

# ALTERNATIVE MARKETING STRATEGY AND MARKETING SURVIVAL: EVIDENCE FROM INSTANT FOODS AND CONVENIENCE FOODS BUSINESSES IN THAILAND

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**Abstract:** *Organizational capabilities are key factors for business survival in a rapidly changing business environment. When the firms apply or adapt new marketing strategy appropriate with business changing, they will have more likely be better in marketing performance. Alternative marketing strategy is a capability of a firm, it is a crucial driver of competitive advantage, and it leads to marketing survival. This research aims to examine the relationship between each dimension of alternative marketing strategy and marketing survival. The data collection uses 162 questionnaires that send to marketing managers on instant foods and convenience foods businesses in Thailand. Regression analysis was employed to test and verify hypotheses. The results concluded that technology-based marketing implementation has positive significance on all marketing outcomes. Besides, superior business competitiveness and outstanding market acceptance have a positive effect on marketing profitability and executive satisfaction. Furthermore, this findings of study provide to contributions and recommendation for future research.*

**Keywords:** *alternative marketing strategy, spirituality marketing orientation, social business enterprise focus, buyer-seller relationship capability, customer knowledge-provided awareness, technology-based marketing implementation, new product identity, customer responsiveness specificity, superior business competitiveness, outstanding market acceptance, marketing profitability, executive satisfaction, marketing survival*

## 1. Introduction

In the 21st century, the business gives importance to create-value and more concern about society and environment. The executive should emphasis on mind and feeling customer to ease anxiety and

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try to understand customer (Kotler, Kartajaya and Setiawan, 2010). Moreover, changing business environment is a factor that effect on business operation. For example, advance technology that arises from the globalization (Hui-Yao and Chich-Jen, 2012). Stakeholder expectation and market demand including current society are changing, and key factors effect on business performance (Seretny and Seretny, 2012).

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In the past, marketing strategy employed traditional marketing approach to manage business through marketing programs or marketing mix; product, price, place, and promotion (Takala and Uusitalo, 1996). Besides, several researchers have argued traditional marketing approach of marketing mix. Rapp and Collins, (1990) stated that traditional approach of marketing is not effective in existing society. Marketing mix is an inefficient to manage products or services in marketing process (Zeithaml, 2000; Lovelock, 2001; Kotler, 2011).

Therefore, executives should apply to new marketing strategy through delivering more value to customers and develops products or services different from the general approach to respond rapidly (Bettis and Hitt, 1995). New marketing strategy is operating a business that tries to understand the nature of market change (Coviello et al, 2002). The authors try to explain disadvantage of traditional marketing approach is not suitable on currently business. While, new marketing strategy has advantage of adapting marketing approach to respond dynamic change. Thus, the study proposes alternative marketing strategy is new option for business to deal with change business arising.

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). The strong point of alternative marketing is using unconventional marketing approach, which is not only use marketing-mix but focuses on innovative approaches and can apply and understand the phenomenon currently real arising.

Therefore, to enhance business performance and to achieve marketing survival, one needs to understand dynamic change in relationship to the following issue. Firstly, customer demand and lifestyle are changing. 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 and Lusch, 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 and 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. Thus, customer knowledge is considered an alternative marketing strategy to increase the competitiveness of the business (Garcia-Murillo and 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).

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 survival.

## 2. Literature Review

### - Alternative Marketing Strategy

The major role of marketing strategy is to create competitive advantage in the business (Slater and Olson, 2001). Especially, choosing an appropriate marketing strategy is a critical element to achieve firm success.

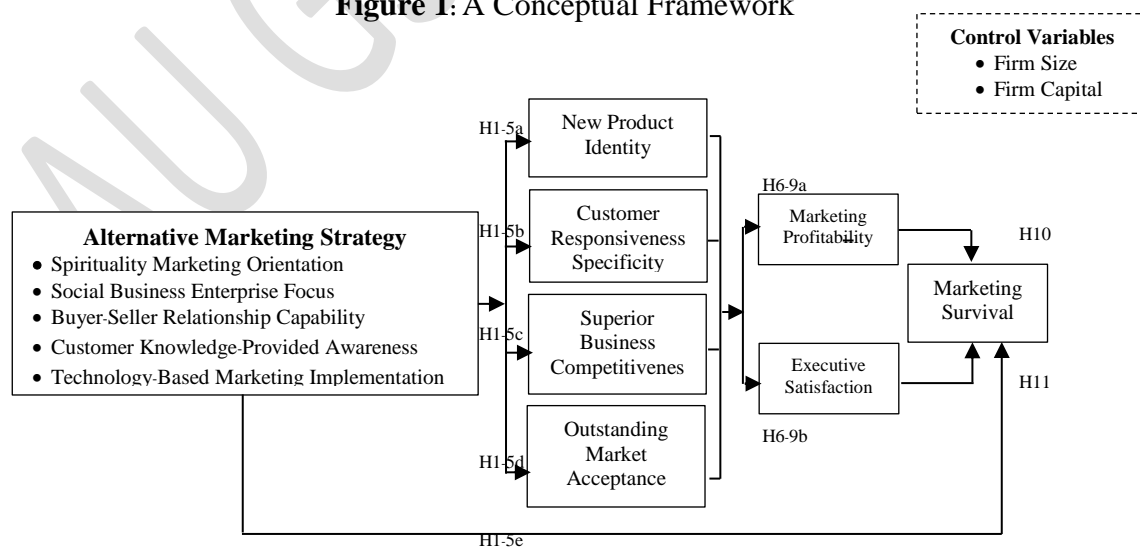
Alternative marketing strategy is importance tools meet to dynamic change and has importance to product development process, emphasis on new customers with environmental concerns, new pricing perception, new features of collaboration, and information management to enhance marketing survival (Bourletidis and Triantafyllopoulos, 2014). These strategies can improve business performance which depends on the ability of a firm to apply new technique 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.

In addition to, this conceptual framework proposes new dimensions of alternative marketing strategy, which develops from the previous studies (Nordin, 2009; Barraket et al., 2010; Vargo and Lusch, 2008; Garcia-Murillo and Annabi, 2002; Winer, 2001; El-Gohary, 2012). Alternative marketing strategy in this study has five components include that spirituality marketing orientation, social business enterprise focus, buyer-seller relationship capability, customer knowledge-provided awareness, and technology-based marketing implementation.

In this study, exhibits a conceptual framework of alternative marketing strategy and marketing survival. Moreover, framework shows detail of each construct and elaborately examined. The concept, linkage, and research model is provided in Figure 1.

**Figure 1: A Conceptual Framework**



- *Spirituality Marketing Orientation (SMO)*

SMO refers to creating mental values and a good feeling; linking the meaning of

products to keep them in the minds of all stakeholders through morals, and ethics to enhance positive, effective perception and loyalty (Kale, 2006). Currently, creating meaning, and setting the objective have an importance to business performance (Nichols, 1994). Besides, spirituality marketing deals with changing consumer behavior which not only changes the behavior of the population mass but also results in changing consumption behavior (Warrier, 2003; Kale, 2006).

Moreover, 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 improve the marketing activity and to achieve marketing performance (Rakesh, 2012). 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). Hence, the hypothesis is elaborated as follows:

**H1:** *SMO has a positively associated with a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, and d) marketing survival.*

- *Social Business Enterprise Focus (SBE)*

SBE 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 better 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 and Hussain, 2012).

Social problems are more important for business. Many firms are looking for a new approach to fulfill in their firm (Miles et al., 2013). 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 and Santos, 2002; Zhou, Chao and Huang, 2009). Social business seems to be corporate social responsibility to improve societal circumstances (Prieto, Phipps and 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 and Schneeweis, 1988).

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

**H2:** *SBE has a positively associated with a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, and d) marketing survival.*

*- Buyer-Seller Relationship Capability (BSR)*

BSR 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 and Singh, 1998).

The buyer-seller relationship holds that important strategy helps business success (Laing and Lian, 2005). Using this approach has an effect on superior performance (Patterson, Forker and Hanna, 1999).

Moreover, 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 and 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 hypothesis is elaborated as follows:

**H3:** *BSR has a positively associated with a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, and d) marketing survival.*

*- Customer Knowledge-Provided Awareness (CKP)*

CKP 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). 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 has effect on new product in uncertain environments, and involves customer satisfaction at the early stage of product development (Rosen, Schroeder and Purinton, 1998). Athaide, Meyers and 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. 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 and Kaufman, 2004).

Customer knowledge is a resource of the firm and the key for improving business competition and financial performance (Yi and Wang, 2005). According to Chadam and Pastuszak (2005), it was found that knowledge management has a positive relationship with financial results such as in sales, market share, and profitability. Hence, the hypothesis is proposed as follows:

**H4:** *CKP has a positively associated with a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, and d) marketing survival.*

### *- Technology-Based Marketing Implementation (TBM)*

TBM 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). Modern technology helps the firm develop products or services in high volumes but at low cost (Gilmore and 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). Therefore, technology-based marketing supports the development of products, services, and production processes (Song et al., 2005). Wu, Mahajan and 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 and Hao, 2008). Therefore, the hypothesis is posited as follows:

**H5:** *TBM has a positively associated with a) new product identity, b) customer responsiveness specificity, c) superior business competitiveness, and d) marketing survival.*

### *- New Product Identity (NPI)*

NPI refers to developing products or services to create novelty, uniqueness, high value, and high quality, which are difficult

to imitate (Dirisu, Iyiola and Ibidunni, 2013). Identity is procurement from some groups in society which relate to the expectation from the firms and their products (Jensen, 2010). The uniqueness or identities of products or services helps firms to differentiate a product, and new products which are superior over competitors (Zhou and Nakamoto, 2007).

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 and Katsikeas, 2004). The ability of firms involved in the redesign of products and product differentiation achieves firm profitability (Khanna, 2001; Ambec and Lanoie, 2008).

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 hypothesis is posited as follows:

**H6:** *NPI is positively associated with a) marketing profitability and b) executive satisfaction.*

### *- Customer Responsiveness Specificity (CRS)*

CRS 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 and Kaufman, 2004). Customer responsiveness is the reaction of a firm to respond to the customer needs through effective and fast actions to meet environmental changes

(Chen and MacMillan, 1992; Mullins and 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 and Kaufman, 2004).

The fact that customer response expertise is related to customer satisfaction and business performance (Anderson, Fornell and 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. Therefore, the hypothesis is posited as follows:

**H7:** *CRS is positively associated with a) marketing profitability and b) executive satisfaction.*

- *Superior Business Competitiveness (SBC)*

SBC is defined as the ability of a firm to generate business practice with high value better than its rivals. It involves a network of business, effective cost management of product, event marketing activity and firm awards (Porter, 1996). Competitiveness can be separated into three types, including competitive performance, competitive potential, and management process (Buckley, Pass and 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 and 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 and Momaya, 2004). 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). Hence, the hypothesis is proposed as follows:

**H8:** *SBC is positively associated with a) marketing profitability and b) executive satisfaction.*

- *Outstanding Market Acceptance (OMA)*

OMA 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 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 and Brush, 2009). The product is matched with market needs and is accepted in the

target market to be a quality product (Suomala and 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 hypothesis is posited as follows:

**H9:** *OMA is positively associated with a) marketing profitability and b) executive satisfaction.*

*- Marketing Profitability (MKP)*

MKP 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 and Greenley, 2005).

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 (Buzzell, Gale and 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 hypothesis is posited as follows:

**H10:** *MKP is positively associated with marketing survival.*

*- Executive Satisfaction (EXS)*

EXS 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 and Rockwood, 2006). 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 hypothesis is posited as follows:

**H11:** *EXS is positively associated with marketing survival.*

### **3. Research Methodology**

*- Sample Selection and Data Collection Procedure*

A total of 797 instant foods and convenience foods were used in this study. Database obtained from the Thai Food Processors Association and the Food and Drug Administration. The reason for selecting food business has two reasons. First, 2014 found that the trend of food business is continuously expanding. The expansion of manufacturing sectors which include tuna, pineapple and sauces or seasoning sauces have enlarged 1 to 2 percent when compared with 2013 (Department of Industrial Promotion, 2014). Moreover, it was found that the lifestyle of customers is becoming to urban society that focuses on ease, quickness and saving time that has an effect on designing products and product development (Beske, Land, and Seuring, 2014).

The data were collected by mail surveys and sent to 797 marketing manager or marketing directors of each firm. As to description of questionnaire mailing, there



are 31 surveys that were undeliverable because some firms were no longer in business or had moved to unknown locations. Deducting the undeliverable from the original 797 mailed, the valid mailing was 766 surveys, from which 165 responses were received and incomplete 3 mailed. Then, of the surveys completed and returned, only 162 were usable. The response rate was 21.14% which is consistent with Aaker et al., (2001) who stated that for a mail survey the response rate around 20% was accepted.

In this study, all 162 received questionnaires are split into two equal groups. The early respondents are the first and the later respondents are the second. Then, the first 81 responses are used to compare with the last 81 received from the second group mailing in terms of the demographic information of the firm, such as form of the business ( $t=.341, p>.05$ ), core product ( $t=.354, p>.05$ ), number of employees ( $t=.573, p>.05$ ), capital used for operating the business ( $t=.126, p>.05$ ), time used for operating the business ( $t= 1.881, p>.05$ ) and the firm's average revenues per year ( $t=.347, p>.05$ ).

Therefore, the results indicated that there are no significant differences between early and late responses in terms of demographics. It implies that the non-response bias is not significant. As a result, non-response bias is not a key problem in this research (Armstrong and Overton, 1977).

#### *-Variable Measurements*

Multiple items are for measuring each construct. 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).

#### *- Dependent Variable*

*MKS* is the firm that continues in continually marketplace, and has increasing performance over the previous years. Its measurement involves developing new products or encouraging products, sales and producing products or services, and continually selling the product in a market. Thus, this variable is measured by six items that are adapted from Christensen, Suarez and Utterback (1998).

#### *- Independent variable*

*SMO* is measured by creating mental values and good feeling, linking the meaning of products or services, and keeping in the minds all of stakeholders through goodness, business ethics, society and environment, to enhance the positive effective perception and loyalty. This construct is developed as a new scale, and is adapted from Kale (2006), which including a five-item scale.

*SBE* is determined by 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. This construct is developed as a new scale, and is adapted from Kerlin (2006), which including a four-item scale.

*BSR* is measured by the development and maintenance the relationships in the process of buying and selling products or services of a firm in order to increase familiarity and provide relationship satisfaction. This construct is developed as a new scale, and is adapted from Clark (1989), including a four-item scale.

*CKP* is assessed by the explanation or provide of important or necessary information that involves products or services to enhance the understanding of a customer. This construct is developed as a

new scale, and is adapted from Gebert et al. (2003), which including a four-item scale.

*TBM* is measured by adopting modern technology and using innovative communication within the firm to enhance marketing operation effectiveness. This construct is developed as a new scale, and is adapted from Trainor et al., (2011), which including a four-item scale.

*- Consequent variable*

*NPI* is scaled by developing products or services that have novelty and uniqueness, high value, and high quality which are difficult to imitate. This construct is developed, and is adapted from Dirisu, Iyiola and Ibidunni (2013), including a four-item scale.

*CRS* is related to the firm response to exceed expectations of customer. It involves launching new products at the right time, dealing with requirements from the customer, and developing products to meets specific needs. This construct is developed, and is adapted from Jayachandran, Hewett and Kaufman (2004) including a four-item scale.

*SBC* is measured by the marketing operation of a firm higher than competitors, and involves a network of businesses, product quality, outstanding event marketing, and firm awards. This construct is developed as a new scale, and is adapted from Porter (1996), which including a four-item scale.

*OMA* is scaled by the firm that is well-known for inventing new products and has the variety of products right for customer needs and changing business. This construct is developed as a new scale, and is adapted from Soni (2007), which including a four-item scale.

*MKP* is measured by the result of marketing which is regarding increasing existing and new customers, sales growth, and market share when comparing with previous years. This construct is developed,

and is adapted from Hoolye and Greenley (2005), which including a four-item scale.

*EXS* is measured by the confidence of an executive who relates to better business performance both in the past and present. This construct is developed as a new scale, and is adapted from Mbachhu (2006) and Forsythe (2007), which including a four-item scale.

*- Control Variables*

*Firm Size (FIS)* is determinant factors affecting firm performance (Ravenscrafe, 1983). Firm size is defined as the number of employees employed by a firm (Arora and Fosfuri, 2000). The study use dummy variable instead which are divided into two groups as follows: Group 1: firm size less than 50 employees represented as 0; Group 2: firm size more than 50 employees represented as 1.

*Firm Capital (FIC)* is an importance to business success (Prasertsang and Ussahawanitchakit, 2011). Firm capital is defined as the amount of money a firm has registered to business. The study uses dummy variable instead with are two groups as follows; Group 1: firm capital less than 50,000,000 Baht represented as 0; Group 2; firm capital more than 50,000,000 Bath represent as 1.

*- Method*

To ensure instrument confidence, the questionnaires are tested for validity and reliability as qualities of good instrument from pre-test of 30 instant foods and convenience foods business by factor analysis and Cronbach's alpha.

Accordingly, this study has shown validity and reliability as revealed in Table 1. The factor loading was ranging from .405 to .947 in that these scales are more than 0.40, indicating acceptable construct validity. Also, Cronbach's alpha

coefficients were measured between .709-.910, which exceeds 0.70 to indicate high reliability (Nunnally and Bernstein, 1994).

#### *- Statistical Techniques*

The Ordinary Least Squares (OLS) regression analysis examined the hypotheses. Consequently, the proposed hypotheses were transformed into eight equations that guided the steps to equations are elaborated as follows.

$$\begin{aligned} Eq1: NPI = & \alpha 01 + \beta 1 SMO + \beta 2 SBE + \\ & \beta 3 BSR + \beta 4 CKP + \beta 5 TBM + \beta 6 FIS \\ & + \beta 7 FIC + \varepsilon 1 \end{aligned}$$

$$\begin{aligned} Eq2: CRS = & \alpha 02 + \beta 8 SMO + \beta 9 SBE + \\ & \beta 10 BSR + \beta 11 CKP + \beta 12 TBM + \\ & \beta 13 FIS + \beta 14 FIC + \varepsilon 2 \end{aligned}$$

$$\begin{aligned} Eq3: SBC = & \alpha 03 + \beta 15 SMO + \beta 16 SBE + \\ & \beta 17 BSR + \beta 18 CKP + \beta 19 TBM + \\ & \beta 20 FIS + \beta 21 FIC + \varepsilon 3 \end{aligned}$$

$$\begin{aligned} Eq4: OMA = & \alpha 04 + \beta 22 SMO + \beta 23 SBE + \\ & \beta 24 BSR + \beta 25 CKP + \beta 26 TBM + \\ & \beta 27 FIS + \beta 28 FIC + \varepsilon 4 \end{aligned}$$

$$\begin{aligned} Eq5: MKS = & \alpha 05 + \beta 29 SMO + \beta 30 SBE + \\ & \beta 31 BSR + \beta 32 CKP + \beta 33 TBM + \\ & \beta 34 FIS + \beta 35 FIC + \varepsilon 5 \end{aligned}$$

$$\begin{aligned} Eq6: MKP = & \alpha 06 + \beta 36 NPI + \beta 37 CRS + \\ & \beta 38 SBC + \beta 39 OMA + \beta 40 FIS + \\ & \beta 41 FIC + \varepsilon 6 \end{aligned}$$

$$\begin{aligned} Eq7: EXS = & \alpha 07 + \beta 42 NPI + \beta 43 CRS + \\ & \beta 44 SBC + \beta 45 OMA + \beta 46 FIS + \\ & \beta 47 FIC + \varepsilon 7 \end{aligned}$$

$$\begin{aligned} Eq8: MKS = & \alpha 08 + \beta 48 MKP + \beta 49 EXS + \\ & \beta 50 FIS + \beta 51 FIC + \varepsilon 8 \end{aligned}$$

**Table 1:** Results of measure validation

Constructs	Factor Loadings	Alpha Coefficient
Spirituality Marketing Orientation (SMO)	.531-.815	.750
Social Business Enterprise Focus (SBE)	.502-.901	.774
Buyer-Seller Relationship Capability (BSR)	.604-.917	.779
Customer Knowledge-Provided Awareness (CKP)	.405-.907	.793
Technology-Based Marketing Implementation (TBM)	.807-.875	.868
New Product Identity (NPI)	.792-.915	.872
Customer Responsiveness Specificity (CRS)	.612-.913	.770
Superior Business Competitiveness (SBC)	.562-.888	.753
Outstanding Market Acceptance (OMA)	.716-.904	.838
Marketing Profitability (MKP)	.740-.947	.895
Executive Satisfaction (EXS)	.606-.865	.709
Marketing Survival (MKS)	.764-.899	.910

#### 4. Results and Discussion

The descriptive statistics and correlation between variables are analyzed as shown in Table 2. The maximum scale of variance inflation factors (VIFs) was 3.092 which does not exceed the value of 10, indicating no multicollinearity (Hair et al., 2010). With regard to the autocorrelation effect, it was found that the Durbin-Watson (d) scale ranges from 1.981 to 2.514, which is between the critical value of  $1.5 < d < 2.5$  (Durbin and

Watson, 1971). Therefore, as to auto-correlation effects, there is no problem in this study. Moreover, the relationships between each dimension of alternative marketing strategy and consequence variables based on Hypotheses 1a-1e, 2a-2e, 3a-3e, 4a-4e, 5a-5e, 6a-6b, 7a-7b, 8a-8b, 9a-9b, 10 and 11. These hypotheses are analyzed from the regression equation in equation 1 to 8. Thus, the results of the OLS regression analysis are shown in Table 3.

**Table 2:** Descriptive Statistics and Correlation Matrix of Each Dimension of Alternative Marketing Strategy and Its consequences

Variables	SMO	SBE	BSR	CKP	TBM	NPI	CRS	SBC	OMA	MKP	EXS	MKS	FIS	FIC
Mean	3880	4094	4264	4292	3914	3795	3917	3620	3691	3505	3849	3783	-	-
SD	0.603	0.601	0.483	0.591	0.724	0.704	0.642	0.668	0.660	0.748	0.616	0.615	-	-
SBE	.580***													
BSR	.412***	.384***												
CKP	.416***	.407***	.466***											
TBM	.421***	.461***	.339***	.437***										
NPI	.334***	.336***	.391***	.316***	.491***									
CRS	.493***	.369***	.480***	.477***	.448***	.680***								
SBC	.511***	.426***	.398***	.383***	.491***	.651***	.588***							
OMA	.422***	.391***	.262***	.367***	.453***	.696***	.674***	.739***						
MKP	.252***	.237***	.258***	.321***	.181**	.487***	.498***	.565***	.638***					
EXS	.276***	.174**	.280***	.288***	.288***	.585***	.569***	.621***	.684***	.742***				
MKS	.355***	.238***	.352***	.347***	.332***	.674***	.605***	.666***	.772***	.729***	.827***			
FIS	.215***	.235***	.0125	.174**	-.0035	0.101	.281***	.158**	.289***	.342***	.258***	.290***		
FIC	.178**	.0099	-.0076	-.0052	-.0023	0.088	.0098	.012	.164**	.171**	.187**	.0143	.485***	

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

**Table 3: Results of Regression Analysis**

Independent Variable	Dependent Variables							
	NPI (Eq 1)	CRS (Eq 2)	SBC (Eq 3)	OMA (Eq 4)	MKS (Eq 5)	MKP (Eq 6)	EXS (Eq 7)	MKS (Eq 8)
<b>Alternative Marketing Strategy:</b>								
Spirituality Marketing Orientation (SMO: H1a-e)	.0031 (.0089)	<b>.229***</b> (.080)	<b>.254***</b> (.084)	<b>.160*</b> (.087)	<b>.157*</b> (.091)			
Social Business Enterprise Focus (SBE: H2a-e)	.031 (.088)	-.080 (.080)	.048 (.084)	.054 (.087)	-.131 (.091)			
Buyer-Seller Relationship Capability (BSR: H3a-e)	<b>.234***</b> (.080)	<b>.231***</b> (.072)	<b>.150**</b> (.076)	-.008 (.078)	<b>.183**</b> (.082)			
Customer Knowledge-Provided Awareness (CKP: H4a-e)	.016 (.083)	<b>.164**</b> (.075)	.059 (.079)	.104 (.082)	.114 (.084)			
Technology-Based Marketing Implementation (TBM: H5a-e)	<b>.380***</b> (.082)	<b>.246***</b> (.074)	<b>.288***</b> (.078)	<b>.326***</b> (.081)	<b>.224***</b> (.084)			
<b>Consequence Variables</b>								
New Product Identity (NPI: H6a-b)						.048 (.094)	.128 (.088)	
Customer Responsiveness Specificity (CRS: H7a-b)						.042 (.090)	.108 (.084)	
Superior Business Competiveness (SBC: H8a-b)						<b>.208**</b> (.092)	<b>.200**</b> (.086)	
Outstanding Market Acceptance (OMA: H9a-b)						<b>.369***</b> (.104)	<b>.349***</b> (.097)	<b>.238***</b> (.065)
Marketing Profitability (MKP: H10)								<b>.642***</b> (.064)
Executive Satisfaction (EXS: H11)								
<b>Control Variable:</b>								
Firm Size (FIS)	.043 (.163)	<b>.405***</b> (.147)	.076 (.154)	<b>.439***</b> (.160)	<b>.469***</b> (.167)	<b>.391***</b> (.145)	.110 (.136)	.136 (.102)
Firm Capital (FIC)	.193 (.159)	-.002 (.144)	.145 (.150)	.072 (.156)	.079 (.163)	-.034 (.136)	.115 (.128)	-.102 (.098)
<b>Adjusted R2</b>	<b>0.284</b>	<b>0.414</b>	<b>0.361</b>	<b>0.312</b>	<b>0.243</b>	<b>0.440</b>	<b>0.506</b>	<b>0.709</b>
<b>Maximum VIF</b>	<b>1.762</b>	<b>1.762</b>	<b>1.762</b>	<b>1.762</b>	<b>1.762</b>	<b>3.092</b>	<b>3.092</b>	<b>2.365</b>
<b>Durbin-Watson</b>	<b>2.043</b>	<b>2.132</b>	<b>2.514</b>	<b>2.033</b>	<b>2.328</b>	<b>2.303</b>	<b>2.151</b>	<b>1.981</b>
Beta coefficients with standard errors in parenthesis, ***p < 0.01, **p < 0.05, *p < 0.10								

Table 3 demonstrates the hypothesis testing results. As show in equation 2 to 5, the results show that SMO has a significant positive impact on CRS (H1b:  $\beta_8=0.229$ ,  $p<.01$ ), SBC (H1c:  $\beta_{15}=0.254$ ,  $p<.01$ ), OMD (H1d:  $\beta_{22}=0.160$ ,  $p<.10$ ) and MKS (H1e:  $\beta_{29}=0.157$ ,  $p<.10$ ). This result, according to prior research suggests that generating the meaning and setting of the objective have an important to business performance in the 21st century that is appropriate with customer responsiveness specificity

(Nichols, 1994). Spirituality marketing has a relationship with consumer behavior and understanding consuming behavior for application in marketing performance (Warrier, 2003; Kale, 2006; Shaw and Thomson, 2012). Moreover, support of spirituality within the firms can develop creativity, morality, satisfaction, and responsibility that lead to increased business performance (Krishnakumar and Neck, 2002). *Therefore, Hypotheses 1b, 1c, 1d and 1e are supported.*

On the contrary, as show in equation 1, SMO has no significant relationships with NPI (H1a:  $\beta_1=0.031$ ,  $p>.10$ ). The trend of spirituality marketing relates to create value-added of new promises, new benefits, and new services value to respond to a customer (Smith, 2003). If the firm delivers only new product identity and ignores the mental value of customer, these firms have not achieved their business objective. **Thus, Hypothesis 1a is not supported.**

As show in equation 1 to 5, SBE has no significant influence on NPI (H2a:  $\beta_2=0.031$ ,  $p>.10$ ), CRS (H2b:  $\beta_9=-0.080$ ,  $p>.10$ ), SBC (H2c:  $\beta_{16}=0.048$ ,  $p>.10$ ), OMA (H2d:  $\beta_{23}=0.054$ ,  $p>.10$ ), and MKS (H2d:  $\beta_{30}=-0.131$ ,  $p>.10$ ). **Hence, Hypotheses 2a, 2b, 2c, 2d and 2e are not supported.** These results may be explained by a social business enterprise focus on alternative marketing strategy does not increase outcomes of instant foods and convenience foods businesses in Thailand. This is because doing business in Thailand needs to profit and often focuses on investing in products and services development rather than investing in understanding the needs of the customer and other stakeholders. Similarly, the social enterprise orientation focus for the foods business in Thailand may have a limit on ability of firms to take preliminary business that does not associate with the social enterprise's mission (Morris, Webb, and Franklin 2011).

Meanwhile, as show in equation 1, 2, 3 and 5, BRS has a significant positive effect on NPI (H3a:  $\beta_3=0.234$ ,  $p<.01$ ), CRS (H3b:  $\beta_{10}=0.231$ ,  $p<.01$ ), SBC (H3c:  $\beta_{17}=0.150$ ,  $p<.05$ ) and MKS (H3e:  $\beta_{24}=0.183$ ,  $p<.05$ ). The results indicate that when the firm promotes communication and creating cooperation, it has a positive influence on new product outcomes (Rodriguez et al., 2008). Moreover, buyer-seller relationship capability is a part of the resource of firms that positively impacts profitability and

customer responsiveness specificity (Martin and Grbac, 2003). Improving relationships in the areas of partner information, decision systems and business processes stimulate superior business performance (Truman, 2000). Furthermore, Ganesan (1994) indicates that the long-term relationship of the buyer-seller can provide for the firm, leading to sustainable competitive advantage. **Therefore, Hypotheses 3a, 3b, 3c and 3e are supported.**

On the contrary, as show in equation 4, BSR has no significant relationship with OMA (H3d:  $\beta_{24}=0.008$ ,  $p>.10$ ). These results are consistent with Easton and Araujo (1994) who propose that the buyer-seller relationships capability include coordination of activities, shared resources and trust that should be a measure of satisfaction for the two parties. Thus, to develop strong relationships, the firm should build buyer-seller relationships by encouraging customer participation. **Therefore, Hypothesis 3d is not supported.**

In addition, as show in equation 2, CKP has a significant positive effect on CRS (H4b:  $\beta_{11}=0.164$ ,  $p<.05$ ). The results support that Jayachandran, Hewett, and Kaufman (2004), suggest that the firm, using the customer knowledge process, will increase its capability concerning identifying customer needs and customer responsiveness specificity which can be identity valuable market segments. **Therefore, Hypothesis 4b is supported.**

On the contrary, as show in equation 1, 3, 4, and 5 CKP has no positive significant influence on NPI (H4a:  $\beta_4=0.016$ ,  $p>.10$ ), SBC (H4c:  $\beta_{18}=0.059$ ,  $p>.10$ ), OMA (H4d:  $\beta_{25}=0.104$ ,  $p>.10$ ), and MKS (H4e:  $\beta_{32}=0.114$ ,  $p>.10$ ). These results may be caused by ineffective customer knowledge-provided that requires developing the quality of customer knowledge management (Juran, 1992). Beside,

successful customer knowledge creation is dependable on organizational structures, processes and personal skills (Khodakarami and Chan, 2014). **Thus, Hypotheses 4a, 4c, 4d and 4e are not supported.**

As show in equation 1, 2, 3, 4 and 5, TBM has a significant positive effect on NPI (H5a:  $\beta_5=0.380$ ,  $p<.01$ ), CRS (H5b:  $\beta_{12}=0.246$ ,  $p<.01$ ), SBC (H5c:  $\beta_{19}=0.288$ ,  $p<.01$ ), OMA (H5d:  $\beta_{26}=0.326$ ,  $p<.01$ ), and MKS (H5e:  $\beta_{33}=0.224$ ,  $p<.01$ ). In this regard, technology-based marketing is able to improve new product development (Nambisan, 2003). Moreover, Barczak et al. (2007) found that using information technology is positively related to new product quality, product innovativeness, and market performance. Effective technology implementation positively relates to business competitiveness and can improve overall business performance (Yeh, Lee, and Pai, 2012). Technology use is related to increased productivity, improved organizations, creating business groups and business survival (Salehi-Sangari, 1997). **Therefore, Hypotheses 5a, 5b, 5c, 5d and 5e are supported.**

For the control variables, as show in equation 2, 4, and 5, FIS has a significant positive influence on CRS ( $\beta_{13}=0.405$ ,  $p<.05$ ), OMA ( $\beta_{27}=0.439$ ,  $p<.01$ ), and MKS ( $\beta_{34}=0.469$ ,  $p<.01$ ). These results are consistent with Spanosh (2001) who suggests that firm size is the main factor looking for firm performance. Therefore, the relationships between alternative marketing strategy and CRS, OMA and MKS are affected by firm size.

Surprisingly, as show in equation 6 and 7, NPI has no significant relationship with MKP (H6a:  $\beta_{36}=0.048$ ,  $p>.10$ ), and executive satisfaction (H6b:  $\beta_{42}=0.128$ ,  $p>.10$ ). This result is consistent with Kleinschmidt and Cooper (1991) who indicate that characteristics of new products are identity, being outstanding, reliability,

and originality. These are needed to differentiate products and superior value from competitors. Besides, the first objective of developing new product identity is not only responding to customer satisfaction, but responding to executive satisfaction because executive satisfaction is an indirect benefit of a firm. **Therefore, Hypotheses 6a and 6b are not supported.**

Additionally, as show in equation 6 and 7, CRS has no significant relationship with MKP (H7a:  $\beta_{37}=0.042$ ,  $p>.10$ ) and executive satisfaction (H7b:  $\beta_{43}=0.108$ ,  $p>.10$ ). According to previous research, Balakrishnan (1996) suggests that customer orientation is not linked to relative profitability and satisfaction with profitability. Likewise, Pehrsson (2011) found that customer responsiveness was not significant of the relationships between customer responsiveness and performance in a mature market. **Hence, Hypotheses 7a and 7b are not supported.**

As show in equation 6 and 7, SBC has a significant positive influence on MKP (H8a:  $\beta_{38}=0.208$ ,  $p<.05$ ) and EXS (H8b:  $\beta_{44}=0.200$ ,  $p<.05$ ). According to previous research, Ramasamy (1995) suggests that competitiveness has an effect on market share, profitability, and market growth; and maintains competition in the long-term. Beside, Martin and Stiefelmeyer (2001) propose that competitiveness has a relationship with profitability and market share. In this regard, superior business competitiveness is very important because it can increase firm specifics which enhance competitive advantage and satisfaction with firm. **Thus, Hypotheses 8a and 8b are supported.**

As show in equation 6 and 7, OMA is positively associated with MKP (H9a:  $\beta_{39}=0.369$ ,  $p<.01$ ) and EXS (H9b:  $\beta_{45}=0.349$ ,  $p<.01$ ). This result is according to previous research. Soni (2007) suggests that market acceptance plays an important role in the

improvement of marketing profitability. Likewise, outstanding market acceptance can have effects on repeat buying and brand loyalty that will lead to executive satisfaction (Salmoura, 2005). **Thus, Hypotheses 9a and 9b are supported.**

For the control variables in equation 6, FIS has a significant positive influence on MKP ( $\beta_{40}=0.391$ ,  $p<.01$ ). Thus, the relationship between SBC, OMA, and MKP are influenced by firm size. However, FIS has no significant relationships with EXS ( $\beta_{46}=0.110$ ,  $p>0.10$ ). Therefore, the relationship between SBC, OMA, and EXS are not impacted by firm size.

Furthermore, FIC has no significant effect on MKP ( $\beta_{41}=-0.034$ ,  $p>.10$ ). Therefore, the relationship between SBC, OMA and MKP are not impacted by firm capital. Moreover, FIC has no significant effect EXS ( $\beta_{47}=0.115$ ,  $p>.10$ ). Thus, relationships among SBC, OMA and EXS are not impacted by firm capital.

Interestingly, as show in equation 8, MKP has a significant positive effect on MKS (H10:  $\beta_{48}=0.238$ ,  $p<.01$ ). This result is according to previous research, Bercovitz and Michell (2007) suggest that greater marketing profitability obtain both financial performance and competitive advantage that lead to marketing survival. Besides, marketing profitability can help firms accumulate internal funds to promote marketing activity and increases the chance of survival in the market (Deng et al., 2014).

Additionally, EXS has a significant positive effect on MKS (H11:  $\beta_{49}=0.642$ ,  $p<.01$ ). This is consistent with Greening and Gray (1994) who found that executives have important roles about change, decision-making and managing in the organization that have an effect on marketing survival. Moreover, Sabherwal and Chan (2001) suggest that executives are important for improving business performance that involves customer satisfaction,

relationships with partners, sale revenue, profit and market share, which are marketing survival. **Thus, Hypotheses 10 and 11 are supported.**

## 5. Conclusions and Recommendations

This study examines the relationships between alternative marketing strategy and marketing survival of instant foods and convenience foods businesses in Thailand. The results show that only one dimension of alternative marketing strategy (TBM) has significant positive influences on all consequences (NPI, CRS, SBC, OMA and MKS). Secondly, the findings present that SBC has a positive significant effect on MKP and EXS.

In addition to this, OMA has a positive, significant effect on MKP and EXS. However, NPI and CRS have no significant relationships with marketing profitability and executive satisfaction. Thirdly, the consequences of MKP and EXS have positive significant effect on marketing survival.

### - Contributions

This study provides to be beneficial for marketing directors and marketing managers who are responsible to determine the marketing strategy of the firm and the important role of driving toward marketing activity to increase high business efficiency. Especially, for instant foods and convenient foods business in Thailand the executive should continuously develop a firm's capability to respond to always-changing business, and maintaining marketing survival.

Firstly, the executives should focus on the efficiency of technology-based marketing implementation because it helps business fulfillment, and can obtain competitive advantage and marketing survival. Beside, technology-based marketing implementation is a critical factor to gain opportunities for increased



stakeholder satisfaction, loyalty and marketing profitability. However, technology-based marketing implementation successfully requires executives to take a proactive role and can be integrate technology and other business functions linking to marketing strategy and firms operational in offering and delivering on superior value for the stakeholder.

Secondly, the executives must concentrate on spirituality marketing because it affects mental attributes of customers who can increase a good perception and firm loyalty. In addition, today's businesses are faced with several pressures such business ethics, and society and environmental problems.

Hence, the executive should emphasize spiritual marketing orientation that involves responsibility in aspects of morality, society and environmental concern in order to respond to the stakeholder satisfaction and gain competitive advantage in business.

Thirdly, the executives must focus on a buyer-seller relationship capability that is developing and maintaining the relationships between organizations and partnerships, suppliers and customers, to increase business performance and survival.

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However, buyer-seller relationship capability is one alternative strategy to stimulate the creation of new products and services, including a quick response to customers, superior competition and survival in the market.

Lastly, the executives should pay attention to customer knowledge-provided awareness in order for the firm to respond to specific customer needs, because this approach provides information of products or services at the right time and accurately before the customer will be using it. Therefore, customer knowledge-provided awareness will increase understanding of products and services for which the firms will receive customer satisfaction.

In addition, future research should explore moderating variable for stimulate the relationship between alternative marketing strategy and consequence. For example, business collaboration, climate or organization culture.

Future research may also consider either a different population, or compare the result with other samples such as, beverage, restaurant, or the service business that has a high level of alternative marketing strategy application.

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