

Marketing Aggressiveness Orientation and Marketing Success of Food Business in Thailand

การมุ่งเน้นเชิงรุกทางการตลาดและความสำเร็จทางการตลาด ขององค์กรธุรกิจอาหารในประเทศไทย

Sasichai Pimpan*

Aphi Khromphroh

Faculty of Management Sciences and Information Technology, Nakhon Phanom University

Suparada Pimpan

Faculty of Business Administration, Borpitpimuk Chakkawad Campus,

Rajamangala University of Technology Rattanakosin

*e-mail: pimpan.sasichai@gmail.com

ศศิชา พิมพ์พรรค

อภิ คำเพรา

คณะวิทยาการจัดการและเทคโนโลยีสารสนเทศ มหาวิทยาลัยนครพนม

ศุภรดา พิมพ์พรรค

คณะบริหารธุรกิจ บพิตบพิมุข จักรวรดิ มหาวิทยาลัยเทคโนโลยีราชมงคลรัตนโกสินทร์

Received: October 6, 2021, Revised: December 8, 2021, Accepted: December 21, 2021

Abstract

This study investigated the impact of marketing aggressiveness orientation on marketing success in food businesses in Thailand. The subjects of this study were marketing directors or marketing managers in 239 food businesses in Thailand. The data were collected through a mail survey. A regression analysis was used to examine the effects of marketing aggressiveness orientation, marketing competitiveness, and marketing success. The results show that marketing aggressiveness orientation positively influenced marketing competitiveness and marketing success. The study implies that appropriate management practices such as preparing sufficient marketing information can support business decision making.

Keywords: Marketing Aggressiveness Orientation, Marketing Competitiveness, Marketing Success

บทคัดย่อ

การวิจัยนี้ตัวตรวจสอบผลกระทบของการมุ่งเน้นเชิงรุกทางการตลาดต่อความสำเร็จทางการตลาดขององค์กรธุรกิจอาหารในประเทศไทย ในการศึกษาครั้งนี้เก็บรวบรวมข้อมูลจากผู้อำนวยการฝ่ายการตลาดหรือผู้จัดการฝ่ายการตลาด จำนวน 239 บริษัทจากองค์กรธุรกิจอาหารในประเทศไทย ขั้นตอนการเก็บรวบรวมข้อมูลโดยใช้แบบสอบถาม ใช้การวิเคราะห์การทดสอบเพื่อตรวจสอบผลกระทบของการมุ่งเน้นเชิงรุกทางการตลาด ศักยภาพการแข่งขันทางการตลาด และความสำเร็จทางการตลาดผลการวิจัยพบว่า การมุ่งเน้นเชิงรุกทางการตลาดมีอิทธิพลเชิงบวกต่อศักยภาพการแข่งขันทางการตลาดและความสำเร็จทางการตลาด การศึกษาในครั้งนี้แสดงให้เห็นถึงแนวทางการจัดการที่เหมาะสมสำหรับการดำเนินงาน การเตรียมข้อมูลทางการตลาดอย่างเหมาะสมเพื่อสนับสนุนการตัดสินใจทางธุรกิจ

คำสำคัญ: การมุ่งเน้นเชิงรุกทางการตลาด ศักยภาพการแข่งขันทางการตลาด ความสำเร็จทางการตลาด

Introduction

The impact of the COVID-19 pandemic (coronavirus) has changed the environment, economy, trade, investment, and technology. Firms must reform themselves to survive and adapt more quickly to face the uncertainty in the business environment (Hoekstra, & Leeflang, 2020). In this situation, organizations need to enhance their ability to differentiate themselves from their competitors and create new value for their customers. Furthermore, business firms must use strategic business tools in achieving their goals, objectives, missions, and vision in a turbulent situation among these changes (Dekimpe, & Deleersnyder, 2018). Therefore, the business should use marketing aggressiveness orientation as key to improve and develop a business strategy for the survival and growth of companies over the competitors in the market (Pimpan, Ruaguttamanun, & Wongkhae, 2021).

In addition, marketing aggressiveness orientation comprises two concepts. Firstly, marketing aggressiveness focusing on business leaders should differentiate between supply and demand by creating better quality products (Ghanbarzad, Moghadasi, & Dadashkarimi, 2014). Secondly, marketing orientation emphasizes the capability of an organization or ability to adapt to rapid changes for customers satisfaction, and the development of the organization to survive (Na, Kang, & Jeong 2019). Therefore, marketing aggressiveness orientation is crucial for

the success of an organization because it identifies new opportunities, new products and satisfies the needs of the target market from their competition (Sramova, 2014).

Marketing aggressiveness orientation is a technique a firm uses to provide differentiation capabilities by influencing new market structures and creating a superior new product for first-movers leading firms to competitive market better than the competitors (Kurt, & Hulland, 2013). This research was based on the hypothesis that dynamic capabilities brought about changes in the competency that helped firms secure a competitive advantage in dynamic environmental conditions and sustainable competitive advantage (Helfat et al., 2007). In addition, dynamic capability refers to an operation of a firm in a rapid change and its application of marketing strategies consistent with the situation (Teece, 2007). Therefore, dynamic capability theory suggests that the marketing aggressiveness orientation is the intangible resource that creates an advantage of the marketplace position leading to marketing outcomes (Zott, 2003).

Thus, investigate the relationships among marketing aggressiveness orientation on marketing success is important to improve business processes to ensure their achievement of goal. Thailand has been recognized as the world's kitchen, and food is the main element to stimulate the economy by producers and exporters in the country. Currently,

the food of Thailand can export to various countries over 200 countries, with an average growth rate of 10.6% per year (Office of Industrial Economics, 2020). Therefore, food businesses are the appropriate samples in this study. Likewise, the business needs good planning, objectives, and resources to ensure cover goals in the organization under an uncertain highly and competitive environment. Also, this research focuses on food businesses in Thailand as a target group for a comprehensive study to achieve the goals with management by marketing aggressiveness orientation in food businesses.

Research Objective

To examine the effects of marketing aggressiveness orientation on marketing competitiveness, and marketing success of food business in Thailand.

Literature Review

In this study, marketing aggressiveness orientation on marketing competitiveness and marketing success was empirically investigated. According to dynamic capability theory, marketing aggressiveness orientation refers to a firm operating in the rapid environmental change and applying marketing strategy consistent with the situation (Teece, Pisano, & Shuen, 1997). Hence, firms must learn to adapt, integrate, and reconfigure their resources and competencies continuously in response to changing market conditions (Dao, 2019). In this study, marketing aggressiveness orientation was considered as a valuable dynamic capability of firms that can improve response speed, effectiveness, and efficiency to deal with environmental changes and positively affect marketing competitiveness, and marketing success. Thus, the hypothesized relationships are shown in Figure 1.

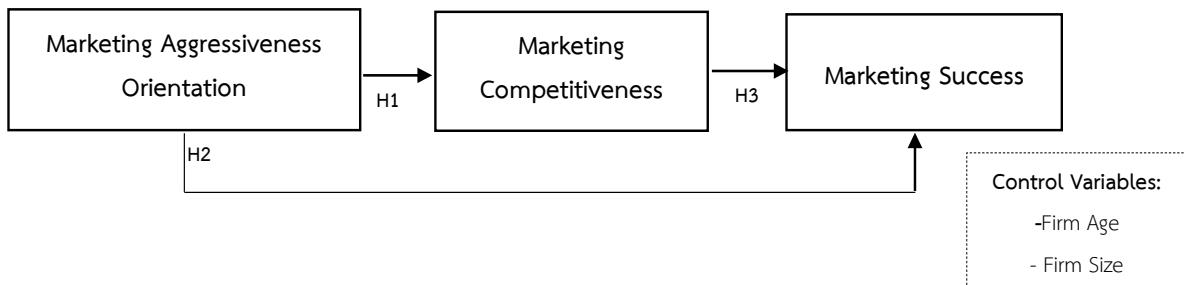


Figure 1: A conceptual Framework

Marketing Aggressiveness Orientation (MAO)

Marketing aggressiveness orientation is defined as the ability of firm to associated with marketing strategy by created differentiation new market structures, and focus on superior new product that affects to first-mover which leads firms to competitive market better than competitors (Kurt, & Hulland, 2013). Based on the definition of marketing aggressiveness is considered to be one of the important marketing strategies that can lead to benefits in terms of high-quality products, premium price, selective distribution, and intensive advertising, which leading to increased marketing efforts to

market values and profitability (Ghanbarzad et al., 2014). In addition to marketing aggressiveness as strategic tool is to enhance the existing resources and build capabilities to strengthen their competitive advantage in the long run, especially in a dynamic environment change to marketing success (Sramova, 2014). Whereas, Wang, Baesens, & Zhu (2018) point out that marketing aggressiveness can improve their decision-making process and adjust their marketing input from the level of competitiveness level. Thus, marketing aggressiveness is investigating the different characteristics by new products, new supply sources, and new forms of marketing content

to development of a new organizational structure (Phua, 2014). In this research, marketing aggressiveness orientation is a firm to continuously to understand because it is an important source of business units, which marketing competitiveness are measured by operational excellence, and success. In addition, marketing aggressiveness orientation enables firms to competitive market employs various marketing practices to lead for higher performance, survival and success in long-term operations (Richard, 2002). Thus, marketing aggressiveness orientation is likely to achieve their competitiveness and encourage firms' outcomes and success (Yee Yeung, Cheng, & Lee, 2013). Hence, this research hypothesizes that:

Hypothesis 1: Marketing aggressiveness orientation is positively related to marketing competitiveness.

Hypothesis 2: Marketing aggressiveness orientation is positively related to marketing success.

Marketing Competitiveness (MCO)

Marketing competitiveness is defined as the ability of firm to offering the new technique compared with quality, novelty, uniqueness, and customer perceptions through differentiated products and services from the other competitors (Sanchez-gutierrez, Mayorga-Salamanca, & Gonzalez-Uribe, 2012). Marketing competitiveness is viewed as a phenomenon of evolving marketing operations to deliver superior customer value by focused on the development of quality products and services to success in a competitive period for a long term (Reimann, Schilke, & Thomas, 2010). Moreover, firm can attain marketing competitiveness by presents the quality product more than the competitors; the firm has a market share more than the competitor and companies generate new customers (Hassan, & Mahrous, 2019). Likewise, marketing competitiveness leads a firm to offer new products and services to the customer has more chance to create satisfaction for the customer than the competitors (Yen, & Hung, 2017). Therefore, firms have unique resources,

product worth, superior skills, and customer satisfaction that leads to marketing competitiveness and marketing outcome (Mano Raj, 2021). This means that there is a significant influence between marketing competitiveness on marketing success (Hassan, 2000). Hence, this research hypothesizes that:

Hypothesis 3: Marketing competitiveness is positively related to marketing success.

Marketing Success (MSU)

Marketing success is the last consequence of marketing aggressiveness orientation. The concept of market success is one of the results that affect evaluation of the performance consequences of their firm's strategies (Motoki, Suzuki, Kawashima, & Sugiura, 2020). Moreover, market success has also been widely discussed because of its associations with valuable organizational outcomes, such as customer satisfaction, long-term growth, and increased market share (Phornlaphatratrachakorn, 2020). However, Eid, & El-Gohary (2013) stated that firms should provide clients with quality products in order to increase the number of customers and helps to achieve the market success. Thus, firms have focused on marketing aggressiveness orientation in order to increase marketing competitiveness that relate to superior marketing success. In this research, marketing success is defined as the perception of a firm's outcomes through marketing activities which continuously respond to customer needs, firm reputation, market leader, achieve the market goal, and the results of all business survival in existing business environment in the short terms and long terms (Chimngamsert, & Ussahawanitchakit, 2013).

Research Methods

Sample Selection Procedure and Data Collection

In this study, food business were the appropriate samples of the study. The data were collected via the Thai Food Processors Association (www.thaifood.org) from April 1- July 31, 2021. The key informants of the study were marketing directors

or marketing manager. This study collected data from 957 food business in Thailand. The total numbers of questionnaires amounted to 925 were mailed. As a result, 274 questionnaires were returned, and 239 were usable because some of returned questionnaires had incomplete important information. The effective response rate was approximately 25.83 % ($239 \times 100 / 925$). The response rate for a mail survey with an appropriate follow-up procedure was greater than 20% and thus was considered acceptable according to Aaker, Kumar, & Day (2001). To prove potential non-response bias and detect possible problems with non-response errors, a comparison of the first and the second wave data such as gender, age, educational level, and work experience were considered the variables, as recommended by Armstrong, & Overton (1977).

Variable Measurement

All the variables were measured using a 5-point Likert scale from 1=strongly disagree to 5=strongly agree, except for a number of years, educational level, and control variables. Measurements of these constructs were self-developed from existing literature.

Dependent Variable

A four-item marketing success scale was created to evaluate how firms evaluated existing marketing activities, consumer behavior, reputation, and overall performance. This measurement was

developed by Chimngamsert, & Ussahawanitchakit (2013).

Independent Variable

A seven-item marketing aggressiveness orientation scale was developed to investigate how firms creative for planning new marketing structure, and offering new products to the market by seeking new opportunities from its competition. This measurement was adapted from Kurt, & Hulland (2013).

Mediating Variables

A four-item marketing competitiveness scale was established to measure how firms to created differentiated product uniqueness, developed products with novelty, and services that were better and different from competitors. This measurement was developed by Pimpan, Khamphroh, & Inthasang (2020).

Control Variables

Firm age (FA) was measured by the number of years in prior business by using a dummy variable of which 0 means the firm had been in business less than or equal to 5 years and 1 means the firm had been in business more than 15 years.

Firm size (FS) was measured by the capital or assets in the operation of an organization by using a dummy variable of which 0 means the firm had total assets less than or equal to 25,000,000 Baht and 1 means the firm had total assets more than 100,000,000 Baht.

Results and Discussion

Table 1: Results of Measure Validation

Items	Factor Loadings	Cronbach's Alpha
Marketing Aggressiveness Orientation	0.749 – 0.892	0.905
Marketing Competitiveness	0.834 – 0.878	0.876
Marketing Success	0.7648– 0.867	0.845

Factor analysis was used in this research to find the validity of the measurement. According to Nunnally, & Bernstein (1994), the score of the factor loadings should not be less than 0.40 which illustrate acceptable construct validity. Moreover, Cronbach's alpha was conducted to evaluate the reliability of the measurement. Cronbach's alpha

coefficient value should greater than 0.70, which indicates the internally consistent among items in each construct (Hair, Black, Babin, & Anderson 2010). Table 1 shows the factor loading which was between 0.749-0.892, meanwhile, Cronbach's alpha coefficient was as values of 0.845-0.905.

Table 2: Descriptive Statistics and Correlation Matrix

Variables	MAO	MCO	MSU	FA	FS
Mean	4.161	3.845	3.938	1.440	2.640
SD	0.560	0.630	0.602	0.676	0.606
MAO	1.00				
MCO	0.637**	1.00			
MSU	0.655**	0.702**	1.00		
FA	0.021	0.057	0.106	1.00	
FS	-0.038	0.006	-0.102	-0.203**	1.00

The correlation was significant at the .05 level.

Table 2 demonstrates the correlation matrix of all variables; all correlations were less than 0.80 as recommended by Hair et al., (2010). In addition,

the correlations coefficients of each main variables ranked from 0.637 to 0.702. Control variable -0.203 to 0.106.

Table 3: Results of Regression Analysis

Independent Variables	Dependents Variables	
	Marketing Competitiveness	Marketing Success
Marketing Aggressiveness Orientation	.716*** (.056)	.698*** (.052)
Firm Age	.048 (.048)	-0.71 (.044)
Firm Size	.042 (.053)	-0.61 (.050)
Adjusted R ²	.401	.433
Maximum VIF	1.044	1.044

***p<.01 Beta coefficients with standard errors in parenthesis

In this study, the maximum value of variance inflation factor (VIF) in equations 1 to 5 indicates that the maximum value was 1.044, not exceeding 10 as suggested by Hair et al., (2010). Therefore, both VIFs and correlations certified are not a multicollinearity problem. Table 3 shows the result of regression analysis of the relationship between marketing

aggressiveness orientation and its consequences. Marketing aggressiveness orientation had a positive impact on marketing competitiveness ($\beta = .716$, $P < .01$). According to Stošić-Mihajlović, & Trajković (2019), an organization's products developed with concern for the aggressiveness of customers would achieve marketing excellence. Other scholars argued

that marketing aggressiveness was alternatively for making competition, which could be achieved through implementing the marketing effectiveness of competitive advantage through business procedures to continuously in the long-term (Yee, Yeung, Cheng, & Lee, 2013). These results were consistent with Pleshko, & Heiens (2012), claiming that marketing aggressiveness could lead a firm to gain higher marketing competitiveness by changing the behavior of competitors to allocate more resources and create new customer values. One may assume that when firms succeed in product sales, firms will also achieve in marketing aggression orientation because the success can reflect marketing excellence (Ghanbarzad et al., 2014). Thus, marketing aggressiveness orientation can help firms to accomplish positively and linked to marketing competitiveness. **Therefore, Hypothesis 1 was supported.** Furthermore, marketing aggressiveness orientation had a positively

effect on marketing success ($\beta = .698$, $P < .01$). In this study, marketing aggressiveness orientation was the process of using a strategic emphasis on marketing success. These results were consistent with previous studies indicating that aggressiveness was the successful key and provided a competitive advantage to monitor performance in business (Crutsinger, Knight, & Kim, 2010). Moreover, the pursuit of marketing aggressiveness for business has become a distinct marketing activity that allows it to work and achieve greater success (Yee et al., 2013). Thus, the business must emphasize the development of marketing strategy and activity to create a better new offering and market share from competitors (Millson, 2010). Hence, marketing aggressiveness orientation significantly affects achieving marketing success. **Therefore, Hypothesis 2 was supported.**

Table 4: Results of Regression Analysis

Independent Variables	Dependents Variables
	Marketing Success
Marketing Competitiveness	.669*** (.044)
Firm Age	.041 (.042)
Firm Size	-0.96 (.047)
Adjusted R ²	.500
Maximum VIF	1.047

*** $p < .01$ Beta coefficients with standard errors in parenthesis

Table 4 also presents the results of the research relationships. Marketing competitiveness had a positive effect on marketing success ($\beta = .669$, $p < .01$). This result was consistent with Hansen, McDonald, & Mitchell (2013) who stated that marketing competitiveness was the underpinning of the strategy leading to competitive advantages and more efficient operations. However, the evidence proved that the firms were necessary to emphasize

seeking marketing resources to create distinctive competitiveness, and in turn increase the profits of the companies to achieve great performance (Phong-Inwong, Ussahawanitchakit, & Pratoom, 2012). Hence, marketing effectiveness is potential to fulfill organization through customer satisfaction and results in marketing success (Akgul, & Gozlu, 2015).

Therefore, Hypothesis 3 is supported.

Contributions

Theoretical Contribution

This paper attempts to expand the knowledge regarding the importance of marketing aggressiveness orientation in an organization to enhance marketing competitiveness, and marketing success in an environment of intensive competition. Overall, these results reveal that dynamic capability theory can be used to explain the relationship between marketing aggressiveness orientation and its consequences. This is evident from the results that found marketing aggressiveness orientation plays as firm's ability dynamism which performs its marketing outcomes to gain the superior marketing success under dynamic environment.

Managerial Contribution

Marketing aggressiveness orientation is important to create marketing competitiveness and marketing success in an organization and encourage firms to achieve success in highly uncertain competitive markets. Accordingly, firms can utilize marketing aggressiveness orientation as a business approach and method used to effectively provide customer, competitor and environment responses, efficiently increase competitiveness in the long run. Research based on this concept illustrates the views of marketing aggressiveness orientation which is an alternative strategy for organizations that executives should support and adopt. Accordingly, firms can implement marketing aggressiveness orientation as a strategic tool to create competitiveness, profitability, and survival. This result has managerial implications for executives who are responsible for the management and application of the strategy in firms. The above main findings help executives to analyze and choose key components that may be an important strategy of driving the organization in an uncertain competitive environment. In addition, firms need to encourage their staff to learn and understand the marketing aggressiveness orientation for developing policies and guidelines of

their organization. In summary, marketing aggressiveness orientation is a significant influence on firms' attaining higher sustainable competitive advantages and higher performance.

Conclusion

Marketing aggressiveness orientation is an important valuable strategic of determining business approach and method that helps firms gain competitive advantage and organization success in rapidly competitive business environments. Thus, it is important for successfully doing businesses. Firms can implement marketing aggressiveness orientation as a strategic tool and a valuable mechanism for enhancing continuous competitive advantage and superior performance. Accordingly, firms can implement marketing aggressiveness orientation for creating valuable strategies and techniques, gaining sustainable competitiveness, and achieving outstanding and long-term performance under various and uncertain environments. This study attempts to investigate the relationships among marketing aggressiveness orientation on business outcome. The objective of this study was to investigate the effects of marketing aggressiveness orientation, marketing competitiveness, and marketing success of food business in Thailand. In this study, 239 food business in Thailand were the samples of the study. The data were collected from a mail survey procedure via questionnaire. Regression analysis was appropriately utilized to examine to test the research relationships. The results show that marketing aggressiveness orientation had a significant positive effect on marketing competitiveness and marketing success. Therefore, executives need to pay more attention to studying, learn and understanding the characteristics of marketing aggressiveness orientation through investing their resources and assets for marketing jobs. Future research should consider searching more literature on marketing aggressiveness orientations and their concepts, dimensions, and pressures as

moderating variables in the research model. Also, future research may focus on collected data from other industries, larger populations, mixed methods and other statistical techniques to test the research relationships.

References

Aaker, D.A., Kumar, V., & Day, G.S. (2001). *Marketing Research*. New York: John Wiley & Sons.

Akgul, A. K., & Gozlu, S. (2015). The role of organizational resources and market competitiveness in innovativeness. *Journal of Business Economics and Finance*, 4(1), 166-184.

Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, 14(3), 396-402.

Chimngamsert, C., & Ussahawanitchakit, P. (2013). Strategic marketing adaptation and marketing success: an empirical investigation of furniture and decorative product businesses in Thailand. *European Journal of Management*, 13(4), 63-78.

Crutsinger, C., Knight, D., & Kim, H. (2010). Teens' consumer interaction styles: the impact of assertive and aggressive behaviour on attitudes towards marketing practices. *International Journal of Consumer Studies*, 34(2), 196-203.

Dao, V. T. (2019). The battle for survival: innovating firms' strategic signaling behaviors and their impacts on business success during the shakeout period after the standards war. *The Journal of High Technology Management Research*, 30(1), 70-81.

Dekimpe, M. G., & Deleersnyder, B. (2018). Business cycle research in marketing: A review and research agenda. *Journal of the Academy of Marketing Science*, 46(1), 31-58.

Eid, R., & El-Gohary, H. (2013). The impact of E- marketing uses on small business enterprises' marketing success. *The Service Industries Journal*, 33(1), 31-50.

Ghanbarzad, A., & Moghadasi, A., & Dadashkarimi, Y. (2014). A survey on the effects of aggressive marketing, price leadership and product focus on marketing channels in relationship-oriented marketing. *Management Science Letters*, 4(4), 729-732.

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

Hansen, J. M., McDonald, R. E., & Mitchell, R. K. (2013). Competence resource specialization, causal ambiguity, and the creation and decay of competitiveness: the role of marketing strategy in new product performance and shareholder value. *Journal of the Academy of Marketing Science*, 41(3), 300-319.

Hassan, S. (2000). Determinants of market competitiveness in an environmentally sustainable tourism industry. *Journal of Travel Research*, 38, 239-245.

Hassan, S., & Mahrous, A. A. (2019). Nation branding: the strategic imperative for sustainable market competitiveness. *Journal of Humanities and Applied Social Sciences*, 1(2), 146-158.

Helpat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M. A., Singh, H., Teece, D. J. & Winter, S. (2007). *Dynamic Capabilities. Understanding Dynamic Change in Organizations*. Oxford: Blackwell.

Hoekstra, J.C., & Leeflang, P.S.H. (2020). Marketing in the era of Covid-19. *Italian Journal of Marketing*, 4, 249 -260.

Kurt, D., & Hulland, J. (2013). Aggressive marketing strategy following equity offerings and firm value: the role of relative strategic flexibility. *Journal of Marketing*, 77, 57-74.

Mano Raj, S.J. (2021). Branding of green tea leaf: a disruptive innovation for building market competitiveness of small tea growers in North East India. *Journal of Agribusiness in Developing and Emerging Economies*, 11(2), 88-104.

Millson, M. R., & Wilemon, D. (2010). The impact of changing markets and competition on the NPD speed/market success relationship. *International Journal of Innovation Management*, 14(5), 841-870.

Motoki, K., Suzuki, S., Kawashima, R., & Sugiura, M. (2020). A Combination of self-reported data and social-related neural measures forecasts viral marketing success on social media. *Journal of Interactive Marketing*, 52, 99-117.

Na, Y., Kang, S., & Jeong, H. (2019). The effect of market orientation on performance of sharing economy business: focusing on marketing innovation and sustainable competitive advantage. *Sustainability*, 11, 1-19.

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

Office of Industrial Economics. (2020). *National Industrial Development Master Plan 2020*. Received September 9, 2020, from <http://www.oie.go.th>.

Phong-Inwong, R., Ussahawanitchakit, P., & Pratoom, K. (2012). Dynamic marketing strategy, marketing competitiveness, marketing Success, and marketing performance: evidence from home decoration exporting businesses in Thailand. *International Journal of Business Strategy*, 12(4), 83-107.

Phornlaphatrachakorn, K. (2020). Accounting control system, accounting information quality, value creation, and firm success: an empirical investigation of auto parts businesses in Thailand. *International Journal of Business*, 25(2), 159-177.

Phua, K.-L. (2014). Harm to the health of the public arising from aggressive marketing and sales of health-related products and services: another aspect of medicalization which is a cause for concern?". *Technology, Communication, Disparities and Government Options in Health and Health Care Services*, 32, 199-212.

Pimpan, S., Khamphroh, A., & Inthasang, C. (2020). Strategic innovation marketing and firm performance of travel agency businesses in Thailand. *Journal of Southern Technology*, 13(1), 167-177.

Pimpan, S., Ruaguttamanun, C., & Wongkhae, K. (2021). Sustainable marketing strategy and marketing success of ISO 14001 certified manufacturing businesses in Thailand. *Journal of Humanitie and Social Sciences Thonburi University*, 15(3), 37-48.

Pleshko, L.P., & Heiens, R.A. (2012). The market share impact of the fit between market leadership efforts and overall strategic aggressiveness. *Business and Economics Research Journal*, 3(3), 1-15.

Reimann, M., Schilke, O., & Thomas, J.S. (2010). Toward an understanding of industry commoditization: Its nature and role in evolving marketing competition. *International Journal of Research in Marketing*, 27(2), 188-197.

Richard, C. A. (2002). Will more aggressive marketing practices lead to greater tort liability for prescription drug manufacturers?. *Wake Forest Law Review*, 37(1), 97-139.

Sanchez-gutierrez, J., Mayorga-Salamanca, P.I., & Gonzalez-Uribe, E. G. (2012). The impact of marketing on competitiveness: the manufacturing industry in Guadalajara, Mexico. *Competition Forum*, 12(1), 49-56.

Sramova, B. (2014). Aggressive marketing, consumer kids and stereotyping of media contents. *Procedia-Social and Behavioral Sciences*, 140, 255-259.

Stošić-Mihajlović, L., & Trajković, S. (2019). Aggressive vs. discrete marketing. *Journal of Process Management, New Technologies*, 7, 7-12.

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and micro foundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28, 1319-1350.

Teece, D.J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18, 509-533.

Wang, X., Baesens, B., & Zhu, Z. (2018). On the optimal marketing aggressiveness level of C2C sellers in social media: evidence from China. *Omega*, 85, 83-93.

Yee, R.W.Y., Yeung, A.C.L., Cheng, T.C.E., & Lee, P.K.C. (2013). Market competitiveness and quality performance in high-contact service industries. *Industrial Management & Data Systems*, 113(4), 573-588.

Yen, Y.-X., & Hung, S.-W. (2017). The influences of suppliers on buyer market competitiveness: an opportunism perspective. *Journal of Business & Industrial Marketing*, 32(1), 18-29.

Zott, C. (2003). Dynamic capabilities and the emergence of intra-industry differential firm performance: insights from a simulation study. *Strategic Management Journal*, 24, 97-125.