituality marketing orientation, social business enterprise focus, buyer-seller relationship capability, customer knowledge-provided awareness, technology-based marketing implementation) on new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance, and marketing survival,

2) To investigate the relationships among new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance, and marketing profitability and executive satisfaction, and

3) To test the effect of market profitability and executive satisfaction increase on market survival,

Specifically, the research questions of this study are the following:

1) How does each dimension of alternative marketing strategy enhance new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance and marketing survival?

2) How do new product identity, customer responsiveness specificity, superior business competitiveness, and outstanding market acceptance increase market profitability and executive satisfaction?

3) How do market profitability and executive satisfaction increase marketing survival?

This paper is structured as follows; the first part denotes the relevant literature reviews and linkages to propositions that are presented in the conceptual framework. Second, the contribution includes managerial contributions and future research idea. The final part is the conclusion of this paper.

LITERATURE REVIEWS

This conceptual paper shows the relationships among alternative marketing strategy, new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance, marketing profitability, executive satisfaction and marketing survival, which are apparently discussed and inspected. Also, the conceptual component, linkage, and research model are provided in Figure 1.

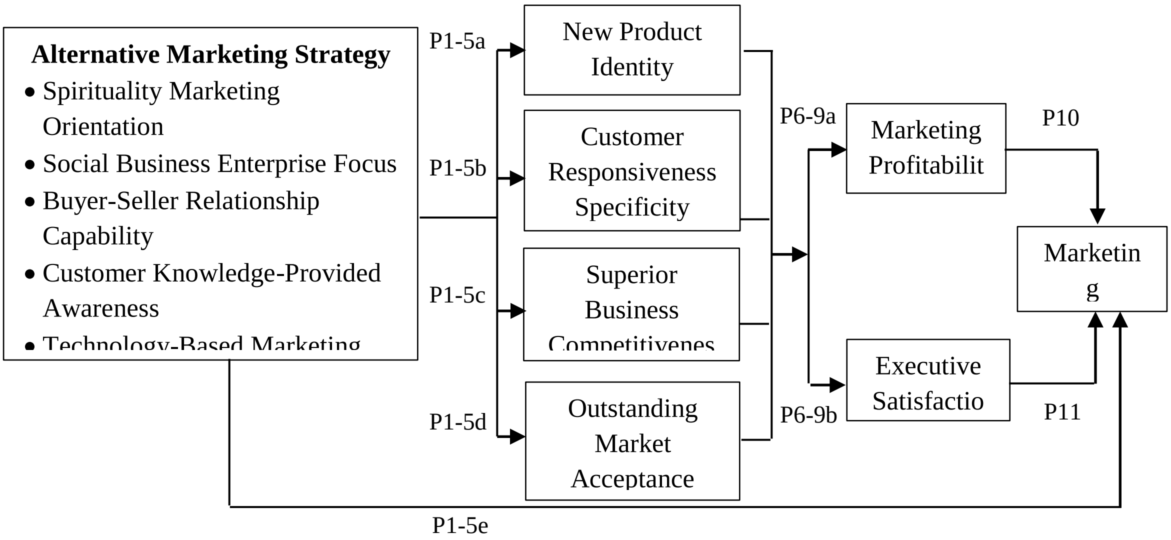

Figure 1: A Conceptual Framework of Alternative Marketing Strategy and Marketing Outcomes

Alternative Marketing Strategy

The major role of marketing strategy is to achieve competitive advantage (Slater & Olson, 2001). So, marketing strategy is very important for business and, which the executive manager should not ignore. Especially, choosing an appropriate marketing strategy is a critical element to achieve firm success. However, successful marketing strategy should understand the changing environment and the context of overall organizational (Shaw, 2012). Alternative marketing strategies in a crisis period emphasized a product reengineering process, emphasis on new customers with environmental concerns, new pricing perception, new features of collaboration, and information management to enhance business survival (Bourletidis & Triantafyllopoulos, 2014).

In addition, alternative marketing focuses on social media or new technology, which is new marketing strategy to maintain market position and create customer loyalty by using social network marketing (Öztamur & Karakadılar, 2014). Alternative marketing strategy has several types; for example, expeditionary marketing, guerrilla marketing, radical marketing, buzz marketing, viral marketing and convergence marketing (Morris, Schindehutte & LaForge, 2002). These strategies can improve business performance, which depends on the ability of a firm to employ strategy consistent with changing business. Therefore, alternative marketing strategy is looking for new ways to develop the operation in business by ongoing products or services and innovation processes; and adapt to the changing business environment.

Based on the prior literature review, this paper defines alternative marketing strategy as the marketing techniques outside of a conventional approach which develop products, processes, manages customer concerns, collaborate and communicate management (Hutter & Hoffmann, 2011; Bourletidis & Triantafyllopoulos, 2014). For the advantage of alternative marketing, the firms can set new ways, consistent with changing environmental to achieve the business objective. According to Morris, Schindehutte & LaForge (2002) the perspective on the emerging nature of marketing has new ways for application in business and associate with the characteristics in each alternative marketing approach, as show in Table 1.

Furthermore, this conceptual framework delivers five dimensions of alternative marketing strategy which includes: spirituality marketing orientation, social business enterprise focus, buyer-seller relationship capability, customer knowledge-provided awareness, and technology-based marketing implementation which are related to product, customer, competitor, and market.

Table 1
SUMMARY OF ALTERNATIVE MARKETING APPROACH

APPROACH	CHARACTERISTIC
Expeditionary Marketing	First-mover entry to the market, searching for new product continuity and focus on leader rather than follower
Guerrilla Marketing	Low cost management, concentrate on effective communication, focus on collaboration and networking system
Radical Marketing	Support to the marketing activities, understanding customers, maintain the quality of product, using information from market research and close relation with customers, both mental and physical
Buzz Marketing	Information diffusion through individual network for creating interest and infatuation with customer
Viral Marketing	Sending message through emails, online and offline advertisement
Convergence Marketing	Integration technologies or combination of marketing channel and creating new chance for the consumer

Spirituality Marketing Orientation

Spirituality marketing orientation refers to creating mental values and a good feeling, linking the meaning of products or services to keep in minds of all stakeholders through moral, ethic, social and environmental to enhance positive effective perception and loyalty (Kale, 2006). Spirituality has become the popular issue for researchers and business enterprise (Duchon & Plowman, 2005; Karakas, 2010). Spirituality is the nature of each person which connects to something such as sacred, holy, a higher power, cause, self-awareness and server to the people of the world (Wiggles worth, 2004). In terms of business, spirituality is an ability of a firm which connects the meaning of moral value and virtues in business activity (Fry & Matherly, 2006). According to Ashmos & Duchon (2000) state that spirituality is a major revolution to deal with meaning, an objective, and a sense of community.

Generally, spirituality is related to the management field which gives emphasis to workplace spirituality because of the occurrence of business scandals, downsizing, and trying to improve the business (Aravamudhan, 2007). Spirituality can divide into four components that are: existential thinking which is the ability to think of philosophies of existence, personal meaning and goals is the ability to create goals for life, transcendence awareness is ability to recognize, and self-excellence and conscious state expansion is a feeling, sense and unity (King, 2008).

However, the context of marketing found that four elements of spirituality have an effect on marketing performance. Thus, the firm should focus on spiritual marketing orientation to improvethe marketing activity and to achieve marketing performance (Rezaei & Kazemi, 2011). Prior study, found that the spirituality has influenced on business performance related to increased efficiency (Conlin, 1999), profitability (Quatro, 2002), competitive advantage (Driscoll and Wiebe, 2007), and customer service (Pandey et al., 2009). Hence, the first of proposition is as follows:

P1: Spirituality marketing orientation will have a positive influence on a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, d) outstanding market acceptance and e) marketing survival.

Social Business Enterprise Focus

Social business enterprise focus refers to the activity of a firm to serve society and improve the quality of life of poor people, and for the local community to have more well-being (Kerlin, 2006). Social business is a new form of business which relates to supervising the poor and the under-privileged to the economic opportunities by combining objectives about profit-making and non-benefit (Rahman & Hussain, 2012).

Today, the social problems are more important for business. Many firms are looking for a new approach to fulfill in their firm (Miles, Verreynne & Luke, 2013). The social issues have many cases such as the poor, housing, food, renewable energy, and helping others (Yunus, 2007). However, the key purpose of social business can be divided into three types, which are: 1) interests of the beneficiary, first and most important that generates value for their donors, and external stakeholders, 2) focusing on economic, social, and environmental sustainability, and 3) creating value for beneficiaries, donors and other stakeholders as long-term process (Vazquez, Alvarez & Santos, 2002; Zhou, Chao & Huang, 2009).

Besides, social business relates to proactively taking risks to create product innovation, processes, strategy, or business direction to be more efficiently and effectively (Miles et al., 2013). Social business can be a response to new and specific needs, in complex surroundings with an increasing pressure related to scarcity of resources (Linzalone & Lerro, 2014). Social business seems to be corporate social responsibility about responsibility to use resources to improve societal circumstances (Prieto, Phipps & Addae, 2014). Therefore, social business can improve corporate reputation through creating benefit to community and society; and, it may increase customer goodwill towards the firm (McGuire, Sundgren & Schneeweis, 1988).

Moreover, the firm should focus on balancing the maximum profits and being socially responsible to achieve profitability. Social responsibility can lead to superior performance. Thus, social business enterprise focus tends to gain marketing outcomes and marketing survival. Hence, the hypothesis is proposed as follows:

P2: Social business enterprise focus will have a positive influence on a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, d) outstanding *market acceptance and e) marketing survival.*

Buyer-Seller Relationship Capability

Buyer-seller relationship capability is developing and maintaining the relationships in the process of buying and selling products or services between a partner and the firm in order to increase familiarity and provide relationship satisfaction (Clark, 1989). Developing long-term buyer-seller relationships are important for business, which increases sustainable competitive advantage (Dyer & Singh, 1998). The buyer–seller relationships holds that important strategy helps business success (Laing & Lian, 2005). Relationship marketing has interest to buyer-supplier relationships to increase relationship satisfaction (Abdul-Muhmin, 2005; Ramaseshan et al., 2006; Rodriguez et. al, 2006).

Effective buyer-seller relationships help to manage uncertainty and dependence, lower total costs, create product development and use marketing orientation through knowledge and customer needs (Cannon & Perreault 1999). Firms that create relationships with suppliers and proactively emphasize work can provide better service to customers and perform at higher levels than those that do not (Hsu, 2008). Buyer-supplier relationships can reduce uncertainties in the business process. Using this approach has an effect on superior performance (Patterson, Forker & Hanna, 1999).

Moreover, Larson (1994) found that the firm use of long-term buyer-supplier relationships helps achieve a competitive advantage. Hunt (2000) states that buyer-supplier relationships have a positive impact on profitability and customer loyalty. Reputation is a resources of the firm which is one of the results of developing buyer-seller relationships (Davies & Prince, 2005). The long-term relationships are important to improve the financial performance of firm (Han, 1993). The buyer-seller relationship is a key factor of the firm to increase sales growth and profitability (Kalwani & Narayandas, 1995). Besides, the long-term relationship of the buyer-seller can lead the firm to sustainable competitive advantage (Ganesan, 1994).

Based on the literature review, the buyer-seller relationship is more likely to develop firms to achieve their marketing outcomes. Thus, the proposition is elaborated as follows:

P3: Buyer-seller relationship capability will have a positive influence on a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, d) outstanding market acceptance and e) marketing survival.

Customer Knowledge-Provided Awareness

Customer knowledge-provided awareness is the extent to which the ability of the firm to explain or provide the important or necessary information involves products or service to enhance the understanding of the customer (Gebert et al., 2003). For this reason, the marketing concept is changing from the product-centric to become customer-centric, which gives more importance to the customer (Chen & Su, 2006). So, the customer is considered as one key factor to develop the ability of a firm to be customer-centric.

Moreover, knowledge for the customer is essential in marketing processes to increase customer knowledge and bring about knowledge of products, markets and suppliers (Garcia-Murillo & Annabi, 2002). Customer knowledge can be divided into three types as follows: first, knowledge for customers gives knowledge to customers to respond to their need of products, services and other important items; second, knowledge about customers is understanding customer needs and motivations; and third, knowledge from customers is knowledge obtained from interactions with customers regarding products, markets and suppliers (Gebert et al., 2003). However, this paper focuses on knowledge for customer.

Customer knowledge-provided is important to new product development in unstable environments, which firms are required to communicate as to the benefits of a new product to customers and reduce perceived risks and uncertainties arising from change (Foxall, 1995; Beard & Easingwood, 1996; Dholakia, 2001). Moreover, the researchers found that customer knowledge-provided has effect on new product in uncertain environments, and involve customer satisfaction at the early stage of product development (Rosen, Schroeder & Purinton, 1998). Athaide, Meyers & Wilemon (1996) suggest that the improvement of customer relationships by educating customers through pre-introducing new products to them, trains customers to rise the good relationship between firm and customer.

Thus, customer knowledge management is an important capability that can create a competitive advantage of business in keeping the long-term relationship between the firm and its customers (Morgan & Hunt, 1994). When the firm uses a customer knowledge process, it will increase a firm's capability concerning identifying customer needs and valuable market segments (Jayachandran, Hewett & Kaufman, 2004). Customer knowledge is a resource of the firm and the key for improving business competition and financial performance (Yi & Wang, 2005). According to Chadam & Pastuszak (2005), it was found that knowledge management has a positive relationship with financial results such as in sales, market share, and profitability. Hereby, customer knowledge-provided awareness is more likely to support firms to achieve new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance and marketing survival. Thus, the propositions are assigned as follows:

P4: Customer knowledge-provided awareness will have a positive influence on a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, d) outstanding market acceptance and e) marketing survival.

Technology-Based Marketing Implementation

Technology-based marketing implementation in this research refers to the integration of modern technology and new communication for use in marketing activity and convenience to customers and the business (Trainor et al., 2011). The internet and computer networks help to more easily send and receive messages and from to the customers Moreover, technology helps customers participate in the process of creating products or services including sharing opinions about a product or service for the improvement of the business (Rust, 1997). Therefore, new technology supports business performance related to the information process (Jayachandran et al., 2005).

In addition, modern technology helps the firm develop products or services in high volumes but at low cost (Gilmore & Pine, 1997). Implementing new technology in business improves information and knowledge about markets, customers, and competitors, to which the firms can offer new choices or better services to respond to customer needs. Especially, the ability to use the internet and other technologies to facilitate communication with customers shows that communication is one resource of the firm (Trainor, et, al., 2011).

Indeed, technological advances enhance the connection with customers better than ever before (Coviello, Milley & Marcolin, 2001). Therefore, technology-based marketing supports the development of products, services, and production processes (Song et al., 2005). Wu, Mahajan & Balasubramanian (2003) mention that technology implementation in business has a positive influence on business performance, including customer satisfaction, sales performance and relationship development. The influence of technology-based marketing has an effect on customer relationship performance and sales growth (Rapp, Schillewaert & Hao, 2008).

The linkage of literature reviews are drawn by the relationship between technology-based marketing implementation on new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance and marketing survival. Hence, the proposition is proposed as follows:

P5: Technology-based marketing will have a positive influence on a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, d) outstanding market acceptance and e) marketing survival.

New Product Identity

New product identity refers to developing products or services to create novelty, uniqueness, high value, and high quality, which are difficult to imitate (Dirisu, Iyiola & Ibidunni, 2013). Identity is procurement from some groups in society which relate to the expectation from the firms and their products (Jensen, 2010). Thus, the firms try to offer new products and unique features to struggle with competitors in the marketplace (Tholke, Hultink & Robben, 2001). The uniqueness or identities of products or services helps firms to differentiate a product, and new products which are superior over competitors (Zhou & Nakamoto, 2007).

Carperter, Glazer & Nakamoto (1994) suggest that unique attributes are important for business because consumers prefer novelty which is in keeping with their attitude. Product identity can stimulate attention toward a new product in current situations, because customers have more product information (Kardes & Kalyanaram, 1992). Therefore, product identity will increase the power of the decision-making of customers (Carpenter, Glazer & Nakamoto, 1994). Product identity is one part of the decision-making process of a customer who perceives the uniqueness and differentiation of product different from other products in the same group (Tian, Bearden & Hunter, 2001). The successful product is come from product differentiation, high quality, new packaging, and design and style that differ from product general in market (Morgan, Kaleka & Katsikeas, 2004).

The key success factor of new products is offering differentiated products to customers, which have unique benefits and superior value (Cooper, 1979). Product superiority is important to enhance business success (De Brentani & Ragot, 1996). Moreover, product innovation can help the firms develop new products, respond to customers' needs, and deliver valuable products in uncertain environments (Kim & Mauborgne, 1997; Ngo & O'Cass, 2009). The ability of firms involved in the redesign of products and product differentiation achieves firm profitability (Khanna, 2001; Ambec & Lanoie, 2008).

However, based on the literature review, new product identity might be obtained from developing product continuity in which the firm can create product differentiation that cannot imitate. When the level of a new product identity is in a high position, the more likely there will be a positive influence on marketing profitability and executive satisfaction. Therefore, the proposition is posited as follows:

P6: New product identity will have a positive influence on a) marketing profitability and b) executive satisfaction.

Customer Responsiveness Specificity

Customer responsiveness specificity refers to the ability of a firm to respond to the perception that exceeds expectations of customers involving launching new products at the right time, dealing with requirements from customers, and developing products to meet specific needs (Jayachandran, Hewett & Kaufman, 2004). Since the 1980s, customer needs have been developed continuously by requiring the firm to monitor and respond effectively and quickly to changes in customer needs to achieve a sustainable competitive advantage (Day, 1994).

Customer responsiveness is the reaction of a firm to respond to the customer needs through effective and fast actions to meet environmental changes (Chen & MacMillan, 1992; Mullins & Walker, 1996). However, customer responsiveness can be divided into two categories: first, customer response expertise is defined as responses of a firm that efficiently meets customer specificity; second, customer response is speedy responses to customer needs (Jayachandran, Hewett & Kaufman, 2004). The fact that customer response expertise is relates to customer satisfaction and business performance (Anderson, Fornell & Lehmann, 1994). Meanwhile, customer response speed can improve the performance of an organization because quick response to customer needs may provide superior business competitiveness (Kerin, et al., 1992). According to Sorensen (2009) states that customer orientation that including customer responsiveness that has a positive effect on performance.

However, customer responsiveness specificity can be obtained from the customer response continuously of the firm that provides a higher level of satisfaction or exceeds expectation, which leads to marketing profitability and executive satisfaction. Therefore, the proposition is posited as follows:

P7: Customer responsiveness specificity will have a positive influence on a) marketing profitability and b) executive satisfaction.

Superior Business Competitiveness

Superior business competitiveness is defined as the ability of a firm to generate business practice high value better than the rivals. It involves a network of business, product quality, outstanding event marketing, and firm awards (Porter, 1996). Competitiveness can be separated into three types, including competitive performance, competitive potential, and management process (Buckley, Pass & Prescott, 1991).

Competitiveness is a product that can struggle in the market place in the scope of prices and quality of products and services (Samuelson & Nordhaus, 2001). Thus, the products or services of a firm should be better than competitors for continued survival in the marketplace. Competitiveness has several dimensions depending on competition, time and the context of the business (Ambastha & Momaya, 2004). Dynamic environment has an influence on competitiveness because it helps open an opportunity in the new economy. However, competitiveness is a firm's ability to attract and maintain which activity increases the prospects for achieving a competitive advantage (Porter, 1990).

Albaum and Tse (2001) indicated that the competitive advantage of a firm related to business performance from two strategic components: competitive advantages in product strategy, and positioning strategy that has a significant effect on market share. Moreover, business competitiveness has an effect on market share, profit, and growth in adding value, and maintains in the competition long-term (Ramasamy, 1995).

The linkages of literature reviews are drawn by the relationship between superior business competitiveness on marketing profitability and executive satisfaction. Hence, the proposition is proposed as follows:

P8: Superior business competitiveness will have a positive influence on a) marketing profitability and b) executive satisfaction.

Outstanding Market Acceptance

Outstanding market acceptance refers to the well-known firm regarding its fabrication of new products, and has variety of products that are for customer needs and business change (Soni, 2007). Acceptance refers to consumer preference for the products and images leading to a customer who is related to the set of alternatives (Spreng, MacKenZie & Olshavsky, 1996).

Acceptance is defined as the reaction of the consumers in order to respond to product or brand image and price, including purchase interest, which will lead to repeat purchasing and loyalty (Salamoura, 2005). Product or brand acceptance is product or brand loyalty, and the customer needs to repeat their purchasing (Uncles, Dowling and Hammond, 2003).

Market acceptance depends on products of quality, services, the firm's reputation and the customer's perception about the capability of the firms (Brodie, Whittome & Brush, 2009). The product is matched with market needs and is accepted in the target market to be a quality product (Suomala & Jokioinen, 2003).

Therefore, outstanding market acceptance can be obtained from market acceptance, due to the perception of customer or others who perceive the ability of a firm, which leads to marketing profitability and executive satisfaction. Hence, the proposition is posited as follows:

P9: Outstanding market acceptance will have a positive influence on a) marketing profitability and b) executive satisfaction.

Marketing Profitability

Marketing profitability refers to the result of the operation of a firm regarding increasing existing and new customers, sales growth, and market share when comparing with previous years (Hooley & Greenley, 2005). Profitability is an indicator of output depending on the relationship between the ratio of prices per unit of input and output, which is a condition of the market (Bucklin, 1978). Marketing profitability measurement has several approaches; for example, comparing the number of customers, sales volumes, segments, and product positions such as brands, product-groups, and product variety (Selnes, 1992). Previous studies found the relationships between market share and marketing profitability which are obtained from repeat purchasing and low power to bargain on price (Buzzell, Gale & Sultan, 1975).

Therefore, marketing profitability can be obtained from marketing performance, due to the results of a firm which leads to marketing survival. Hence, the proposition is posited as follows:

P10: Marketing profitability will have a positive influence on marketing survival.

Executive Satisfaction

Executive satisfaction refers to the confidence of an executive relates to better business performance both in the past and present (Mbachu, 2006; Forsythe, 2007). Satisfaction is an emotional response associated with a sense of the extent to which needs, desires, and expectations, (including specific products or services) have been received (Smith, Schüssler-Fiorenza & Rockwood, 2006). Moreover, the concept of satisfaction is a comparison between pre-expectations and post-perceptions (Mbachu, 2006; Forsythe, 2007).

Likewise, an executive is who can affect achievement of the firm's objectives (Freeman, 1984). Thus, executive satisfaction is the expectation of executive regarding actual performance which compared to marketing performance in the past.

Therefore, executive satisfaction can be obtained from business satisfaction that associate with the expectation of executives and the assessment the business performance in the past. When the executive satisfaction is at a high level, it leads to marketing survival. Hence, the proposition is posited as follows:

P11: Executive satisfaction will have a positive influence on marketing survival.

Marketing Survival

Marketing survival is the extent to which the firm continues in the marketplace, and has a high performance more than previous years (Christensen, Suarez & Utterback, 1998). Business survival has long been accepted as an important indicator of business performance (Barnard, 1947). However, business survival should consider business dissolution which is an indication of business failure (Ravenscraft and Scherer, 1987).

CONTRIBUTIONS

This paper presents contributions and implications to the researcher, marketing managers, and top managers for application of alternative marketing strategy in the business. Alternative marketing strategy is a new challenge to business which regards marketing activity as the concepts of virtue, social issues, relationship marketing, education customers and technology integration through new ways of marketing to fulfill the gaps of traditional marketing strategy in the past. Consequently, alternative marketing strategy is one new option for current business increase the opportunity of success in a volatile competitive environment. That business should adopt new approaches to make a difference and novelty for the business.

For future research ideas, the researcher should examine and verify to business phenomenon by testing a hypothesis with empirical research. This paper suggests that food business for two reasons: firstly, food is one thing that people cannot stop buying which they may switch their preferences. As a result, the firms need to adjust marketing strategy for meeting new consumer preferences (Ourania & Aspasia, 2015). Secondly, innovation and offering new food products are effective ways to gain competitive advantage in the food business (Rudder, Ainsworth & Holgate, 2001).

Consequently, both reasons are important challenges for deploying the alternative marketing strategy in changing situation to gain business survival. Meanwhile, the food business in Thailand is a proper population to observe in empirical research by using suitable statistics, such as regression analysis or structural equation modeling for hypotheses testing.

CONCLUSION

In the current, business face on dynamic environment change. So, the marketing managers search for the new ways to manage business for enhancing a competitive advantage. In previous study, alternative marketing is the technique which reduces cost operation and increases a customer preference. In this paper, the researcher is intended to provide and obvious understanding of the relationship between alternative marketing strategy and marketing outcomes. Moreover, this paper is focuses on five dimensions of alternative marketing strategy, namely, spirituality marketing orientation, social business enterprise focus, buyer-seller relationship capability, customer knowledge-provided awareness, and technology-based marketing implementation. Additionally, this paper proposes alternative marketing strategy and its consequences which will positively influence marketing survival.

However, previous study does not clearly focus on dimensions of alternative marketing strategy of which this paper presents a wide aspect of alternative marketing strategy influence on marketing outcomes. Likewise, the researcher may appropriately add the antecedents, moderating variables and control variables within the research model. One hopes that this paper will stimulate interest about the marketing research field which is appropriate for dynamic change.

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MARKETING FLEXIBILITY ORIENTATION AND MARKETING PERFORMANCE: THE CONCEPTUAL FRAMEWORK

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ABSTRACT

Nowadays, several industries are faced extreme pressures that relate to globalization progress, fast changing technology, as well as customers' needs and behavior changing. In terms of marketing practice, managers are facing with challenge for responding to environmental change. Therefore, marketing flexibility orientation is the key significant strategy for a firm that will lead in responding to the satisfaction of a customer, have success in firm survival, achieve in competitive advantage, and accomplish superior performance under environmental change. This paper aims to explore and the relationships between marketing flexibility orientation and marketing performance. In addition, this paper proposes a conceptual model of marketing flexibility orientation, which comprise of five newly dimensions include, marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information exchange, and stakeholder learning competency, based on the dynamic capability and contingency theories. Moreover, a discussion of the theoretical and managerial contributions and future research direction are included.

INTRODUCTION

Due to rapidly changing technology, globalization progress, customers' needs and changing demands, business environment, and extreme competition, various business sectors have faced strong pressures (Shih &Jue, 2006). Consequently, firms face ever more complexity and increased in their competition fields. As such, managers are facing challenges in responding to both internal and external change (Combe, 2012). One of the most significant drivers for current management practice is the need to better understand flexibility.

The literature indicates that the flexibility topic is growing in many business disciplines as emphasized in large articles published on the topic (Combe, 2012). Both theoretical and technological growth has increased the essential of flexibility for customer satisfaction, competitive advantage and performance (Gurau, 2009). Likewise, strategic flexibility refers to abilities that facilitate firms to respond or lead to change that respond tothe changing of the environment (Evans, 1991; Sanchez, 1995; Grewal &Tansuhaj, 2001). In addition, strategic flexibility can also lead to change when in current operation,and fast-moving, hyper-competitive markets (Evans, 1991; Johnson et al., 2003).

However, in terms of marketing practice, managers are confronting challenges when leading and responding to environmental change. Furthermore, the need and behavior of consumers are unpredictable. In addition, there are frequently high and contrasting customer value systems and lifestyles (Firat, Dholakia&Venkatesh, 1993). Consequently, flexibility is vital to deal with such the consumer behavior changes (Combe, 2012). Marketing flexibility orientation is one of several strategic terms that have the capability to deal with pressures for change and the result of a former problem (Grewal &Tansuhaj, 2001). Apparently, the topic of marketing flexibility is relevant to flexibility assumptions in different strategy paradigms, including the internal environment, external environment; andare balanced with both the internal and external environment (Combe, 2012). Various factors that are important to marketing flexibility orientation include marketing alliance focus (Fisch&Zschoche, 2011); improvement and generating skills, knowledge, and learning of both employees and other stakeholders (Berings et al., 2005); establishment of new product development; improvement of technology and innovation (Matthyssens et al., 2005); firm resource allocation; and customer needs understanding. In addition, flexibility needs high technology settings for the reason that managers face relatively distinctive challenges to cope with continuous dynamic change all along (Evans, 1991). Likewise, some researchers have focused on the necessity of unique resources for creating and defending positions, innovation, and leadership (Hooley &Greenley, 2005; Menguc, Auh& Shih, 2007; Teece, 2007; Theoharakis& Hooley, 2008). Therefore, marketing flexibility orientation is the key significant strategy for a firm that will lead in responding to the satisfaction of a customer, have success in firm survival, achieve in competitive advantage, and accomplish superior performance under environmental change (Taussig, 2013).

To clearly understand it, this research focuses on marketing flexibility orientation with five new dimensions, including, marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information exchange, and stakeholder learning competency, based on the dynamic capability and contingency theories. These new dimensions of marketing flexibility orientation are predicted to effect to marketing performance through the relationships of marketing innovation, marketing excellence, marketing effectiveness, and marketing satisfaction. Therefore, the main research question in this paper is, "How is marketing flexibility orientation associated with firm marketing performance?" Likewise, the main research objective aims to explore the relationships between marketing flexibility orientation and marketing performance.

The next section reviews the previous research and the related literature on marketing flexibility orientation, describes the theoretical framework to explain the conceptual model and the relationships among the different variables, as well as develops the related propositions. Furthermore, the conclusion, theoretical and managerial contributions, and future research direction will be discussed.

LITERATURE REVIEWS

This paper aims to integrate several theoretical perspectives that support how marketing flexibility orientation affects marketing performance. Two theories that are employed for supporting this research are the dynamic capability theory and the contingency theory. First, dynamic capabilities are introduced by Teece, Pisano &Schuen (1997).The concept of dynamic capability is defined as the ability of a firm to integrate, build, and reconfigure internal and external competencies in order to deal with the quick change of environments (Teece, Pisano &Schuen, 1997). Dynamic capability theory can explain a behavior of a firms focus to reconfigure, integrate, recreate and renew its capabilities and resources and, most essentially, reconstruct and upgrade its core capabilities for responding to the changing of environments to attain the sustainability of competitive advantage (Wang & Ahmed, 2007).

On the other hand, according to the contingency theory, the context of organizational structure function is simultaneously determined by a variety of factors that include endogenous and exogenous factors such as business strategy, environmental uncertainty, stakeholders, and competitors (Anderson & Young, 1997; Liu & Pan, 2007). Typically, there is no one best way to deal with an organization (Galbraith, 1973). However, the contingency theory proposes that the effectiveness of firm is based on capability of firm to adapt to the internal and external environments (Lawrence &Lorsch, 1967).

In summary, the two theories which are employed for this research include the dynamic capability theory and the contingency theory, which are integrated to describe the phenomena. These relationships are presented in Figure 1.

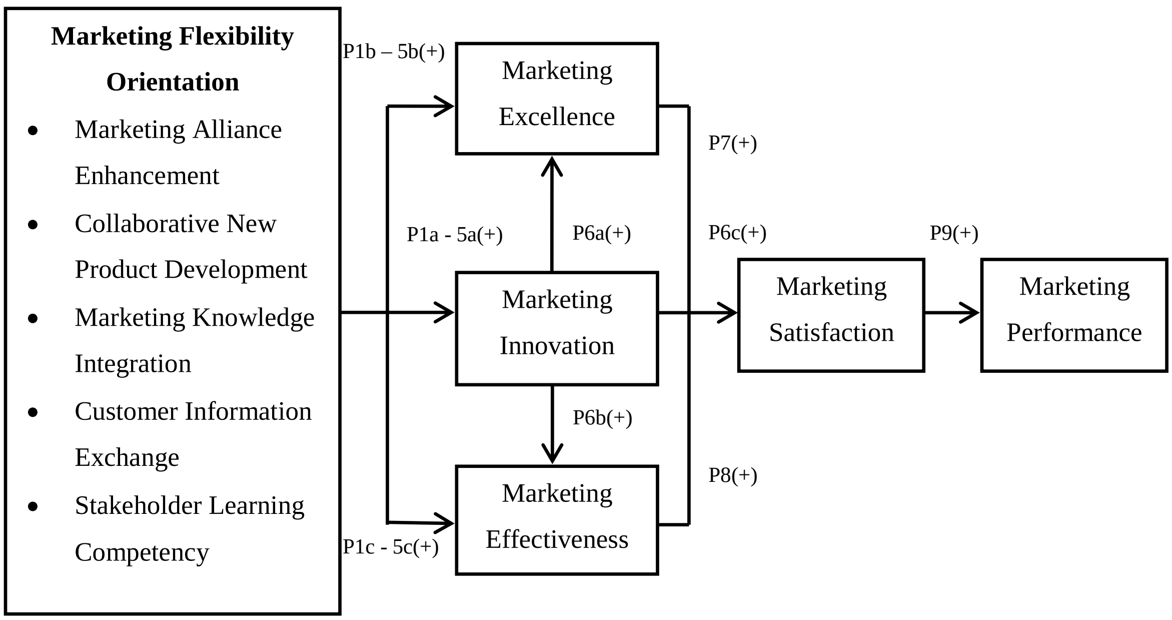

Figure 1A Conceptual Model of Marketing Flexibility Orientation and Marketing Performance

Marketing Flexibility Orientation

Flexibility has been broadly accepted as a main factor to respond to environmental change, which provides contribution to achievement and survival of organizations when they face marketing competition (Li, Su & Liu, 2010). Flexibility can be linked to several functional areas such as operations, management-maintaining excess capacity, flexible manufacturing equipment processes, managementhaving a decentralized decision-making system, strategic management-strategic flexibility, overcoming inertia, marketing-participation in multiple product markets, finance-having emergency borrowing and stock-issuing power, and HRM-labor flexibility (Aaker&Mascarenhas, 1984). In addition, flexibility is defined in diverse literature and in specific ways (Rubin & Martin, 1994). Gupta &Goyal (1989) refer to flexibility as the ability to deal with environmental uncertainty. Whereas, Bahrami (1992) refers to flexibility as the ability to constantly respond to both anticipated and unanticipated change, and to modify to the changing consequences that are unexpected. This ability of firms responds to the changing of the environment in current markets that are hypercompetitive and fast-moving (Grewal &Tansuhaj,

2001). Likewise, Buckley &Casson (1998) indicate that flexibility also enhances the ability of an organization to rearrange resources quickly in response to change.

The strategic flexibility notion is probably borderingon an everyday understanding of flexibility. It is the ability to do something other than that which had been originally intended (Evans, 1991). Consequently, there are two ways for strategic flexibility conceptualizing; namely, the variation and diversity of strategies andthe degree in which companies can fast shift from one strategy to another (Slack, 1983;Nadkarni& Narayanan, 2004).

Strategic flexibility facilitates a firm to predict the needs of consumers and achieve proactively, whichis an outcome of developing additional innovative and creative products, for both domestic and international markets (Matthyssens, Pauwels&Vandenbempt, 2005). Although strategic flexibility is currently of interest in the marketing literature on is topic, it also has historically presented few studies in marketing flexibility issues (Combe, 2012).

In terms of marketing, marketing flexibility orientation is one of several strategy terms that has the capability to deal with pressures for change and the result of a prior crisis (Grewal &Tansuhaj, 2001). Marketing flexibility orientation refers to the ability of the firm to adapt, learn, and obtain benefit from marketing environmental change in order to achieve advantage and superior performance. Using flexibility orientation to better meet inter-organizational and intra-organizational requirements may allow the firm to develop a competitive advantage that has an effect on improving marketing performance. Therefore, flexibility, regarding capabilities to recognize changes in the environment, rapidly creates new ways to respond to those changes (Katsuhiko &Hitt, 2004). Likewise, Taussig (2013) indicates that marketing flexibility is the key strategy that will lead to responding to the satisfaction of customers, success in firm survival, achieving competitive advantage, and accomplishing superior performance under environmental change.

However, this research adapts the marketing flexibility concept from Gurau (2009), which provides the flexibility of a marketing systems model. According to Gurau (2009), the flexibility of the marketing systems model represents the main feature of participative marketing systems that link to three elements, including flexibility of participation, flexibility of interaction, and flexibility of implementation. In addition marketing flexibility allows interaction with employees, customers, and other stakeholders within specifics determined by a company's skills, resources and profitability objectives. Therefore, this research attempts to provide more detail as discussed on the five dimensions of marketing flexibility orientation and its consequences. As such, marketing flexibility orientation has five dimensional components that are indicated to assess how marketing flexibility orientation creates marketing outcomes and marketing performance; namely, marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information exchange, and stakeholder learning competency.

Marketing Alliance Enhancement

Lavie, Lechner& Singh (2007) mention that an alliance is a voluntary arrangement among independent firms or partners that exchange and share resources for joining and developing the technologies. Marketing alliance has relevance to the ability of firms to generate higher returns from marketing alliances over time (Swaminathan& Moorman, 2009). In accordance with Day &Nedungadi (1994), marketing ability entails complex and rich marketing knowledge and skills that will enable an alliance partner's strategy to coordinate resources of marketing and the overall improvement performance of the alliance. In this paper, marketing alliance enhancement is defined as an ability of a firm to emphasize its own ability to coordinate operations among other firms or partners that exchange, join, and share resources; market information, technologies development, and generate new ways of firm improvement in order to respond to environmental change and generate marketing effectiveness (Rosenkopf et al., 2001;Lavie, Lechner& Singh, 2007).

In addition, Kogut (1988) states that strategic alliance is a way for managers to learn managerial capacities and skills. In particular, it can become involved in information exchange, the design and guarantee of new products, negotiation and evaluation of proposals, and monitoring of partner agreements with marketing alliance decisions (Farrell &Saloner, 1988). Therefore, the role of marketing alliance strategies is mechanisms for managerial organizational learning. Likewise, there are several aspects that relate to the role and benefit of alliance strategy; for example, strategic alliances involved in cooperative arrangements, flows and linkages with resources utilization, and governance organizations structures for the mutual achievement of organizational objectives linked to the company mission of each sponsoring firm (Parkhe, 1991). In addition, Rosenkopf et al., (2001) mention that the potential benefits available to partners in alliances include access to technical market information, networking, investment opportunities, R&D, engineering, marketing resources, and the evolution of industry standards. Likewise, an alliance is related to managerial experiences of their competency in generating new growth opportunities (Kor, 2003), adaptation to change, access to technical and market information, and gaining insights into the skills and technological innovations of other partners (Cavazos &Varadarajan, 2012). As such, a marketing alliance enables a firm to establish superior performance (Lavie, Lechner& Singh, 2007).

Also, recent studies recognize the potential collaborations from diverse resources and argue that collaborating with diverse partners provides opportunities for gaining new information that contributes to innovation (Wuyts, Dutta &Stremersch 2004; Swaminathan& Moorman 2009). As such, marketing alliance enhancement benefits a firm in learning to develop structures and systems that are more adaptable and responsive to environmental change (Dodgson, 1993). These notions lead to posit the following proposition.

P1: Marketing alliance enhancement has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.

Collaborative New Product Development

Prior study on the issue of new product development has identified new product development as a core capability, and has a significant effect on the overall performance of the firm (Reid & Brady, 2012). Furthermore, the importance of driving-market activity attempts to encounter customer needs but also searches for new products for responding to customer demand (Beverland, Eving&Matanda, 2006).

New product development is a significant activity, depending on the orientation and innovativeness that impacts on customer value creation (Baker &Sinkula, 1999). It is mentioned as a source of competitive advantage (Li, Liu & Zhao, 2006). In addition, new product development also has more benefits to a firm, such as knowledge competence of cross-functions in problem-solving. Moreover, firms that concentrate on strategic orientation of new product development can also achieve effective new product development and reduce the risk of innovation from rapidly-changing market environments (Li, Liu & Zhao, 2006). Thus, the firms that establish and introduce new products or services shows that these firms have a concern for the response to customers and are more likely to gain performance.

Actually, a firm not only accomplishes business strategy, but also intends to cooperate with activities in each firm unit in order to meet the concept of collaboration. Collaboration is the ability to cooperate and be willing to collaborate with the others, which are factors that affect improving managerial performance (Fyall, 2012). Each firm establishes a connection with other firms via the collaboration of operation, and connects the relationships which are important factors that provide relationships toward networking, with each other. As such, a firm will acquire numerous resources and capabilities which share main activities with other partners (Tanpinyoputtikhun&Ussahawanitchakit, 2009). Specifically, collaboration encourages the development of individual, interdependent dynamic goals, and can exchange ideas for the problem-solving of organizations in order to create or increase their work efficiently and effectively.

Therefore, collaboration for new product development is defined as the ability of a firm to promote corporate policy and be willing to collaborate with both organizational members and partners to create a new idea, product, or service in order to achieve marketing performance (Nakata &Sivakuma, 1996;Fyall, 2012). Likewise, collaboration for new product development helps to save the cost and time of gathering and transferring of research and development, marketing activities, and production process (Kim et al., 2010). In particular, this process regularly involves the tasks of information processing; namely, new product idea generation, business attractiveness analysis, and market testing that involve customer offerings, which are, in turn, regarded as the important factors for new product innovation. Hence, the proposition is proposed as follows:

P2: Collaborative new product development has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.

Marketing Knowledge Integration

Srivastava, Shervani& Fahey (1999) suggest that the concept of marketing knowledge is regarding fundamental marketing tasks, and incorporates market information that create customer value. Furthermore, marketing knowledge also can be defined as the process outcomes which stem from internal and external sources. Similarly, Ogrean, Herciu&Belascu (2009) suggest that a marketing knowledge set regardsthe understanding of the how the organization fits into the business environment, which includes the firm’s strategies and products, and the organizational resources to track market opportunities. Thus, marketing knowledge has been intellectualized as important material of marketing (Moorman & Miner, 1998).

Likewise, Brockman &Mogan (2003) define knowledge integration as the incorporating of new information processes into an existing knowledge body. In addition, some scholars focus on acquiring manufacturing-specific knowledge such as technological or industrial organizational know-how (Lam, 1997; Bresman, Birkinshaw& Nobel, 1999). Nevertheless, Casillas et al., (2009) propose that the generating of a knowledge model comprises several stages; it includes existing knowledge, new knowledge acquisition, knowledge integration, action and feedback. As such, this process is considered as knowledge sources which can help a firm to bring about firm performance. Therefore, in this research, marketing knowledge integration is defined as the firm’s ability to acquire marketing knowledge diversity, share marketing information, and exchange marketing ideas with all member organizations for enhancing skills and generating superior firm performance (Hanvanich, Droge&Calanetone, 2003; Fang &Zuo, 2009).

In environmental change, marketing knowledge integration can help to fulfill a better understanding of marketing processes, increasing the quality of employee competency, quickly meet market demand, be ready to respond to environmental change, and enhance firm advantage and survival (Nonaka& Toyama, 2000; Jetter&Kraaijenbrink, 2006).

To integrate marketing knowledge, the firm needs to collect and use information about the customer, competitor, and stakeholder. Therefore, this strategy is one to improve marketing proficiency and enhances the skills of new knowledge management (Fang &Zuo, 2009). Therefore, the proposition is proposed as follows:

P3: Marketing knowledge integration has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.

Customer Information Exchange

As marketing capabilities improve, firms require building more interaction with the outside environment in order to acquire significant information and employ it to offer unique value-added products, superior quality, and innovative features to the customer. In particular, the contact between an organization and its customers is a great opportunity to learn more about the need and behavior of customers and to establish and maintain the relationship with them. As such, the firm's contact with a customer tends to provide this information which is product and service quality for responding to customer needs.

Customer information exchange is defined as the firm's ability to share and exchange information with its customer about needs, requirements, preferences, attitudes, behavior, and customer ideas with other customers and organizational members for generating products and service (Cannon &Perreault, 1999; Garcia-Murillo &Annabi, 2002; Chesrough, 2003; Claycomb&Frankwick, 2004; Salomann et al., 2005). The exchanged information constitute both the source of innovation ideas (Lau, Tang & Yam, 2010), and the base for improving innovation absorptive capability (Hughes & Wareham, 2010), by collecting the knowledge from customer interaction points (Salomann et al., 2005). In addition, customer knowledge management is in regards to gaining, sharing and expanding the customer's knowledge, which can establish benefits for both customers and the firm (Gibbert, Leibold&Probst, 2002). In particular, a company learns from its customers who obtain customized solutions and greater service. Thus, this information influences customer relationship management (Maklan, Knox &Ryals, 2005). Meanwhile, knowledge that customers share with the firm induces and generates value for the firm. The firm tends to deploy this knowledge and information to develop product and services of the company. In other words, customers require a fast response to their changing information needs through the product or service purchase, or a resolution of a problem after the sale. Hence, exchange and sharing of information of customer to firm is a win-win benefit.

Customer information has various benefits for the firms. Important customer information is including information about products and service, markets and suppliers that firms offer to their customers.It affects to the perception of service quality among customers; generates ideas about products, service, suppliers and markets for the continuous development of products and services, the needs, requirements, preferences, attitudes, future desires, connections, purchasing behavior, and financial capability of their customers (Garcia-Murillo &Annabi, 2002; Chesrough, 2003; Salomann et al., 2005). Customer information exchange enables firms to find ways for readily keeping track of the customer's needs, and more rapidly respond to changing customer requirements. It forces them to build flexibility into their process and technical infrastructure. As a result it may generate a marketing advantage (Wei & Wang, 2011) and lead to sustainable competitive advantage. Hence, the proposition is proposed as follows:

> P4: Customer information exchange has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.

Stakeholder Learning Competency

Continuous learning is essential to the efficient knowledge development base of organizations. Learning competency is essential for leaders, for using it to evaluate and drive business (Siewiorek et al., 2012). In addition, learning competency is defined as an ability to gain, understand and implement skills, knowledge and experience through education, training and practice in order to obtain goal achievement and obtain job achievement (Prasong&Ussahawanitchakit, 2012). Moreover, learning capability can also be used in the issue of stakeholders, which is a factor that has an important role to the firm. The ways in which stakeholders regard an organization have been varied. Some groups, like shareholders, the workforce, trade unions and consumers, play only in relation to the organization (Roloff, 2007), as well as other stakeholders such as employees and non-governmental organizations (NGOs) (Davis & MacDonald, 2010). According to Freeman (1984), a stakeholder is "any group or individual who can affect or is affected by the achievement of the firm's objectives.'' Likewise, Daboub&Calton (2002) state that stakeholders are individuals or groups with whom the organization interacts or has interaction, and any individual or group who can affect or is affected by the decisions, actions , goals or policies of the firm.

According to Jurgens et al., (2010), building and managing stakeholder relationships consists of four steps. Firstly, the process initiates the identification of the stakeholders whose needs the firm must meet. The task of management for generating a list of the firm's stakeholders is for the identifyof its stakeholders, and to formally acknowledge those stakeholders (Freeman, 1984). Secondly, firms have recognized the most essential stakeholder groups in that they must consider the need to determine needs, problems, and potential strategic threats to each firm's group (Murray &Montanari, 1986). Thirdly, firms have developed policies and behaviors essential to meeting expectations of stakeholders. Finally, firms have to monitor stakeholder satisfaction.

As aforementioned, stakeholder learning competency is defined as an ability of a firm to understand about the attitudes, needs, and behavior of stakeholders, and establish the relationship with whom the organization interacts in order to enhance firm performance (McDermott & Stock, 1999; Daboub&Calton, 2002). Learning is a factor toward progress for all stakeholders, including internal and external stakeholders. Through joint learning, alliance partners can share their firms' expertise with other alliance members, thus enhancing and improving the overall alliance core competency (Mehta et al., 2006).

In addition, it is directed to help a firm learn, gather, and leverage management know-how and best practices to use technology for the organization (Chaikambang, Ussahawanitchakit&Boonlua, 2012). As a result, the organization can create better knowledge and innovation over competitors. Likewise, close consideration be paid to the firm that should give attention to firms' responses or failures to respond, which is vital for understanding and identifying the needs, expectations, attitudes, desires, values, interests and strategic threats of stakeholder (Turner, 2001; Jurgens et al., 2010). Then, when the firm has identified its important stakeholders, it must continue develop and adjust the appropriate firm policies and behaviors to satisfy these stakeholders on an ongoing basis (Murray &Montanari, 1986). As a result, the organization can create better knowledge and innovation over competitors. Hence, the proposition is proposed as follows:

P5: Stakeholder learning competency has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.

The Effects of Marketing Flexibility Orientation on Its Consequences

This section explores the effects of five dimensions of marketing flexibility orientation that consist of marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information exchange, and stakeholder learning competency on their consequences; comprising marketing innovation, marketing excellence, marketing effectiveness, marketing satisfaction, and marketing performance as discussed below.

Marketing Innovation

Typically, the capability to innovate is a main factor that impacts business performance. Both practitioners and academics on the innovation issue accept that it is a significant driver of progress and competitive success (Sawhney et al., 2006; Denning, 2007). Especially central to the innovation concept is the newness idea (Gupta, Tesluk& Taylor 2007).

Generally, innovation is a strategy of firms to learn and interact with a degree of newness concentration, developing new products or entering new markets with existing products and having a creative climate (Berthon, Hulbert & Pitt, 1999). Furthermore, innovation can create value for firms by generating new products and services, new technologies, and new markets (Haddad &Algadeer, 2004). Moreover, the capability to innovate is reflected in the firm ability to implement or adopt new ideas, products, or processes successfully (Charpavang&Ussahawanitchakit, 2010).

Similarity, this research defines marketing innovation as newness of technologies, ideas, processes, products or services, implementing them in markets, and acquiringnew methods which lead to business achievement and advantage (Berthon, Hulbert & Pitt, 1999; Haddad &Algadeer, 2004; Vijande& Gonzalez, 2007).

Previous research finds that the relationships of marketing innovation have a positive effect on firm performance (Shergill, 2005). Similarly, Branzei&Vertinsky (2006) indicate that the process of marketing innovation leads to a firm's is competitive advantage. Innovation generates the acceptance of new ideas and processes of a firm (Garcia &Calantone, 2002). Thus, a firm needs to establish technological capabilities as well as skills of employees and resource allocation within the organization (Anderson &Tushman, 1990; Song et al., 2005). As such, marketing innovation is regarded as a mechanism for increasing product and service differentiation, sustaining a competitive advantage, and securing greater performance (Dos Santos, Peffers&Mauer, 1993; Ferguson, Finn & Hall, 2005; Spacapan&Bastic, 2007; Naidoo, 2010). Therefore, the proposition is proposed as follows:

P6: Marketing innovation has a positive influence on (a) marketing excellence, (b) marketing effectiveness, and (c) marketing satisfaction

Marketing Excellence

Marketing excellence is regarded as the best practice of marketing strategy to generate marketing expertsand effective business strategy (Kanchanda, Ussahawanitchakit&Jhundra-Indra, 2012). In particular, marketing excellence refers to an ability of a firm to encompass a greater understanding of markets, making strategic choices, delivering value, and monitoring value better than the rivals (Jagersma, 2006). Likewise, firms achieve efficient marketing activity, cost reduction, and product quality, which lead firms to higher marketing performance (Reimann et al., 2010). Therefore, this research refers to marketing excellence as the ability of firm to comprehend a better understanding of marketing strategy, integrate marketing practices in value and satisfaction for delivering to customers, and success in marketing performance over the competitors (Jagersma, 2006; Stuart-Kregor, 2006).

To gain greater market share, profitability, customer satisfaction, and loyalty, is the primary goal of firms. Firms who gain the highest outcomes achieve market excellence reputation. Similarly, Stuart-Kregor (2006) indicates that marketing excellence is the driving force of a company to achieve marketing performance.

The challenge of strategy in marketing excellence is strong, updating the product development program, customer orientation, and understanding the value of customer's behavior for competitive importance leading to superior performance (Jagersma, 2006). Acceptably, the products development program makes strategic choices to be flexible and find the most profitable channels (Jagersma, 2006).

Moreover, Stuart-Kregor (2006) concludes that the important drivers of a corporation completing, marketing excellence are involved at the market performance and market success levels. Furthermore, marketing excellence reflects to superior practical ability to define and understand markets more than competitors. Reciprocally, to obtain excellence, firms aim to achieve efficient marketing skills, cost reduction, product quality development and understanding of threats and opportunities that arise from the external environment (Smith, 2007). As such, if a firm achieves these goals, the firm will more likely succeed in superior performance. Hence, the proposition is proposed as follows:

P7: Marketing excellence has a positive influence on marketing satisfaction.

Marketing Effectiveness

Marketing effectiveness is the measure of the marketing operational process that follow the right things that the firm does (Connor &Tynan, 1999). It is relevant to several factors including customer, competitive, corporate, and exogenous factors (Nwokah, 2006).

There are several researchers who provide definitions of marketing effectiveness. As such, Nwokah&Ahiauzu (2008) define marketing effectiveness as the operational function to enhance spending in marketing to gain superior results of goals in both the short and long-term. Likewise, Kotler (1977) defines marketing effectiveness as an ability of firms to learn about the market, identify opportunities, and select target markets to offer superior value to customers. However, this research provides the definition of marketing effectiveness as marketing operations to obtain a greater outcome of a firm goal, both short and long-term (Nwokah&Ahiauzu, 2008).

Pervious research examines the effect of marketing effectiveness. The findings of marketing effectiveness have a strong positive effect on strong market orientation, enhancing customer satisfaction, bettering competitive advantage, continuing long-term growth, having superior firm performance, and achieving excellent firm profitability (Ussahawanitchakit&Intakhan, 2011). In addition, Ussahawanitchakit (2012) found that marketing effectiveness has a strong influence on customer satisfaction, market orientation, long-term growth, profitability, and firm performance.

Actually, when firms have employed marketing effectiveness in their business operations and marketing activities, it is likely to result in a greater action in firm operations. Especially, when the organizational objectives are achieved, it will lead to the acceptance of stakeholders. As such, marketing effectiveness tends to succeed in customer satisfaction, competitive advantage, and firm performance. Hence, the proposition is proposed as follows:

P8: Marketing effectiveness has a positive influence on marketing satisfaction.

Marketing Satisfaction

Typically, satisfaction can refer to an "overall customer attitude toward a service provider" (Levesque & McDougall, 1996). It is regarded as major marketing activity outcome that links between decision-making processes and post-purchase or post-consumption processes (Cronin & Taylor, 1992). However, in the marketing area, satisfaction can be measured from managerial feedback outcome. Managerial satisfaction offers a benchmark of performance measurement that in against organizational prospect and influences future strategies (Shoham, 1999). Likewise, Bonoma& Clark (1988) indicate that marketing performance is the satisfaction of management with the outcomes of marketing activities. It relates to feedback outcomes of marketing activity in several ways such as, profit, sales, customer satisfaction, product acceptance, stakeholder acceptance, competitor acceptance, and marketing acceptance, which affect a firm's perception (Kotler, 1994; Levesque & McDougall, 1996; Nwokah, 2006; Chung &Holdsworth, 2009; Prachsriphum&Ussahawanitchakit, 2010). In addition, several performance measures were used by researchers in the field, and a conciliation solution was, consequently, implemented by grouping various performance measures into eight categories, including growth-in-sales related, sales-related, profit-related, growth-in-profit related, market share-related, satisfaction with change in performance, goal achievement satisfaction, and composite scales of performance (Theodosiou&Leonidou, 2003).

Likewise, Zineldin (2000) suggests that satisfaction is a reaction of emotion to the difference between what is anticipationed and what is received. Therefore, marketing satisfaction is defined as a reaction of emotion to the difference between what are organizational expectations and what is received in marketing activity (Bonoma& Clark, 1988; Shoham, 1999; Zineldin, 2000). In addition, satisfaction can also be defined as a complex psychological variable, evaluating the efficiency of performance, which relates the marketing program (Bonoma& Clark, 1988; Lages& Montgomery, 2004). According toCadogan, Diamantopoulos &Siguaw (2002), performance as a measurement of performance, can measured through the satisfaction of a manager with four objectives of a marketing program effectiveness including, image of a firm, profitability of business, growth of sales, and market share. Likewise, Navarro et al., (2010) found that the satisfaction of marketing plays an essential role to the building of performance and increases perceived competitive advantages, which is essential tothe evolution of a firm's own activity. Therefore, the proposition is proposed as follows:

P9: Marketing satisfaction has a positive influence on marketing performance.

Marketing Performance

Marketing performance assessment is significant in an organization, because it relates to evaluation and reflection of output and input aspects (O'Sullivan &Abela, 2007). In terms of performance, marketing performance can separate into two types, namely, financial performance and non-financial performance (Schmid&Kotulla, 2011). However, in prior research, there is some research that refers to the meaning and measurement of marketing performance. For instance, marketing performance is defined as a firm's emphasis on success, which consists of marketing adaptation capability and response capability to customer demands in environmental change (Arthurs &Busenitz, 2006; Gao, 2010).

Additionally, Morgan (2012) argues that marketing performance can also define the firm's capability to increase firm activities and sales volumes which are the ultimate organizational goals in terms of financial performance. Meanwhile, in this research, marketing performance is defined as perceptions that involve outcomes of the firm, that indicate the achievement of the firm, including customer satisfaction, customer acceptance, sales growth, market share, and overall performance (Akkrawimut&Ussahawanitchakit, 2011).

Apparently, market performance is the outcome of market strategy toward customers, the marketplace, and the reputational benefits of the reputation for the firm. More clearly, comprehensive performance conceptualization and performance comprises financial and non-financial measurements, which help marketers to completely understand how their strategies affect the performance (Varadarajan&Jayachandran, 1999). Particularly in area of the marketing, marketing performance, as performance assessment, reflects the marketing outcomes. Similarly, marketing activities is measurement of customer behavior, loyalty and satisfaction (O'Sullivan &Abela, 2007). Also, marketing performance is an outcome of marketing strategies for the value of customers and the reputation of the firm. Additionally, a marketing performance measure of profitability, market share, and market growth, will affect marketing success.

As a result, these seem to involve profitability and market performance. On the one hand, they are steering and improving firm-specific assets that will affect firm sustainability. Therefore, marketing performance plays a key role in evaluating the achievement of firm objectives.

CONTRIBUTIONS AND FUTURE RESEARCH DIRECTIONS

Contributions

Since the strategic flexibility topic is currently of interest in the marketing literature, it also has historically presented few studies in marketing flexibility issues (Combe, 2012). The paper provides some theoretical contributions as well as managerial implications.

This paper attempts to integrate various theoretical viewpoints that support how marketing flexibility orientation affects marketing performance. In addition, the theoretical contribution relates to conceptualizing the view of marketing flexibility orientation. Furthermore, this paper provides new dimensions of marketing flexibility orientation that are based on theories, including the dynamic capability and contingency theories, and prior literature. Similarity, the paper proposes that marketing flexibility orientation has an effect in enhancing marketing performance. It also provides more understanding of the relationships among five dimensions of marketing flexibility orientation through marketing innovation, marketing excellence, marketing effectiveness, and marketing satisfaction.

Likewise, the discussions of this paper also provide a managerial contribution. Implementation of marketing flexibility orientation has benefit in enhancing the performance of marketing. It is an importance strategy for firm that to preparing and responding to environment changing.

Future Research Directions

Future research, may study marketing flexibility orientation in more detail; for example, it could concentrate on antecedent that can effect it, as well as moderating the effect of marketing flexibility orientation. In addition, this conceptual frameworkis developed for hypothesis testing in order to test the relationship of each variable.

On the one hand, information and communication technology businesses are interesting targets for representing the effect of marketing flexibility orientation in firms. Information and communication technology businesses provide the numerous opportunities to overcome and the importance of country development. Several benefit of information and communication technology can help improve communications, reduce marketing and transaction costs, launch new products and service, improve efficiency and productivity of operations, and obtain competitive advantage in the global market. Thus, this industry is interesting for future study.

CONCLUSION

This paper provides a conceptual framework and a review of previous studies and relevant literature that explain more detail of the relationship between marketing flexibility orientation and marketing performance. This is purposedby five newly-developed dimensions of marketing flexibility orientation, including: marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information exchange, and stakeholder learning competency. In addition, this paper also provides the consequences of marketing flexibility orientation; namely, marketing innovation, marketing excellence, marketing effectiveness, and marketing satisfaction. Moreover, this paper provides the discussion of the theoretical and managerial contributions, and also suggests the direction for future research.

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