

MARKETING FLEXIBILITY ORIENTATION AND MARKETING PERFORMANCE: AN EMPIRICAL INVESTIGATION OF INFORMATION AND COMMUNICATION TECHNOLOGY BUSINESSES IN THAILAND

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Abstract: Nowadays, several industries face extreme pressures related to globalization progress, fast changing technology, as well as the change in customer needs and behaviors. Marketing flexibility orientation is the key significant strategy for a firm used to response to these problems. This study aims to investigate the relationship between marketing flexibility orientation and marketing outcomes. The results were derived from a survey of 157 information technology and communication businesses in Thailand. The regression analyses shown that the dimensions of marketing flexibility orientation included marketing alliance enhancement, marketing knowledge integration, customer information exchange, and stakeholder learning competency have significant influence on enhancing marketing innovation, marketing excellence, marketing effectiveness, marketing satisfaction, and marketing performance.

Keywords: Marketing Alliance Enhancement, Collaborative New Product Development, Marketing Knowledge Integration, Customer Information Exchange, Stakeholder Learning Competency, Marketing Innovation, Marketing Excellence, Marketing Effectiveness, Marketing Satisfaction, Marketing Performance.

1. Introduction

The rapidly change in technology, customer needs and demands, business environment, and business competition, various business sectors have faced strong pressures (Shih & Jue, 2006; Jain et al., 2013). Managers are challenged in responding to both internal and external change (Combe, 2012). Therefore, organizational flexibility has become one

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of the most beneficial and crucial tools in modern competitive markets (Jain et al., 2013).

In business research, flexibility was often related to manufacturing processes (Das, 2001; Narasimhan & Das, 2000), human resource management (Dyer, 1998; Sethi, Khamba & Kiran, 2007), and business strategy (Evans, 1991; Sanchez 1995, 1997). However, in marketing literature, organizational flexibility research is very few and still limited (Combe, 2012).

Marketing flexibility orientation is one of the several organizational strategies that are capable to deal with changes and economic crisis (Grewal & Tansuhaj, 2001). The concept of marketing flexibility is embodied within different strategy paradigms, including internal environment, external environment, and the balancing of

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both internal and external environment (Combe, 2012). In this research, marketing flexibility orientation refers to the marketing ability of the firm to adapt, learn, and obtain the benefit from environmental change in order to achieve advantage and superior performance (Buckley & Casson, 1998; Tang & Tikoo; 1999; Li, Su & Liu, 2010;). It can be seen the key strategy of a firm that leads to business survival, competitive advantage, and superior performance (Taussig, 2013).

Especially in information technology and communication businesses, as Evans (1991) indicated that organizational flexibilities are needed in high technology industry. Information technology and communication businesses in Thailand have faced high competition, they also play a major role in Thailand economic development (Ministry of information and communication technology, 2013). Thus, the information technology and communication businesses in Thailand are the samples of this research.

Moreover, in order to clearly understand the relationship between marketing flexibility orientation and marketing performance in the information technology and communication businesses, this research has proposed five distinctive dimensions of marketing flexibility orientation; consisted of marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information

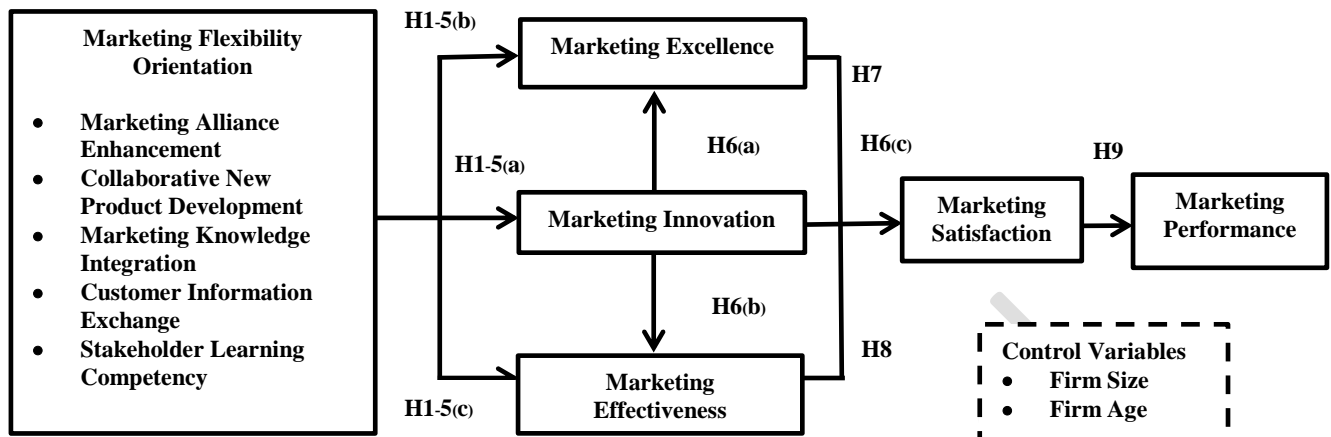
exchange, and stakeholder learning competency. The findings give critical contributions to the marketing literature. They provide a new marketing flexibility orientation dimensions at the organizational level. In addition, they also highlight substantial consequences of marketing flexibility orientation. Finally, they fulfill the gap in the marketing flexibility literature which is still lack of statistical academic research. Therefore, drawing on the dynamic capability and contingency theories, the framework of marketing flexibility orientation and marketing performance is proposed and presented in Figure 1.

2. Literature Review

- Marketing Flexibility Orientation

Flexibility has been broadly accepted as a main factor to respond to environmental change, which provides the achievement and survival of organizational when the organization faces marketing competition (Li, Su & Liu, 2010). In terms of marketing area, marketing flexibility orientation, one of the several strategies terms, has the capability to deal with pressures for change (Grewal & Tansuhaj, 2001). It 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 (Buckley & Casson, 1998; Tang & Tikoo, 1999; Li, Su & Liu, 2010).

Figure 1: A Conceptual Framework



This research adapts the marketing flexibility concept from Gurau (2009), which provides the flexibility of marketing systems model, describing the flexibility of marketing systems model. Gurau's marketing systems consist of three critical elements, including flexibility of participation, flexibility of interaction, and flexibility of implementation. In addition, marketing flexibility allows interactions with employees, customers, and stakeholders. Therefore, this research attempts to provide more detail on the five dimensions of marketing flexibility orientation, namely, marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information exchange, and stakeholder learning competency, and its consequences. More details of these dimensions and their consequences of marketing flexibility orientation are provided below.

- Marketing Alliance Enhancement

Lavie, Lechner & Singh (2007) mentioned that alliance is a voluntary arrangement among independent firms or partners that exchange and share resources for joining and developing the technologies. Marketing alliance enhancement is defined as ability of a firm to emphasize 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, Metiu & George, 2001; Lavie, Lechner & Singh, 2007).

An alliance is related to manager experiences in 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). Such marketing alliance enables a firm to establish superior performance (Lavie, Lechner & Singh, 2007). These notions lead to posit the following hypothesis:

H1: *Marketing alliance enhancement has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.*

- Collaborative New Product Development

In businesses, a firm not only accomplishes business strategy, but also attends to cooperative activities in each firm unit in order to meet the concept of collaboration. Such a firm will acquire

numerous resources and capabilities which share main activities with other partners (Tanpinyoputtikhun & Ussahawanitchakit, 2009). Especially in new product development, firms are trends to commit in business cooperation. Since new product development has an important effect on the overall performance of the firm (Reid & Brady, 2012).

Collaborative 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, new product development seems to be the most important factor for gaining sustainable competitive advantage (Aydin, Cetin and Ozer, 2007). In addition, collaborative 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). Hence, the hypothesis is proposed as follows:

H2: *Collaborative new product development has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.*

- Marketing Knowledge Integration

The concept of marketing knowledge is regarding fundamental marketing tasks, and incorporates marketing information that creates customer value (Srivastava et al., 1999). This research, marketing knowledge integration is defined as the ability of a firm to acquire knowledge diversity of marketing, 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).

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 & Konno, 2000; Jetter & Kraaijenbrink, 2006). This strategy is the one to improve marketing proficiency and enhances new knowledge management skills (Fang & Zuo, 2009). Therefore, the hypothesis is proposed as follows:

H3: *Marketing knowledge integration has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.*

- Customer Information Exchange

In marketing capabilities improvement, firms need to build more interaction with the external environment in order to acquire significant information and employ it to offer unique value-added products, superior quality, and innovative features for the customer. Customer information exchange is defined as the ability of firm 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; Chesbrough, 2003; Claycomb & Frankwick, 2004; Salomann et al., 2005).

Information and knowledge shared by customers, induces and generates value for the firm. The firm tends to deploy this knowledge and customer information to develop product, services of the company. In addition, the information exchange can be the source of innovation ideas (Lau, Tang & Yam, 2010). These actions may establish a marketing advantage (Wei & Wang,

2011). Hence, the hypothesis is proposed as follows:

H4: *Customer information exchange has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.*

- *Stakeholder Learning Competency*

Learning competency is essential for leaders to use it to drive and assess corporate (Siewiorek et al., 2012). Learning capability can also be used in the issue of stakeholder, the factor that has an important role to the firm. Therefore, in this research, stakeholder learning competency is defined as the firm's ability to understand about the attitude, need, and behavior of stakeholder and establish the relationship with whom the organization interacts in order to enhance firm performance (McDermott & Stock, 1999; Daboub & Calton, 2002).

Business 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 increasing the core capability of the overall alliance (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. Hence, the hypothesis is proposed as follows:

H5: *Stakeholder learning competency has a positive influence on (a) marketing innovation, (b) marketing excellence, and (c) marketing effectiveness.*

- *Marketing Innovation*

Capability to innovate is a main factor that impacts business performance. It is a

significant driver of progress and competitive success (Sawhney, Wolcott, & Arroniz, 2006; Denning, 2007). Marketing innovation is the newness of technologies, ideas, processes, products or services, implementation them in the market, and new acquired methods which lead to business achievement and advantage (Berthon, Hulbert & Pitt, 1999; Haddad & Algadeer, 2004; Vijande & Gonzalez, 2007).

Previous research by Branzei & Vertinsky (2006) indicates that the process of marketing innovation leads to a firm that has competitive advantage. In addition, innovation generates the acceptance of new ideas and processes of a firm (Garcia & Calantone, 2002). Such marketing innovation is regarded as a mechanism for increasing products and services differentiation, sustaining a competitive advantage, and securing superior performance (Naidoo, 2010). Therefore, the hypothesis is proposed as follows:

H6: *Marketing innovation has a positive influence on (a) marketing excellence, (b) marketing effectiveness, and (c) marketing satisfaction.*

- *Marketing Excellence*

Marketing excellence refers to a firm's ability to comprehend a superior understanding of markets, making strategic choices, providing 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, Schilke & Thomas, 2010). Therefore, this research refers marketing excellence as the ability of a firm to encompass a greater 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).

Moreover, Stuart-Kregor (2006) concludes that the important key drivers of a company achieving are marketing excellence, linking to market success and market performance levels. Furthermore, marketing excellence reflects on superior practical ability to define and understand markets more than competitors. Hence, the hypothesis is proposed as follows:

H7: *Marketing excellence has a positive influence on marketing satisfaction.*

- Marketing Effectiveness

Marketing effectiveness is the measure of the marketing operational process that follows the right things that the firm does (Connor & Tynan, 1999). This research provides the definition of marketing effectiveness as the marketing operations to obtain a greater outcome of a firm goal, both short and long-term (Nwukah & Ahiauzu, 2008).

Pervious research finds that marketing effectiveness has a strong positive influence on market orientation, improving satisfaction, bettering competitive advantage, continuing long-term growth, having greater firm performance, and achieving excellent firm profitability (Ussahawanitchakit & Intakhan, 2011). Actually, when firms have implemented marketing effectiveness in their marketing activities and business operations, it is likely to result in greater action in firm operations. Hence, the hypothesis is proposed as follows:

H8: *Marketing effectiveness has a positive influence on marketing satisfaction.*

- Marketing Satisfaction

Bonoma and Clark (1988) indicate that marketing performance is the outcomes of

marketing activities that apart from management's satisfaction. This research, marketing satisfaction is defined as the reaction of emotion to the difference between what organizational is expected and what is received in marketing activity (Bonoma & Clark, 1988; Shoham, 1999; Zineldin, 2000).

According to Cadogan, Diamantopoulos & Siguaw (2002), performance was measured through satisfaction of manager with the marketing effectiveness program in terms of five goals that included sale's growth, firm's image, business's profitability, market share, and business expansion. Likewise, Navarro et al. (2010) finds that the satisfaction of marketing plays an essential role to the building of performance and increases perceived competitive advantages, which be essential to certify a constant attention to a firm. Therefore, the hypothesis is proposed as follows:

H9: *Marketing satisfaction has a positive influence on marketing performance.*

- Marketing Performance

Marketing performance relates to evaluation and reflection of output and input aspects (O'Sullivan & Abela, 2007). It can separate into two types, namely, financial performance and non-financial performance (Schmid & Kotulla, 2011). In this research, marketing performance is defined as the perceptions regarding firm outcomes that indicate the success of firm, including customer satisfaction, customer acceptance, sales growth, market share, and overall performance (Akkrawimut & Ussahawanitchakit, 2011).

Marketing performance is the business assessment that reflects the marketing outcomes. As a result, these seem to be involved in these profitability and market performance. Therefore, marketing

performance plays an important role in evaluating the achievement of firm objectives.

3. Research Methodology

- Sample Selection and Data Collection Procedure

The population and sample of this research are the information and communication technology businesses in Thailand. The sampling data were collected through a selected list of 774 firms in the database of the Ministry of Information and Communication Technology of the Thai government (www.mict.go.th) in December, 2014. Marketing executive, marketing director, or marketing manager of information and communication technology businesses in Thailand are selected as the key informants.

According to a questionnaire mailed to the respondents, 82 surveys were undeliverable because some of the firms had moved out from the address in the database and some of them were no longer in the business. 161 of them were received. However, there are 4 incomplete surveys were also found and discarded. As a result, 157 surveys which were usable for further analysis. The response rate was approximately 22.69 percent. The acceptable criterion for the minimum sample size is that it should never fall below 5 observations for each interdependent variable (Hair et al., 2010).

To identify the response bias, the t-test analysis between respondents and non-respondents was employed. The response bias test was resulted as follows: the business type ($t = 0.918, p > 0.05$), the period of time the firm has been in business: ($t = 0.764, p > 0.05$), and the average revenues per year ($t = -1.324, p > 0.05$). These provide the evidence that there were no statistically significant differences between the two groups at a 95% confidence level. It can be confidently mentioned that the non-

response bias is not a serious problem in this research (Armstrong & Overton, 1977).

- Measurements

The measurement procedures in multiple items development for measuring each construct in the conceptual model were used. Each of variables was measured by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). According to the number of choices, it is usually better to use four to eight categories, as more distinctions than that are not meaningful, and informants may be confused (Neuman, 2006).

- Validity and Reliability

In this research, types of validity testing were comprised of face, content, and construct validity. Face and content validity was improved by an extensive review of the literature questionnaires (Hair et al., 2010). The questionnaires were designed by two experts, they could provide the comments and choose the best possible scale of measure, corresponding to the conceptual definitions. In terms of construct validity, all factor loadings in this research are greater than the 0.4 cut-offs, and are statistically significant according to the rule-of-thumb (Nunnally & Bernstein, 1994).

Table 1 showed the results of factor loadings of multi-item scales. It could be observed that each item of all variables was loaded on a single factor and the range of factor loadings was between 0.572 - 0.959. These values were greater than the cut-off score of 0.4 which indicated the acceptable construct validity.

Besides, the reliability of measurement is assessed by Cronbach's alpha coefficients that should be greater than 0.7 (Nunnally & Bernstein, 1994). Table 1, the findings of Cronbach's alpha coefficients were between 0.763 - 0.959 which exceeded the acceptable cut-off score.

- *Statistical Techniques*

To test all hypotheses following the conceptual model, the Ordinary Least Squares (OLS) regression analysis was employed in this research. Regression analysis is appropriate to examine the relationships between the dependent and independent variables in which all variables

are categorical and interval data (Hair et al., 2010).

Based on the assumption, normality, heteroscedasticity, autocorrelation, linearity, and outlier were tested. In addition, an analysis of collinearity statistics indicated that the range of VIF values is 1.064 - 4.743, which indicates

Table 1. Results of Validity and Reliability Testing

Variables	Factor Loadings	Cronbach's Alpha
Marketing alliance enhancement (MAE)	0.572 - 0.820	0.824
Collaborative new product development (CPD)	0.709 - 0.946	0.851
Marketing knowledge integration (MKI)	0.815 - 0.883	0.885
Customer information exchange (CIE)	0.724 - 0.824	0.763
Stakeholder learning competency (SLC)	0.766 - 0.889	0.901
Marketing innovation (MIN)	0.836 - 0.921	0.902
Marketing excellence (MEX)	0.666 - 0.885	0.836
Marketing effectiveness (MEF)	0.887 - 0.959	0.933
Marketing satisfaction (MSA)	0.817 - 0.938	0.900
Marketing performance (MPE)	0.850 - 0.917	0.959

that multicollinearity has no effect to the study. Moreover, all proposed hypotheses in this research were transformed into seven statistical equations. Each equation was depicted as follows:

$$Eq1: MIN = \beta_{01} + \beta_1 MAE + \beta_2 CPD + \beta_3 MKI + \beta_4 CIE + \beta_5 SLC + \beta_6 FSZ + \beta_7 FAG + \varepsilon_1$$

$$Eq2: MEX = \beta_{02} + \beta_8 MAE + \beta_9 CPD + \beta_{10} MKI + \beta_{11} CIE + \beta_{12} SLC + \beta_{13} FSZ + \beta_{14} FAG + \varepsilon_2$$

$$Eq3: MEF = \beta_{03} + \beta_{15} MAE + \beta_{16} CPD + \beta_{17} MKI + \beta_{18} CIE + \beta_{19} SLC + \beta_{20} FSZ + \beta_{21} FAG + \varepsilon_3$$

$$Eq4: MEX = \beta_{04} + \beta_{22} MIN + \beta_{23} FSZ +$$

$$\beta_{24} FAG + \varepsilon_4$$

$$Eq5: MEF = \beta_{05} + \beta_{25} MIN + \beta_{26} FSZ + \beta_{27} FAG + \varepsilon_5$$

$$Eq6: MSA = \beta_{06} + \beta_{28} MIN + \beta_{29} MEX + \beta_{30} MEF + \beta_{31} FSZ + \beta_{32} FAG + \varepsilon_6$$

$$Eq7: MPE = \beta_{07} + \beta_{33} MSA + \beta_{34} FSZ + \beta_{35} FAG + \varepsilon_7$$

4. Results and Discussion

Table 2 reveals the relationships among variables, the correlations between independent variables in the conceptual model are in the range of 0.285 - 0.776, $p < 0.01$. All constructs are lower than 0.8 (Hair et al., 2006). Additionally, Table 3 also points out the maximum value of VIF which is 4.743, which is lower than the cut-

off score of 10 (Hair et al., 2006). Both correlations and VIF ensure the non-existence of multicollinearity problems.

Table 2: Descriptive Statistics and Correlation Matrix

Variables	MAE	CPD	MKI	CIE	SLC	MIN	MEX	MEF	MSA	MPE	FSZ	FAG
Mean	3.980	3.780	3.905	4.024	3.812	3.807	3.881	3.919	3.793	3.666	-	-
S.D.	.528	.751	.693	.579	.700	.759	.656	.674	.685	.761	-	-
MAE												
CPD	.600***											
MKI	.657***	.623***										
CIE	.506***	.428***	.544***									
SLC	.323***	.485***	.439***	.567***								
MIN	.526***	.426***	.592***	.593***	.494***							
MEX	.494***	.418***	.480***	.595***	.360***	.719***						
MEF	.468***	.384***	.489***	.560***	.285***	.635***	.752***					
MSA	.430***	.331***	.438***	.523***	.364***	.651***	.704***	.735***				
MPE	.492***	.348***	.429***	.447***	.287***	.591***	.689***	.645***	.776***			
FSZ	-.047	.038	-.053	-.094	-.054	-.087	-.058	-.069	.076	.084		
FAG	.072	.108	-.088	-.029	-.013	-.098	-.121	.006	-.016	.017	.233***	

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

Table 3: Results of Regression Analysis

Independent Variables	Dependent Variables						
	MIN (Eq 1)	MEX (Eq 2)	MEF (Eq 3)	MEX (Eq 4)	MEF (Eq 5)	MSA (Eq 6)	MPE (Eq 7)
MAE (H1a-c)	0.193** (0.085)	0.197** (0.090)	0.125 (0.094)				
CPD (H2a-c)	-0.052 (0.084)	0.112 (0.089)	0.063 (0.093)				
MKI (H3a-c)	0.264*** (0.089)	0.044 (0.095)	0.183* (0.099)				
CIE (H4a-c)	0.263*** (0.080)	0.436*** (0.085)	0.433*** (0.088)				
SLC (H5a-c)	0.190** (0.076)	-0.025 (0.080)	-0.113 (0.084)				
MIN (H6a-c)				0.715*** (0.056)	0.640*** (0.063)	0.154** (0.066)	
MEX (H7)						0.566*** (0.100)	
MEF (H8)						0.163* (0.090)	
MSA (H9)							0.775*** (0.051)

Independent Variables	Dependent Variables						
	MIN (Eq 1)	MEX (Eq 2)	MEF (Eq 3)	MEX (Eq 4)	MEF (Eq 5)	MSA (Eq 6)	MPE (Eq 7)
FSZ	-0.022 (0.123)	0.042 (0.130)	-0.054 (0.135)	0.036 (0.117)	-0.061 (0.130)	0.253*** (0.096)	0.038 (0.107)
FAG	-0.140 (0.123)	-0.271** (0.131)	0.047 (0.136)	-0.110 (0.115)	0.151 (0.128)	0.075 (0.097)	0.049 (0.105)
Adjusted R ²	0.470	0.404	0.355	0.511	0.398	0.674	0.595
Maximum VIF	2.351	2.351	2.351	1.064	1.064	4.743	1.065
Beta coefficients with standard errors in parenthesis, *** p < 0.01, ** p < 0.05, * p < 0.10							

Regarding to the Table 3, the results indicate that marketing alliance enhancement is significantly and positively related to marketing innovation ($\beta_1 = 0.193$, $p < 0.05$), and marketing excellence ($\beta_8 = 0.197$, $p < 0.05$). According to Cavazos & Varadarajan (2012), alliances are related to obtain technological innovations and to enhance the potential of a firm to success (Lavie, Lechner & Singh, 2007). **Thus, hypotheses 1a and b are supported.**

However, the findings show that marketing alliance enhancement is not influence on marketing effectiveness ($\beta_{15} = 0.125$, $p > 0.10$). It is possible that the firm has a history of negative experiences with alliances, such as conflict, changes in the firm environment, opportunistic behavior, incompatible goals, and disintegrating relationships, that likely to disaster in operation of business (Das & Teng, 2003). **Thus, hypothesis 1c is not supported.**

The second dimension, collaborative new product development is not significant to all of three outcomes; marketing innovation ($\beta_2 = -0.052$, $p > 0.10$), marketing excellence ($\beta_9 = 0.112$, $p > 0.10$), and marketing effectiveness ($\beta_{16} = 0.063$, $p > 0.10$). According to Lorange & Roos (1991), the reasons for the difficulty in new product development collaboration are the complex of decision-making, the integration of separate corporate cultures, and each department of firm may be different, even in ultimately conflicting, leading to unsuccessful for enhancing innovation.

Furthermore, some alliance type can be rivalry and managerial complexity in the high level and may cause some difficulty in coordinating or management. It is reflected to difficulties in implementing the collaborative efforts and integrating them with firm's strategic objectives (Park & Ungson, 2001). **Thus, hypotheses 2a - c are not supported.**

The third dimension, marketing knowledge integration has significant, positive relationships with marketing innovation ($\beta_3 = 0.264$, $p < 0.01$) and marketing effectiveness ($\beta_{17} = 0.183$, $p < 0.10$). Acquiring particular knowledge, such as technological or industrial organizational know-how, is necessary methodologies for organizations, which helps to enhance innovation outcomes and fulfill the competency of the marketing task (Bresman, Birkinshaw & Nobel, 1999). In addition, it enables to create job quality and effectiveness (Eriksson et al., 2000). **Thus, hypotheses 3a and c are supported.** Nevertheless, marketing knowledge integration does not influence marketing excellence ($\beta_{10} = 0.044$, $p > 0.10$). Pan et al. (2001) indicates that the critical challenge of integrating knowledge process as ability of bringing the key parties together and solving conflicts between the different parties involved, as well as, the slow and painful of system knowledge within the organization for implementing (Nonaka, 1994). **Thus, hypothesis 3b is not supported.**

The fourth dimension, customer information exchange is significantly and positively related to all of three outcomes: marketing innovation ($\beta_4 = 0.263$, $p < 0.01$), marketing excellence ($\beta_{11} = 0.436$, $p < 0.01$), and marketing effectiveness ($\beta_{18} = 0.433$, $p < 0.01$). The exchanged information constitutes a source of innovation ideas (Lau, Tang & Yam, 2010), generates a marketing advantage (Wei & Wang, 2011), and can establish benefits for both customers and the firm (Gibbert, Leibold & Probst, 2002). **Thus, hypotheses 4a - c are supported.**

Finally, stakeholder learning competency is significantly and positively associated with marketing innovation ($\beta_5 = 0.190$, $p < 0.05$). The previous research shows that it has generated the innovations (Rodríguez, Ricart & Sánchez, 2002). **Thus, hypothesis 5a is supported.** Nevertheless, the findings show that stakeholder learning competency is not associated with marketing excellence ($\beta_{12} = -0.025$, $p > 0.10$) and marketing effectiveness ($\beta_{19} = -0.113$, $p > 0.10$). It is possible that it is the scope to which stakeholder-firm power differences affect the business. The more powerful the stakeholders are, the greater the pressure is on the firm to succeed. (Thoumrungroje & Tansuhaj, 2004; Onkila, 2011). **Thus, hypotheses 5b and c are not supported.**

For the consequence, marketing innovation is positively significantly related to marketing excellence ($\beta_{22} = 0.715$, $p < 0.01$), marketing effectiveness ($\beta_{25} = 0.640$, $p < 0.01$), and marketing satisfaction ($\beta_{28} = 0.154$, $p < 0.05$). Marketing innovation can enhance product development excellence, has important roles in an ability of the firm to differentiate from the competitors (Day & Wensley, 1988), and to drive the growth and competitive success (Schilling, 2005;

Denning, 2007). **Thus, hypotheses 6a - c are supported.**

Next, marketing excellence is positively significantly related to marketing satisfaction ($\beta_{29} = 0.566$, $p < 0.01$). It is consistent with Stuart-Kregor (2006), marketing excellence is the driving force of a company to achieve marketing performance. **Thus, hypothesis 7 is supported.**

Likewise, marketing effectiveness is positively significantly related to marketing satisfaction ($\beta_{30} = 0.163$, $p < 0.10$). According to Ussahawanitchakit and Intakhan (2011), marketing effectiveness has a positive effect on strong market orientation, improving customer satisfaction, bettering competitive advantage, continuing long-term growth, having superior business performance, and achieving excellent firm profitability. **Thus, hypothesis 8 is supported.**

In addition, marketing satisfaction is positively significantly related to marketing performance ($\beta_{33} = 0.775$, $p < 0.01$). It is consistent to Navarro et al. (2010), the satisfaction of marketing has played a necessary role in the building of performance and increased perceiving of competitive advantages. **Thus, hypothesis 9 is supported.**

For the control variables, the results show that firm size has no significant influence on both relationships between dimensions of marketing flexibility orientation and its consequences. While firm age has negative relationships only to marketing excellence ($\beta_{27} = -0.271$, $p < 0.05$). In addition, firm age has no significant influence on the consequences of marketing flexibility orientation. Whereas firm size has positive relationships only with marketing satisfaction ($\beta_{31} = 0.253$, $p < 0.01$).

5. Contributions

This research provides two theoretical contributions. Firstly, based on literature, concept of flexibility still lacks marketing area. The dimensions of marketing flexibility orientation, including marketing alliance enhancement, collaborative new product development, marketing knowledge integration, customer information exchange, and stakeholder learning competency, which are newly developed dimensions to clarify its concept which will be useful for further research and investigations. Likewise, the new dimensions of marketing flexibility orientation are developing to highlight the role of marketing strategy which is crucial organization tool to enhance the performance.

Secondly, two theories, including dynamic capability and contingency theory are employed as a theoretical foundation for incorporating to explain the relationships in the conceptual model. It is mentioned that actual business phenomena are complex due to many internal and external factors. As a result, these theories enable researchers to better explain the relationships among the constructs and to predict the results of those relationships.

In addition, this research also provides the significant implications to the marketing director, marketing executive and marketing manager who are responsible for planning and decision-making in strategic marketing. Marketing flexibility orientation is useful to enhance innovation and success in marketing performance, including effectiveness and excellence of marketing. Especially firms should pay attention to the improvement of marketing flexibility strategy of organization, particularly of enhancing the marketing alliance; that helps to establish excellence and newly innovation. The strategy of marketing knowledge integration can lead to enhance marketing innovation and to improve the effectiveness

in marketing. Exchanging in customer information has the potential capability for a company to exchange information with its customers, which enhance innovation of marketing and more effectiveness and excellence in marketing performance. Finally, stakeholder learning competency can develop the innovation in marketing.

6. Conclusions and Future Research

This research examines the relationships among marketing flexibility orientation, marketing innovation, marketing excellence, marketing effectiveness, marketing satisfaction, and marketing performance in information technology and communication businesses in Thailand. The key research question is that how marketing flexibility orientation associated with marketing performance. This research applies two theories to draw the conceptual model, including contingency theory and dynamic capability theory.

The multiple regression is used to analyze the data. The results indicate that marketing flexibility orientation is essential for positive outcomes. In particular, marketing alliance enhancement, marketing knowledge integration, customer information exchange, and stakeholder learning competency are the significant components of marketing flexibility orientation, which enhance marketing innovation. In addition, marketing alliance enhancement and customer information exchange also lead to increased marketing excellence. Likewise, marketing knowledge integration and customer information exchange lead to increased marketing effectiveness.

Additionally, marketing innovation, marketing excellence, and marketing effectiveness seem to be important factors that lead to enhance marketing satisfaction, which affects marketing performance.

- Future Research

The suggestions for further research are provided as follows: firstly, further research might examine the moderating effect of marketing flexibility orientation, such as marketing uncertainty and technology munificent. Secondly, researcher could focus on other antecedent variables that can affect marketing flexibility orientation like customer need and marketing vision. Thirdly, the future research may reexamine with other industries such as software businesses to compare results in order to more credibility, and verify the generalizability of the study. Finally, future research may also employ other research techniques such as, in-depth interview for collect collecting the in-depth data on managerial perspective or other statistical techniques like structural modeling equation to confirm the robustness of the finding.

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