

Antecedents of Proactive Marketing Management Capability: Evidence from Instant and Convenience Foods Businesses in Thailand

Yuthachai Krokaew^{1*} Prathanporn Jhundra-Indra² Sutana Boonlua³

Abstract

An extensive literature has investigated the outcomes of proactive marketing orientation, relatively little is known about the antecedents of proactive marketing orientation. The purpose of this research is to examine the effect of antecedents on proactive marketing management capability. Besides, this research examines the moderating role of learning orientation on the relationships among antecedents and proactive marketing management capability. According to the majority of new variable measurement, the pre-test is used to validate all constructs. The convergent validity was evaluated by the factor loading of all constructs between 0.716 - 0.928 that greater than the 0.4 cut off. The reliability estimation, the Cronbach's alpha of all variables were shown between 0.854 - 0.886 that greater than the 0.7 cut off. Data was collected from 163 Thai instant and convenience foods firms by questionnaire mail survey. The results reveal that marketing vision for long-term operation, market culture awareness, marketing competency development, and market uncertainty pressure have positively significant influence on proactive marketing management capability. Moreover, learning orientation has a positive moderate effect on the relationships between marketing competency development and proactive marketing management capability and technological complexity force and proactive marketing management capability. Lastly, the contributions and conclusion of this research are provided as well.

Keywords: Proactive Marketing Management Capability, Marketing Vision for Long-term Operation, Market Culture Awareness, Marketing Competency Development

Introduction

In global business, the rapidly environmental changes effect on increasing of marketing operational complication. Especially, strategic marketing formulation is employed as marketing plan for the firms to enhance their profitability and survival. The superior marketing performances require consistency strategic marketing formulation which depends on associated internal and external marketing environments. This research proposes important relevant marketing environments that influence on strategic marketing formulation. According to marketing environment, the dynamic of macro marketing environments (e.g. economic, social, political legal, technology) and intermediate marketing environments (e.g. firm vision, firm culture, firm competency) effect on strategic marketing formulation because consumer behavior and competitor development are changed. Especially, internal or intermediate marketing

^{1*} Ph. D. Student, Marketing, Mahasarakham Business School, Mahasarakham University,

² Lecturer, Ph.D., Marketing, Mahasarakham Business School, Mahasarakham University.

³ Lecturer, Ph.D., Management, Mahasarakham Business School, Mahasarakham University.



environments have more effect on strategic marketing formulation than external or macro marketing environment because it can be generated and controlled as intangible marketing resource of the firm. However, the important external marketing environment both of market and technology also effect on strategic marketing formulation. Then, the important internal marketing factors comprise of marketing vision for long-term operation which is represented as firm's ability to specify a strong marketing plan or project for executive marketing in the future (Candermir & Zalluhoglu, 2013), market culture awareness is firm's belief and firm's value which related to the ultimate purpose of the firm as superior customer value and profitability creation (Gallagher, Brown & Brown, 2008), marketing competency development is firm's ability to improve its marketing potential by combination between learning process and firm resources for customer value creation (Kaleka, 2011; Wirtz, Pelz & Ullrich, 2011), and learning orientation is organizational culture which focusses on creation, dissemination, and utilization of knowledge (Chaveerug & Ussahawanitchakit, 2008). These internal marketing factors are used as firm's ability to specify marketing strategy fit for a firm.

While, the important external marketing factors comprise of market uncertainty pressure as a firm's tension about the unpredictable marketing environmental fluctuation (Briggs, Landry & Daugherty, 2010) and technological complexity force is firm's threat from the dynamism of systemic, multiple interactive, and non-decomposable aspects of technology components (Yayavaram & Chen, 2015). Two important external threatened factors are translated to firm's opportunity with consistency strategic marketing formulation. Proactive market orientation is strategic marketing which is organizational process. While, the strategic implementation success depended on firm's capabilities turn plan to action. Then, this research views these capabilities as proactive marketing management capability that refer to the ability of a firm to manage marketing environmental change by focusing on introducing new products or services in anticipation of future demands, market behaviors, market structures and trends that influence demand, and affect a first-mover in a competitive market (Lumpkin & Dess, 2001; Jiménez-Zarco, Torrent-Sellens & Martínez-Ruiz, 2012). As a result, this research attempts to suggest the antecedents of proactive marketing management capability for executive marketing as information for strategic marketing formulated application.

Research Objectives

1. To examine the effect of five antecedents, including marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity force on proactive marketing management capability,
2. To explore the moderating role of learning orientation on the relationships among five antecedents and proactive marketing management capability.

Literature Review

In this research, proactive marketing management capability is viewed as marketing strategy which focusses on using of firm's marketing ability to introduce or present new product or service to meet the customer's latent need. Then, the business firms need their important competence as internal marketing factors to support strategic marketing. Moreover, the business

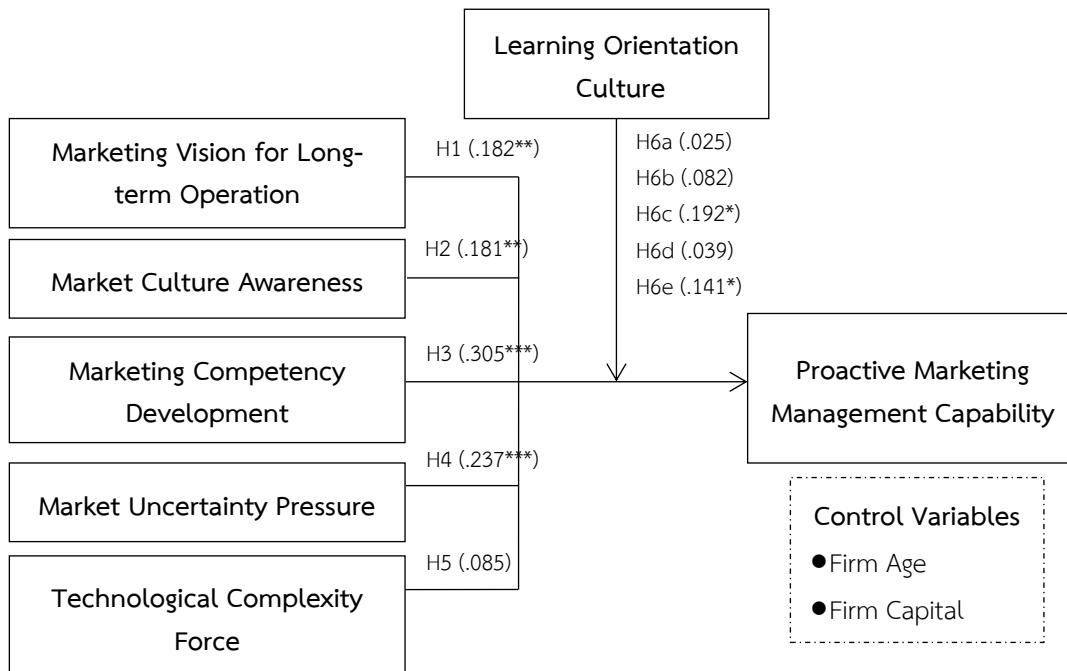


firms are forced to generate consistency strategic marketing by external marketing factors. Then, this research presents important internal and external marketing factors which influence on proactive marketing management capability. Based on literature review, the antecedents of proactive marketing management capability include marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity force. Also, learning orientation is moderator on the associations among antecedents and proactive marketing management capability. The conceptual model presents the relationships between antecedents and proactive marketing management capability as shown in Figure 1.

Marketing Vision for Long-term Operation

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

Figure 1 : Conceptual Model of Antecedents of Proactive Marketing Management Capability



Moreover, marketing long-term vision is a direction to explicit operations of firms that illustrate the future marketing long-term operation, such as in a marketing plan for new product launches, forecasting new competitors, new markets, and marketing resources development planning (Candermir & Zalluhoglu, 2013). Therefore, firms with marketing long-term vision lead



the way to specify marketing goals and marketing objectives, while providing a strong marketing plan project for executive marketing for the future. They also gain for the firm, a long-term perspective, create challenge and make things possible and potential for the firm. It also provides motivation for the followers and synergy for the firm. Therefore, the associations are hypothesized as follows:

Hypothesis 1: Marketing vision for long-term operation will positively relate to proactive marketing management capability.

Market Culture Awareness

Market culture awareness is defined as the belief and value of the firm's members related to the market about attention to market understanding, using the necessary skills to create value for customers, and creating superior customer value and profitably through higher new product development introduction (Gallagher, Brown & Brown, 2008; Hunt, 2012). In prior literatures, market culture was studied as organizational culture which instructs the behavior of organizational members in value delivery to the users.

Market culture helps business firms to achieve excellent effective profitably (Naver & Slater, 1990). In addition, market culture focuses on its individuality, seeing that culture lives as long as it is fostered by other members of the group and is communicated from one to another (Phokha & Ussahawanitchakit, 2011). With regard to focusing on new product development and introducing new value for customer of proactive marketing approach, firms that pay more attention to market culture will have a more valuable relationship with higher new product development awareness (Ellram, 2006; Hunt, 2012). Thus, the hypothesis is proposed as follow:

Hypothesis 2: Market culture awareness will positively relate to proactive marketing management capability.

Marketing Competency Development

This research defines marketing competency development as an firm's ability to improve its marketing potential, based on learning process from market information acquisition to combine with firm resources through routine activity such as scanning and projecting current, emerging and potential environmental change, perceive the outlines of potential opportunity lurking but are rarely manifestly evident in such change, and translating (perceived) opportunity into (potential) solutions that create value for some sets of customers (Kaleka, 2011; Wirtz, Pelz & Ullrich, 2011).

Prior research found that the business firms with distinct marketing resources and competences can react faster and more appropriately to developments in the market than their competitors, as well as introducing products that better match customer preferences (Day, 1994; Dutta, Narasimhan & Rajiv, 1999). Therefore, the business firms are expected to carry out a larger amount of transactions in the market. Besides, long-term marketing capability contributes to the marketing success of the products and services market. (Vorhies & Harker, 2000; Weerawardena, 2003). Then, the hypothesis is postulated as the following:

Hypothesis 3: Marketing competency development will positively relate to proactive marketing management capability.



Market Uncertainty Pressure

Market uncertainty pressure is defined as a firm's tension about the unpredicted fluctuation of environment change as market information on customer needs, market demand, and competitive situations. As a result, firm is enabled to overcome these barriers for generating competitive advantage, and delivering customer satisfaction through introducing new products and innovation (Briggs, Landry & Daugherty, 2010).

The high level of volatile market situations influence on customer demands change. Thus, the firm has more likelihood to focus on offering new products and new value to the customer (Briggs, Landry & Daugherty, 2010). Likewise, the firm will react more rapidly than competitors in high competitive intensity and high fluctuated demand in the marketplace (Luo, 2001). Moreover, prior research reveals that the business firms adopt production innovation strategy to reduce the undesirable effects from market uncertainty because product innovation and strategy enable the organization to redefine customer preferences, change the competitive condition, or reduce the role of the rival (Li & Atuahene-Gima, 2001). Thus, the hypothesis is provided as follow:

Hypothesis 4: Market uncertainty pressure will positively relate to proactive marketing management capability.

Technological Complexity Force

Technological complexity force is defined as the dynamism of systemic, multiple interactive, and non-decomposable aspects of technology components which the firm changes this external threat to a firm's opportunity for creating new products and services though firm capability (Sing, 1997; Gravenitz, Wagner & Harhoff, 2013; Yayavaram & Chen, 2015). Technological complexity is an organizational threat in terms of risk of failure from systemic, interactive, and non-decomposable of technology. However, technology complexity is also seen as organizational opportunity with non-imitable products from technology complexity procedures (Gravenitz, Wagner & Harhoff, 2013).

Previous research revealed that technological complexity positively influence on product design innovation and a customer's product evaluation (Hamzaoui-Essoussi, 2010). Besides, organizations face technological complexity as an opportunity to create superior innovation performance through an organizational knowledge base (Yayavaram & Chen, 2015). Consistently, a strong firm with technological capabilities is capable of using scientific knowledge to develop products and processes that offer new benefits and create value for customers (Prasnikar et al., 2008). Moreover, technological complexity lead business firms to become difficult for understand, plan, and predict their competitors. Then, speed in recognizing is essential opportunities for business firms to predict and lead market (Mason & Staude, 2009). Then, the hypothesis is presented as follow:

Hypothesis 5: Technological complexity force will positively relate to proactive marketing management capability.

Learning Orientation

Learning orientation is defined as a set of values and beliefs of the firm that emphasize on creating, disseminating, and utilizing of knowledge creation about customers, competitors and



market changes for creating superior competitive advantage over their competitors (Sinkula, Baker & Noordewier, 1997; Chaveerug & Ussahawanitchakit, 2008). Business firms need up-to-date their skills and capabilities to survive and grow. An effective strategy for sustaining and improving firm's competitive advantage and performance is developing a high organizational learning orientation (Salim & Sulaiman, 2011).

Previous research suggested that an important role in creating organizational capability which leads to superior performance is knowledge management and organizational learning (Thériou & Chatzoglou, 2007; Simonin & Ozsomer, 2009). Moreover, the business firms must understand the market conditions to create new products development through learning orientation. As a result, Eshlaghy and Maatofi (2011) stated that commitment to learning, shared vision, open-mindedness, intra-organizational knowledge and new product development have a positive relate to firm performance. This research proposes learning orientation as the moderator of the relationship between antecedent variables and proactive marketing management capability. Therefore, the hypotheses are proposed as follows:

Hypothesis 6: Learning orientation will positively moderate the relationships between a) marketing vision for long-term operation, b) market culture awareness, c) marketing competency development, d) market uncertainty pressure, and e) technological complexity force and proactive marketing management capability.

Proactive Marketing Management Capability

In general, customers' expressed needs are always first considered but it may be inadequate to attract and retain a customer. For example, the perception of value and satisfaction of a customer is subjective because what customers or buyers value, and what tends to be satisfying today, may be quite different in the future (Ewah, 2013). As a result, customers' expressed needs can be rapidly known and shared by their competitors. Then, proactive market orientation focused on discovering and satisfying the latent needs of customers through observation of customers' behaviors in context to uncover new market opportunities, while working closely with lead users, undertaking market experiments to discover future needs, and cannibalizing sales of existing products (Atuahene-Gima, Slater & Olson, 2005).

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



Methodology

All 1,132 Thai instant and convenience food businesses from the database list of the Development of Business Department (DBD), Ministry of Commerce, Thailand (www.dbd.go.th) were selected as sample of this research because this business has a high competitive intensity sectors which influences daily innovative creation and seeking for new value creation to meet current and future consumers' needs. This research employed a questionnaire survey as a research instrument for data collection (Leekpai et al., 2014). The questionnaire survey by mail procedures were sent to executive marketing as respondent. The 46 mail surveys were unreachable because some listed firms had moved to unknown locations. As a result, the valid mailing was 1,086 surveys from which 174 response were received. There are 163 usable questionnaires that are empirical investigated for this research. The effective response rate was approximately 15.01 percent. The rule of thumb for the minimum sample size should exceed five observations for each variable (Hair et al., 2010). Therefore, 163 firms are an acceptable sample size for multiple regression analysis utilization.

The non-response bias was detected to ensure that not a worrisome problem in this research. In order to verify the non-response bias, the comparisons between responders and non-responders on basic characteristics of sample such as business types, products types, business location, operational capital, periods of time in business, number of full time employees, and firm's average revenues per year were tested by the t-test statistics, comparing early versus late responders (Armstrong & Overton, 1977). The results revealed that there were not statistically significant differences between early and late groups at a 95% confidence level. Then, the non-response bias is not problem in this research (Armstrong & Overton, 1977).

Measurement

All constructs were measured by using a 5-point Likert scale to utilizes intervals ranging from 1 = strongly disagree to 5 = strongly agree, due to the question that measures perception of variables, excluding firm age and firm capital (Newell & Goldsmith, 2001). Firstly, five-item scale was developed to measure marketing vision for long-term operation by assessing how firms set a marketing goal as a guideline or direction for the firm's operations from the present to the future. Secondly, four-item was presented to measure market culture awareness by evaluating how firms percept the beliefs and values related to the market to create superior customer value and profitability. Thirdly, four-item was introduced to measure marketing competency development by assessing how firms improve its potential based on the learning process from market information acquisition to combine with firm resources through routine activity to create value for some sets of customers.

Fourthly, four-item was established to measure market uncertainty pressure by gauging how firms percept about the unpredicted fluctuating environment change and overcome these barriers for generating a competitive advantage and delivering customer satisfaction. Fifthly, three-item was developed to measure technological force by assessing how firms percept a systemic, multiple interactive, and non-decomposable technology components to change this external threat to a firm's opportunity for creating new products and services though firm capability. Next, learning orientation was measured by using four-item to evaluate how firms



organize culture related to a set of values and beliefs to create, disseminate, and utilize knowledge about customers, competitors and market changes for superior competitive advantage more than competitors. Lastly, proactive marketing management capability is the ending dependent variable in this research. This construct was measured via product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation.

To increase the credibility, the control variables were examined. Firm age was measured by the number of years resulting firm has been in existence. In this research, firm age is represented by a dummy variable as 0 = established 15 years in periods of time in business or less, and 1 = established for more than 15 years in periods of time in business. Next, firm capital was measured by operational capital of the firm by using a dummy variable as 0 = less than 50,000,000 baht, and 1 = 50,000,000 baht or more than.

Instrument Validation

Factor analysis was utilized to verify a quality research instrument to measure the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. All factor loadings are greater than the 0.4 cut-off and statistically significant (Nunnally & Bernstein, 1994). Besides, the reliability of measurement was presented by Cronbach' alpha coefficients are greater than 0.7 as recommended by Hair et al. (2010). Thus, all constructs in this research have consistency reliability. Table 1 presents the results of measurement validation.

Table 1 : Result of Measure Validation

Variables	Factor Loadings	Cronbach's Alpha
Marketing Vision for Long-term Operation (MVL)	0.716 - 0.876	0.854
Market Culture Awareness (MCA)	0.819 - 0.912	0.880
Marketing Competency Development (MCD)	0.807 - 0.928	0.886
Market Uncertainty Pressure (MUP)	0.830 - 0.903	0.877
Technological Complexity Force (TCF)	0.877 - 0.908	0.871
Learning Orientation (LOR)	0.824 - 0.916	0.883
Proactive Marketing Management Capability (PMMC)	0.780 - 0.905	0.877

In this study, the Cronbach's alpha was used to test the reliability of the measurement. Coefficient alpha indicates the degree of internal consistency among items in questionnaires that should be greater than 0.70 (Hair et al., 2010). In this study, convergent validity was tested by the factor loading, each of construct should be greater than the 0.40 cut-off and all factors are statistically significant (Hair et al., 2010). The results of measure validation show in table 1. Table 1 presents all variables have factor loading between 0.716 - 0.928 indicating that there is the construct validity. Moreover, the reliability of all variables are accepted because Cronbach's alpha for all variables are shown between 0.854 – 0.886.



Statistical Techniques

The Ordinary Least Squares (OLS) regression analysis is employed to examine the research relationships because all variables were neither nominal data nor categorical data. Then, the regression analysis is appropriate to test the relationship (Hair et al., 2010). Therefore, the equations are elaborated as follows.

$$\text{Equation 1: PMMC} = \alpha_1 + \beta_1 \text{FAG} + \beta_2 \text{FCP} + \epsilon_1$$

$$\text{Equation 2: PMMC} = \alpha_2 + \beta_3 \text{MVL} + \beta_4 \text{MCA} + \beta_5 \text{MCD} + \beta_6 \text{MUP} + \beta_7 \text{TCF} + \beta_8 \text{FAG} + \beta_9 \text{FCP} + \epsilon_2$$

$$\text{Equation 3: PMMC} = \alpha_3 + \beta_{10} \text{MVL} + \beta_{11} \text{MCA} + \beta_{12} \text{MCD} + \beta_{13} \text{MUP} + \beta_{14} \text{TCF} + \beta_{15} \text{LOR} + \beta_{16} \text{FAG} + \beta_{17} \text{FCP} + \epsilon_3$$

$$\text{Equation 4: PMMC} = \alpha_4 + \beta_{18} \text{MVL} + \beta_{19} \text{MCA} + \beta_{20} \text{MCD} + \beta_{21} \text{MUP} + \beta_{22} \text{TCF} + \beta_{23} \text{LOR} + \beta_{24} (\text{MVL} * \text{LOR}) + \beta_{25} (\text{MCA} * \text{LOR}) + \beta_{26} (\text{MCD} * \text{LOR}) + \beta_{27} (\text{MUP} * \text{LOR}) + \beta_{28} (\text{TCF} * \text{LOR}) + \beta_{29} \text{FAG} + \beta_{30} \text{FCP} + \epsilon_4$$

Results and Discussion

Table 2 presents the descriptive statistics and correlation matrix for all variables with ranging from 0.393 - 0.716. Variance Inflation Factors (VIFs) were employed to verify inter-correlation among independent variable. In this study, the VIFs range from 1.014 to 8.752, which below than the cut-off value of 10 (Hair et al., 2010), assume that the independent variables are not correlated with each other. Then, there are no substantial multicollinearity problems in this study.

Table 2 : Descriptive Statistics and Correlation Matrix

Variables	PMMC	MVL	MCA	MCD	MUP	TCF	LOR	FAG	FCP
Mean	4.02	4.00	4.00	3.93	3.96	4.00	3.95	N/A	N/A
SD	0.52	0.55	0.62	0.64	0.58	0.54	0.62	N/A	N/A
PMMC	1								
MVL	.662***	1							
MCA	.647***	.659***	1						
MCD	.715***	.708***	.691***	1					
MUP	.582***	.443***	.414***	.476***	1				
TCF	.526***	.466***	.437***	.499***	.526***	1			
LOR	.607***	.628***	.632***	.716***	.393***	.459***	1		
FAG	-.038	.017	-.042	.004	-.137	-.090	.059	1	
FCP	.037	.081	-.006	.053	.038	.005	-.107	.118	1

*** p<0.01

Table 3 presents the results of the relationships between antecedents and proactive marketing management capability. In addition, this table also provides moderating effects of learning orientation on the relationships between antecedents and proactive marketing management capability.

Firstly, the results reveal that marketing vision for long-term operation has a positively significant influence on proactive marketing management capability ($\beta_3 = 0.182$, $p < 0.05$). Consistent with prior research, Srinivasan, Anderson and Ponnavaolu (2002) found that marketing



long-term vision focus on customer need in the future through the integrated vision of ongoing products and services. Furthermore, the associated predication of future events or relevant forward-looking to market needs and competitive situations, the information is adopted to guide marketing executive (Avison, Eardley & Powel, 1998). **Therefore, Hypothesis 1 is supported.**

Table 3 : Results of Hierarchical Regression Analysis for Effects of Antecedents on Proactive Marketing Management Capability and Results of Moderating Effect of Learning Orientation

Independent Variables		Dependent Variable ^a			
		PMMC Model1	PMMC Model2	PMMC Model3	PMMC Model4
Marketing Vision for Long-term Operation (MVL)	H1	.182** (.074)	.172** (.075)	.171** (.078)	
Market Culture Awareness (MCA)	H2	.181** (.072)	.169** (.073)	.163** (.074)	
Marketing Competency Development (MCD)	H3	.305*** (.078)	.277*** (.085)	.273*** (.088)	
Market Uncertainty Pressure (MUP)	H4	.237*** (.060)	.267*** .060	.259*** .264	
Technological Complexity Force (TCF)	H5	.085 (.061)	.079 (.061)	.063 (.067)	
Learning Orientation (LOR)			.065 (.076)	.075 (.078)	
MVL*LOR	H6a			.025 (.071)	
MCA*LOR	H6b			.082 (.083)	
MCD*LOR	H6c			.192* (.100)	
MUP*LOR	H6d			.039 (.067)	
TCF*LOR	H6e			.141* (.082)	
Firm Age (FAG)		-.086 (.159)	.011 (.099)	-.001 (.100)	-.002 (.101)
Firm Capital (FCP)		.083 (.159)	-.007 (.098)	.013 (.101)	.028 (.103)
Adjusted R ²		-.009	.622	.621	.614
Maximum VIF		1.014	2.614	3.066	8.752

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

Secondly, market culture awareness has a positively significant influence on proactive marketing management capability ($\beta_4 = 0.181, p < 0.05$). Compatible with Nonaka and Takeuchi (1995), market cultures focuses on understanding and believe in the market perspective, Moreover, market culture is degree of organizational focusing on superior customer value, profitability, and understanding its market (Gallagher, Brown & Brown, 2008). **Thus, Hypothesis 2 is supported.**



Thirdly, marketing competency development has a strongly positive significant effect on proactive marketing management capability ($\beta_5 = 0.305, p < 0.01$). These findings consistent with prior research, marketing competency is crucial abilities to translating perceived opportunity into potential solutions that create value for some sets of customers (Srivastava, Fahey & Christensen, 2001). The business firm can respond faster and more appropriately to developments in the market than their competitors, as well as offer products that better match customer preferences through distinct marketing resources and competencies (Day, 1994; Dutta, Narasimhan & Rajiv, 1999). **Therefore, Hypothesis 3 is supported.**

Fourthly, market uncertainty pressure has a strongly positive significant influence on proactive marketing management capability ($\beta_6 = 0.237, p < 0.01$). In the highly volatile in marketplace, the business firms have more likelihood of leading the focus on offering new products (Briggs, Landry & Daugherty, 2010). Likewise, they will react more rapidly than competitors in high intensive competition and a fluctuating demand in the industry (Luo, 2001). An organization adopt production innovation strategy reduces the undesirable effects from market uncertainty because product innovation and strategy enable the organization to redefine customer preferences, change the competitive condition, or reduce the role of the rival (Li & Atuahene-Gima, 2001). **Therefore, Hypothesis 4 is supported.**

The last antecedents, technological complexity force has no significant influence on proactive marketing management capability ($\beta_7 = 0.085, p > 0.10$). Although, the previous research found that technological complexity is positively related to innovation product design and a customer's product evaluation (Hamzaoui-Essoussi, 2010). However, Technological complexity characteristics namely, systemic, interactive, and non-decomposable of technology can be perceived as an organizational threat in terms of risk of failure (Gravenitz, Wagner & Harhoff, 2013). As a result, it can imply that Thai instant and convenience foods firms not concern with technological complexity because the majority of them are agricultural product such as seasoning and fruit and vegetable product. **Therefore, Hypothesis 5 is not supported.**

Next part, the effects of learning orientation on the relationships between antecedents and proactive marketing management capability are presented. The results found that learning orientation has a significant positive influence on the relationships between marketing competency awareness and proactive marketing management capability ($\beta_{26} = 0.192, p < 0.10$) and technological complexity force and proactive marketing management capability ($\beta_{28} = 0.141, p < 0.10$). It means that learning orientation is the moderator of the relationships between marketing competency awareness and proactive marketing management capability and technological complexity force and proactive marketing management capability. Because learning orientation is important organizational culture to supports the firm's recognition and adaptation of new knowledge and new technology. Consistent with prior research, learning orientation increases organizational performance and innovativeness (Calantone, Cavusgil & Zhao, 2002). **Thus, Hypotheses 6c and 6e are supported.**

In contrast, learning orientation has no significant influence on the relationships among marketing vision for long-term operation and proactive marketing management capability ($\beta_{24} = 0.025, p > 0.10$), market culture awareness and proactive marketing management capability ($\beta_{25} =$



0.082, $p > 0.10$), and market uncertainty pressure and proactive marketing management capability ($\beta_{28} = 0.039$, $p > 0.10$). This may imply that the firms low level of customer learning are more likely to obtain negative outcomes because it cannot communication, analysis, interpretation, and understanding of customer information. As a result, low level of learning capacity in rapidly change environment influence on both competitor and market analyses which leads to superior performance is knowledge management and organizational learning (Thériou & Chatzoglou, 2007). Therefore, Hypotheses 6a, 6b, and 6d are not supported.

Contributions

Theoretical Contribution

This research introduces important factors that influence on proactive marketing management capability to provide a clearer understanding of proactive market orientation. It provides theoretical contribution expanding on previous knowledge and literature of proactive marketing management capability. Likewise, this study explicitly considers antecedents of proactive marketing management capability, including marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity force. Besides, this research extends the literature by investigates influence of learning orientation as moderators of proactive marketing management capability.

Managerial Contribution

This research has potential implications for business firms. The first, this research helps the executive marketing to identify and justify antecedents of proactive marketing management capability that may be more important for determine marketing strategy to create superior performance. Secondly, the business firms that have marketing vision for long-term operation, market culture awareness, marketing competency development, and market uncertainty pressure can develop and enhance proactive marketing management capability. Finally, for gaining superior performance, executive marketing should generate and utilize proactive marketing management capability which leads to improve superior marketing performance.

Conclusion

The main purpose of this research is to examine the effect of five antecedents of proactive marketing management capability, including marketing vision for long-term operation, market culture awareness, marketing competency development, market uncertainty pressure, and technological complexity force. Moreover, this research also examines the moderating role of learning orientation on the relationships among five antecedents and proactive marketing management capability as well. The results revealed that marketing vision for long-term operation, market culture awareness, marketing competency development, and market uncertainty pressure have positively significant influence on proactive marketing management capability. Interestingly, learning orientation has a positive moderate effect on the relationships between marketing competency development and proactive marketing management capability and technological complexity force and proactive marketing management capability but it does not moderate other antecedents and proactive marketing management capability.



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

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

References

Armstrong, J. S. & Overton, T. S. (1977). Estimating Nonresponse Bias in Mail Surveys. *Journal of Marketing Research*, 14(3), 396-402.

Atuahene-Gima, K., Slater, S. F., & Olson, E. M. (2005). The Contingent Value of Responsive and Proactive Market Orientations for New Product Program Performance. *Journal of Product Innovation Management*, 22(6), 464–482.

Avison, D. E., Eardley, W. A., & Powell, P. (1998). Suggestions for Capturing Corporate Vision in Strategic Information Systems. *Omega*, 26(4), 443-459.

Briggs E., Landry, T. D., & Daugherty, P. J. (2010). Investigating the Influence of Velocity Performance on Satisfaction with Third Party Logistics Service. *Industrial Marketing Management*, 39, 640–649.

Calantone, R., Cavusgil, T., & Zhao, Y. (2002). Learning Orientation, Firm Innovation Capability and Firm Performance. *Industrial Marketing Management*, 31(6), 515-524.

Candermir, A. & Zalluhoglu, A. E. (2013). Exploring the Innovativeness and Marketing Orientation Through Mission and Vision Statements: The Case of Istanbul Stock Exchange Companies. *Procedia-Social and Behavioral Sciences*, 99, 619-628.

Chaveerug, A. & Ussahawanitchakit, P. (2008). Learning Orientation, Innovation Capability and Organization Performance in Thai Audit Firms: Moderating Effect of Organization Climate and Uncertainty Environment. *Review of Business Research*, 8(2), 92-102.

Cooper, J. & Cronin, J. (2000). Internal Marketing: Competitive Strategy for the Long-Term Care Industry. *Journal of Business Research*, 8(6), 177-181.

Day, G. S. (1994). The Capabilities of Market-Driven Organizations. *Journal of Marketing*, 58(4), 37-52.

Dutta, S., Narasimhan, O., & Rajiv, S. (1999). Success in High-Technology Markets: Is Marketing Capability Critical?. *Marketing Science*, 18(4), 547-568.

Ellram, L. M. (2006). The Implementation of Target Costing in the United States: Theory versus Practice. *The Journal of Supply Chain Management*, Winter, 13-26.

Eshlaghy, A. T. & Maatofi, A. (2011). Learning Orientation, Innovation and Performance: Evidence from Small-Sized Business Firms in Iran. *European Journal of Social Sciences*, 19(1), 114-122.



Ewah, S.O. E. (2013). Marketing Research as a Proactive Strategy for the Performance of Business: The Nigerian Experience. *International Journal of Business & Economic Development*, 1(3), 108-122.

Gallagher, S., Brown, C., & Brown, L. (2008). A Strong Market Culture Drives Organizational Performance and Success. *Employment Relations Today*, 35(1), 25-31.

Gravenitz, G. V., Wagner, S., & Harhoff, D. (2013). Incidence and Growth of Patent Thickets: The Impact of Technological Opportunities and Complexity. *Journal of Industrial Economics*, 61(3), 521-56.

Hair, Jr. J. F., Black W.C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis : A Global Perspective*. 7th ed. New Jersey: Pearson Prentice Hall.

Hamzaoui-E Essoussi. L. (2010). Technological Complexity and Country-of-Origin Effects on Binational Product Evaluation: Investigation in an Emerging Market. *Journal of Global Marketing*, 23(4), 306-320.

Hunt, S. D. (2012). The Evolution of Resource-Advantage Theory. *Journal of Historical Research in Marketing*, 4(1), 7-29.

Jiménez-Zarco, A., Torrent-Sellens, J., & Martínez-Ruiz, M. P. (2012). Proactive Orientation Effects on Product Innovation Activities: Empirical Evidence. *Innovation: Management, Policy & Practice*, 14(1), 90-106.

Kaleka, A. (2011). When Exporting Manufacturers Compete on the Basis of Service: Resources and Marketing Capabilities Driving Service Advantage and Performance. *Journal of International Marketing*, 19(1), 40-58.

Leekpai, P., Jaroenwisan, K., Trichan, C., Jirakiattiku, S. (2014) Innovativeness of Hotel Business in Southern Thailand. *Journal of Management Sciences*, 31, (1), 69-95.

Li, H., & Atuahene-Gima, K. (2001). Product Innovation Strategy and the Performance of New Technology Ventures in China. *Academy of Management Journal*, 44(6), 1123- 1134.

Lin, H. E., McDonough, E. F. III., Lin, S. J., & Lin, C. Y. Y. (2013). Managing the Exploitation/Exploration Paradox: The Role of a Learning Capability and Innovation Ambidexterity. *Journal of Product Innovation Management*, 30(2), 262-278.

Lumpkin, G.T., & Dess, G.G. (2001). Linking Two Dimensions of Entrepreneurial Orientation to Firm Performance: The Moderating Role of Environment and Industry Life Cycle. *Journal of Business Venturing*, 16(3), 429-451.

Luo, Y. (2001). Determinants of Local Responsiveness Perspectives from Foreign Subsidiaries in an Emerging Market. *Journal of Management*, 27(4), 451-477.

Mason, R. B & Staude, G. (2009). An Exploration of Marketing Tactics for Turbulent Environments. *Industrial Management & Data Systems*, 109(2), 173-190.

Narver, J. C. & Slater, S. F. (1990). The Effect of a Market Orientation on Business Profitability. *Journal of International Marketing*, 54(4), 20-33.

Newell, S. J., & Goldsmith, R. E. (2001). The Development of a Scale to Measure Perceived Corporate Credibility. *Journal of Business Research*, 52(3), 235–247.

Nonaka, I. & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation?*. New York: Oxford University Press.



Nunnally, J. C. & Bernstein, I. H. (1994). *Psychometric Theory*, 3rd ed. New York : McGraw-Hill.

Phokha, A. & Ussahawanitchakit, P. (2011). Marketing Leadership Strategy, Marketing Outcomes and Firm Sustainability: Evidence from Food Product Business in Thailand. *International Journal of Strategic Management*, 11(3), 1-25.

Prasnikar, Z., Lisjak, M., Buhovac, A., & Stembergar, M. (2008). Identifying and Exploiting the Inter Relationships between Technological and Marketing Capabilities. *Long Range Planning*, 41(5), 530-554.

Salim, I. M. & Sulaiman, M. (2011). Organizational Learning, Innovation and Performance: A Study of Malaysian Small and Medium Sized Enterprises. *International Journal of Business and Management*, 6(12), 118-125.

Sarpong, D. & Maclean, M. (2012). Mobilising Differential Visions for New Product Innovation. *Technovation*, 32(12), 694-702.

Simonin, B. & Ozsomer, A. (2009). Knowledge Processes and Learning Outcomes in MNC: An Empirical Investigation of the Role of HRM Practices in Foreign Subsidiaries. *Human Resource Management*, 48(40), 505-530.

Sing, K. (1997). The Impact of Technological Complexity and Interfirm Cooperation on Business Survival. *Academy of Management Journal*, 40(2), 339-367.

Sinkula, J., Baker, W. E., & Noordewier, T. (1997). A Framework for Market-based Organizational Learning: Linking Values, Knowledge, and Behavior. *Journal of the Academy of Marketing Science*, 25(4), 305– 318.

Srinivasan, S. S., Anderson, R. & Ponnavolu, K. (2002). Customer Loyalty in Ecommerce: An Exploration of Its Antecedents and Consequences. *Journal of Retailing*, 78(1), 41-50.

Srivastava, R., Fahey, L., & Christensen, H. K. (2001). The Resource-Based View and Marketing: The Role of Market-based Assets in Gaining Competitive Advantage. *Journal of Management*, 27(6), 777-802.

Thériou, N. G. & Chatzoglou, P. (2007). Enhancing Performance Through Best HRM Practices, Organizational Learning and Knowledge Management. *European Business Review*, 20(3), 185-207.

Vorhies, D. W. & Harker, M. (2000). The Capabilities and Performance Advantages of Market-Driven Firms: An Empirical Investigation. *Australian Journal of Management*, 25(2), 145-171.

Weerawardena, J. (2003). The Role of Marketing Capability in Innovation-Based Competitive Strategy. *Journal of Strategic Marketing*, 11(2), 15-35.

Wirtz, B. W., Pelz, R., & Ullrich, S. (2011). Marketing Competencies of Publishers and AD Sales Success: An Empirical Analysis. *Journal of Media Business Studies*, 8(1), 23-46.

Yayavaram, S. & Chen, W. R. (2015). Changes in Firm Knowledge Couplings and Firm Innovation Performance: The Moderating Role of Technological Complexity. *Strategic Management Journal*, 36(3), 377-396.