

## Effect of Proactive Marketing Management Capability on Marketing Survival of Instant and Convenience Foods Businesses in Thailand

ผลกระทบของความสามารถในการจัดการการตลาดเชิงรุกต่อความอยู่รอด  
ทางการตลาดของธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย

Yuthachai Krokaw\*

Prathanporn Jhundra-Indra

Sutana Boonlua

Mahasarakham Business School, Mahasarakham University

\*e-mail: yuthachai.kk@gmail.com

ยุทธชัย เกราะแก้ว\*

ประพันพร จันทร์อินทร์

สุรนา บุญเหลือ

คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

### Abstract

The main purpose of this research is to investigate the effect of proactive marketing management capability on marketing survival. Data were collected from 163 instant and convenience foods firms in Thailand by questionnaire mail survey. The ordinary least square regression is employed to analyze in this research. The results reveal that two dimensions of proactive marketing management capability including customer learning dynamism and market leading implementation have a significant positive association with marketing goal achievement and marketing survival, while product innovation intelligence only significant positive association with marketing survival. Furthermore, marketing goal achievement has a positive influence on marketing survival. This research helps to fulfill the understanding towards the proactive marketing management capability in the context of Thai instant and convenience foods firms.

**Keywords:** Proactive Marketing Management Capability, Marketing Goal Achievement, Marketing Survival

## บทคัดย่อ

วัตถุประสงค์หลักของการวิจัยครั้งนี้ คือ เพื่อศึกษาถึงผลกระทบของความสามารถในการจัดการการตลาดเชิงรุกต่อความอุ่นร้อนดทางการตลาด เก็บรวบรวมข้อมูลจากธุรกิจอาหารสำเร็จรูปและกึ่งสำเร็จรูปในประเทศไทย จำนวน 163 บริษัท โดยใช้แบบสอบถามเป็นเครื่องมือในการเก็บรวบรวมข้อมูล ใช้การวิเคราะห์การทดสอบโดยใช้สิ่นในการวิเคราะห์ข้อมูล

ผลการวิจัย พบว่า องค์ประกอบของความสามารถในการจัดการการตลาดเชิงรุกสองด้าน คือ พลวัตของการเรียนรู้ ลูกค้า และการประยุกต์สู่การเป็นผู้นำตลาดมีผลกระทบในเชิงบวกอย่างมีนัยสำคัญต่อการบรรลุเป้าหมายทางการตลาดและความอุ่นร้อนดทางการตลาด ในขณะที่ความสามารถเชิงนวัตกรรมผลิตภัณฑ์มีผลกระทบเชิงบวกอย่างมีนัยสำคัญต่อความอุ่นร้อนดทางการตลาดเท่านั้น นอกจากนี้การบรรลุเป้าหมายทางการตลาดด้วยมีผลกระทบเชิงบวกอย่างมีนัยสำคัญต่อความอุ่นร้อนดทางการตลาดอีกด้วย งานวิจัยนี้ช่วยให้เข้าใจถึงความสามารถในการจัดการการตลาดเชิงรุกในบริบทของธุรกิจอาหารสำเร็จรูป และกึ่งสำเร็จรูปในประเทศไทยได้ดียิ่งขึ้น

**คำสำคัญ:** ความสามารถในการจัดการการตลาดเชิงรุก การบรรลุเป้าหมายทางการตลาด ความอุ่นร้อนดทางการตลาด

## Introduction

In marketing concept, the key of goal achievement of a business firm depends on effective and efficient to identify and satisfy the needs of the target market more than its competitors (Kohli & Jaworski, 1990; Kotler & Armstrong, 2004; Narver, Slater & MacLachlan, 2004). Besides, market orientation composes of two essential approaches for market implementation. The first, responsive market orientation refers to the firm's attempt to understand current knowledge and satisfy an expressed customer need. A responsive market orientation focuses on the short-term and can be successful in a stable environment (Bolaj, Coenders & Zabkar, 2012). On the other hand, the second is a proactive market orientation which a firm's exploration for new knowledge and extant market experience to satisfy a customer's latent need (Narver, Slater & MacLachlan, 2004). Then, a proactive market-oriented firm emphasizes exploratory and generative learning (Atuahene-Gima, Slater & Olson, 2005).

Although, the prior research found that both reactive and proactive market orientation enhance innovation and marketing success (Grinstein, 2008). But, in a dynamic environment, only proactive market orientation was a determinant of both innovation and marketing success (Bolaj, Coenders & Zabkar, 2012). As a result, the understanding and customer satisfaction

cannot be accessed by reactive approach in a dynamic environment. Moreover, only satisfying customers' expressed needs may be insufficient for a business firms to attract and retain a customer. Also, the competitors know and share expressed needs and benefits of their customer overtime. This is critical for all businesses firms that encourage to accessing goal achievement under these changed conditions (Narver, Slater & MacLachlan, 2004). Then, proactive capability improvement promotes goal achievement and superior performance through outperform their competitors about the sustainable customer satisfaction and competitive advantage.

Proactive approach or proactive marketing strategy is strategic marketing which is organizational process. While, the strategic implementation success depended on firm's capabilities turn plan to action. In the past, proactive approach has been explored in three dimensions: value creation, change, and leadership (Hills & Sarin, 2003). Then, this research identifies these capabilities as proactive marketing management capability with four distinct dimensions which concern with market orientation and its definition. Thus, a proactive approach emphasizes introducing new products or services in anticipation of future demand, market behavior, market structures, and trends that influence demand to be a first-mover in a competitive market (Lumpkin & Dess,

1996; 2001). Moreover, proactive market orientation is 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). Then, this research defines proactive marketing management capability as 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, 1996; 2001; Jiménez-Zarco, Torrent-Sellens & Martínez-Ruiz, 2012).

This research attempts to investigate the key components of proactive marketing management capability in a new model. Including, the main purpose is to investigate the effects of proactive marketing management capability on marketing survival. Then, this research is organized as follows. Firstly, the relevant literature and hypotheses development of all constructs are provided. Secondly, the methodology is explained. Thirdly, the results of this research are discussed. Fourthly, the contributions and directions for future research are presented. Finally, the conclusions are provided.

## **Literature Review and Hypothesis Development**

More than a decade, proactive marketing approach has been viewed based on a one-dimensional construct or holistic approach

(Lumpkin & Dess, 1996; 2001). Besides, Hills & Sarin (2003) explored a proactive approach in three dimensions, namely, value creation, change, and leadership but still lacks of the multidimensional characteristic of proactive marketing approach. Moreover, proactive marketing approach emphasizes 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, 1996; 2001). In marketing strategy, a key success of business firm depends on application and use of a firm's capabilities that enhance the firm advantage and firm performance (Lin, McDonough, Lin & Lin, 2013). Then, the firm's capability in this research refers to proactive marketing management capability.

In this research, proactive marketing management capability is proposed into four dimensions which cover main variable definition. Moreover, these four dimensions are proposed which concern with market orientation approach of Naver & Slater (1990); customer orientation, competitor orientation, and inter-functional coordination. Then, the four dimensions of proactive marketing management capability namely, product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation are proposed to assess competitive advantage and also contribute to marketing outcomes. Thus, the conceptual model presents the relations between proactive marketing management capability and marketing survival as shown in Figure 1.

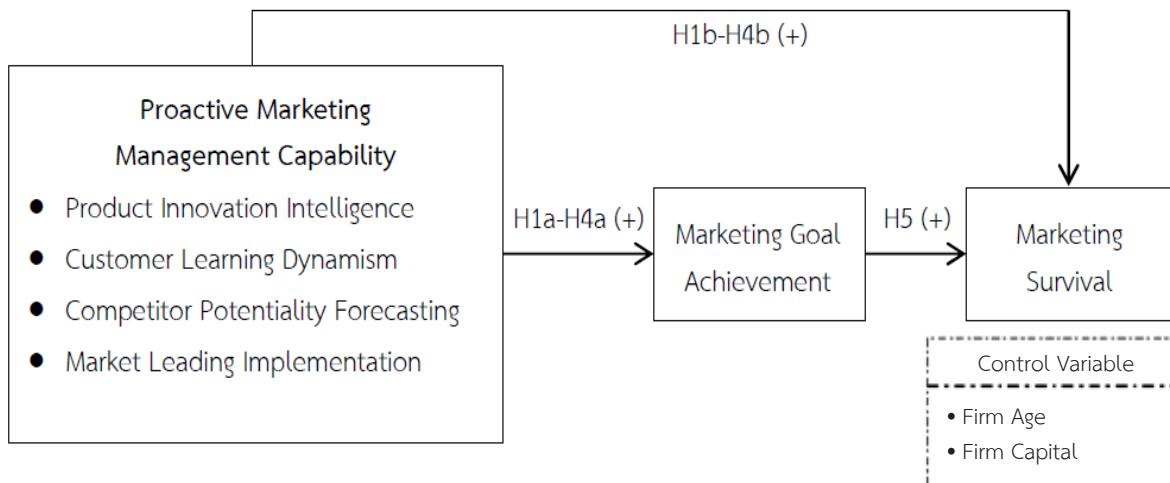


Figure 1. Conceptual Model of Proactive Marketing Management Capability and Marketing Survival

### 1. Proactive Marketing Management Capability

Based on an integrative literature reviews, The prior research found that a business firm used proactive approach as a processes aim to anticipating and acting on future needs by seeking new opportunities which introduce new products and brands ahead of competition, strategically eliminating operations which are in the mature or declining stages of life cycle (Lumpkin & Dess, 1996). Moreover, they also stated that proactive orientation enhances a leader firm in the marketplace which forward-looking perspective characteristic to act in anticipation of future demand and shape the environment (Lumpkin & Dess, 2001). In addition, proactive market orientation is the key important of business firm to use of internal and external cooperation to create superior value for customers, outperforms competitors, and generates more firm profit (Jiménez-Zarco, Torrent-Sellens & Martínez-Ruiz, 2012). Prior research shows empirical evidence that proactive market orientation is significant positively related with firm success in dynamic environment (Bodlaj, Coenders & Zabkar, 2012).

**1.1 Product Innovation Intelligence** is defined as an ability of the firm to create product design, product development, and innovation different from those competitors that reflect to

an opportunity to attract new business, the growth of the business, and awareness of participation in creative design, innovation and new product development for the pioneer company in the market (Li & Atuahene-Gima, 2001; Thipsri & Ussahawanitchakit, 2009). In business development, innovation is more than tools for enhance the differentiation of firms, consumer products and services in order to maintain competitive advantages in the market (Lala & Tanase, 2014). Each firms set different marketing goal but most of them focus on superior firm performance (e.g., market share, profitability, acceptability, reputation) which in the long-term can enhance to marketing survival. Product innovation is used to achieve competitive advantage and the opportunity to compete in the marketplace. Moreover, product innovation replaces and satisfies customer needs and customer satisfaction (Hauser, Tellis & Griffin, 2006). Moon, Miller, and Kim (2013) stated that product innovation is becoming one of the most powerful marketing competences because it can satisfy customer needs and a firm's needs. Hua & Wemmerlöv (2006) and Min, Kalwani & Robinson (2006) stated that product innovation increases higher market share through introduction of new products to meet customer preference before competitors. In addition, the firm's investment in

product innovation also effects on market expansion by increasing of customer spending from product novelty and product differentiated (Hoefele, 2016). Consistent with prior research, Jayaram, Oke & Prajogo (2014) found that product innovation success has positive influences on business performance because product innovation success can create new markets, attract new customers and displace existing products resulting in revenue generation and improvement in firm performance. Therefore, the associated hypotheses are presented as follows:

Hypothesis 1: Product innovation intelligence has a positive influence on a) marketing goal achievement and b) marketing survival.

1.2 Customer Learning Dynamism refers to the firm's ability to learn and understand the current and future set of customers' behaviors, potential needs, and preferences in order to effectively respond to them and continually discover additional needs of which customers are not aware (Narver & Slater, 1990; Feng, Sun, Zhu & Sohal, 2011; Phokha & Ussahawanitchakit, 2011). Customer learning is the one important imperative key factor for a business firm to generate competitiveness and succeed in dynamic and unpredictable environment. In global market, the customers can easily to search information and purchase anywhere. Business firms were forced to modify their operations by customer-changing behavior. Through learning about the customer, business firms increase their potentiality capability to understand and satisfy customers under dynamic environmental changes (Grein, Craig & Takada, 2001).

Blocker, Flint, Myers & Slater (2011) and Nasution, Mavondo, Matanda & Ndubisi (2011) found that customer learning focus can enhance a firm's marketing capability, innovation, new product development, customer value creation, and firm performance. Likewise, McEvily & Marcus (2005) and Feng, Sun, Zhu & Sohal (2012) stated

that understanding customer concern and future preference create new products and service, facilitate problem-solving and reduce their time-to-market for new products which facilitate goal achievement and survival in the market place. Moreover, the business firms learn and evaluate the possible market segment, the crucial market, and its possible growth rate through customer learning (Gatignon & Xuereb, 1997). Then, the high levels of customer learning firms are more likely to obtain better communication, analysis, interpretation, and understanding of customer information regarding their needs than their competitors (Phokha & Ussahawanitchakit, 2011). As a result, customer learning promotes business firms to seek for the new market and marketing goal achievement such as positioning, brand equity, and market share (Kaewmungkoon & Ussahawanitchakit, 2014). Respectively, the related hypotheses are postulated as the following:

Hypothesis 2: Customer learning dynamism has a positive influence on a) marketing goal achievement and b) marketing survival.

1.3 Competitor Potentiality Forecasting is defined as the ability of the firm to learn and predict the rival's capabilities to understand dynamic competition, competitive relationships and the potential of rivals that are useful for the firm's decision-making to attack or respond to each other in the market (Chen, 1996; Bergen & Peteraf, 2002; Theodosiou, Kehagias & Katsikea, 2012). In dynamic market, competitor learning help business firms planning to attack and response from competitive incursions (Bergen & Peteraf, 2002). Consistent with Chen (1996) stated that competitor analysis will help business firms to illuminate and predict competitive relationships and the potential of rivals in order to know how they may attack or respond to each other in the market. In addition, competitor forecasting also helps the firm's strategy

development to counteract the competitor's strategy (Chun & Chu, 2008).

The previous research indicated that competitor learning is a vendor's expertise in knowing the short-term strengths and weakness, and long-term capabilities and strategies of key competitors' abilities (Theodosiou, Kehagias & Katsikea, 2012). Moreover, competitor analysis helps business firms to access good forecasts of competitors' marketing outcomes. For example, the development of market shares is an important aspect because it brings to light the market dynamics that are driven by the ruling power structure (Kunstek, 2013). It can apply to predict competitor's likelihood of attack and the likelihood of withdraw which enhance firm's advantage to strategic formulation and positioning. Thus, competitor potentiality forecasting is more likely to enhance firms to archive their marketing outcome (Upson et al., 2012). Therefore, the associated hypotheses are indicated as follows:

Hypothesis 3: Competitor potentiality forecasting has positive influence on a) marketing goal achievement and b) marketing survival.

1.4 Market Leading Implementation is defined as a process that involves support, and develops knowledge and innovative behavior in bringing about change in organizations to outperform and dominate a market more than others, and searches for information and knowledge to meet the target market needs (Bojovic, Pupovac & Strugar, 2010; Czarnitzki, Etro & Kraft, 2014). In the marketing concept, business firm can access goal achievement through greater effectiveness and efficiency than its competitors, in order to identify and satisfy the need of a target market Naver, Slater & MacLachlan, 2004). Then, leading firms use superior ability to develop and introduce new products faster and cheaper than competitors (Bojovic, Pupovac & Strugar, 2010).

Business firm attempt achieve market leading implementation which new product or service creating meet customer need through identify and satisfy the need of a target market (Naver, Slater & MacLachlan, 2004). Likewise, Czarnitzki, Etro & Kraft (2014) revealed that the market leader company must promote creative ideas and support research and development departments for achievement marketing outcomes. Moreover, the leader firm also efforts to early reach maximum new customer for maximized production cost (Viardot, 2010). By this way, the leader firm tends to achieve marketing goal and survival. Respectively, the related hypotheses are presented as the following:

Hypothesis 4: Market leading implementation has positive influence on a) marketing goal achievement and b) marketing survival.

## 2. The Relationship between Marketing Goal Achievement and Marketing Survival

In this research, the consequences of proactive marketing management capability are marketing goal achievement and marketing survival. Then, this part emphasizes on the effect of marketing goal achievement on marketing survival.

2.1 Marketing Goal Achievement is defined as the both of financial and non-financial areas on marketing outcome of the firm such as positioning, brand equity, increasing sales units, the rate of sales growth, growing of market share, and increasing profitability which is linked to the mission, vision and strategies, including the credibility of the stakeholders and comparison with competitors (Zaccaro & Klimoski, 2001; Sampattikorn, Ussahawanitchakit & Boonlua, 2012). Goal achievement indicates success of the operations or performance of objectives by linking to missions, visions and strategies (Zaccaro & Klimoski, 2001).

Previous research revealed that marketing goal achievement is essential for firm survival

through achieving in prospecting for more customers, gaining larger sales, repeat sales and customer loyalty, maximizing margins and profitability (Ibidunni, 2011). In addition, marketing goal achievement depends on firm's capabilities to plan and be able to measure by increasing sales growth, market share, profit, new products or services launched, and accomplished in the marketing goal (Wongtianchai, Ussahawanitchakit & Jhundra-indra, 2015). In this research, marketing survival refers to as the firms' achievements outcomes from the present, continuously into the future. These outcome results from a firm evaluate and analyze for business environmental changes, the marketplace, and competitors that pertain to the achievement outcome in terms of market share, sales growth, customer acceptance and firm reputation (Kotler & Keller, 2008; Kittikunchotiwut, Ussahawanitchakit & Pratoom, 2013). Therefore, the associated hypothesis is presented as follows:

Hypothesis 5: Marketing goal achievement has positively influenced on marketing survival.

2.2 Marketing Survival is defined as outcomes achievement of the firms from present, continuously into the future. These outcomes are results from evaluation and analysis of business environmental changes, marketplace, and competitors that deal with firm's achievement in term of market share, sales growth, customer acceptance and firm reputation (Kotler & Keller, 2008; Kittikunchotiwut, Ussahawanitchakit & Pratoom, 2013).

In prior researches, Kotler & Keller (2008) stated that the major objective of business firm is survival when they face changing of customer want in dynamic market with intense competition. Thus, business firms must learn to add extra value to their products or services in the long-run to avoid extinction. Moreover, marketing survival plays as one aspect of firm survival that is crucial for a business firm in a dynamic market. Marketing survival can enhance firm's survival through both

of financial and non-financial outcomes (Kittikunchotiwut, Ussahawanitchakit & Pratoom, 2013).

## Methodology

### 1. Sample Selection and Data Collection Procedure

Thai instant and convenience foods businesses of 1,132 firms were chosen as population in this research. They were acquired from the database list of the Development of Business Department (DBD), Ministry of Commerce, Thailand ([www.dbd.go.th](http://www.dbd.go.th)). Accordingly, an appropriate sample size is 296 instant and convenience foods firms under the 95% confidentiality rule (Yamane, 1973). Prior business research suggested that 20% response rate for a mail survey without an appropriate follow-up procedure is deemed sufficient (Aaker, et al., 2001). Thus, 1,480 instant and convenience foods firms ( $296 \times 100/20$ ) are a suitable sampling frame distribution for a mail survey. However, Thai instant and convenience foods firms were checked for up to date of 1,132 firms. Then, all of populations were chosen as a sample population for empirical investigation. With regard to the questionnaire mailing, 46 surveys were undeliverable. Deducting the undeliverable from the original 1,132 mailed, the valid mailing was 1,086 surveys. As first, the 103 responses were received with the 97 usable questionnaires because some of returned questionnaires incomplete of important information. Four weeks after preliminary mailing, the 556 surveys were sent to the firms which unreturned mails and be able to contact by electronic mailing. As a result, the 71 response were received with the 66 usable surveys.

Thus, 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.

## 2. Test of Non-Response Bias

The non-response bias is evaluated to ensure that it is not a worrisome problem in this research. In order to verify the non-response bias, the making of 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 are tested by t-test statistics. The results reveal that there were not statistically significant differences between early and late groups at a 95% confidence level. Then, it was implied that the non-response bias is not problem in this research (Armstrong & Overton, 1977).

## 3. Variable Measurement

**Table 1.** Result of Measure Validation

Variables	Factor Loadings	Cronbach's Alpha
Product Innovation Intelligence (PII)	.716 - .879	.886
Customer Learning Dynamism (CLD)	.608 - .899	.750
Competitor Potentially Forecasting (CPF)	.662 - .884	.812
Market Leading Implementation (MLI)	.715 - .910	.814
Marketing Goal Achievement (MGA)	.640 - .884	.838
Marketing Survival (MKS)	.850 - .936	.874

Table 1 presents the results of validation measurement. As a result, all variables have factor score between 0.608–0.936 which indicate that there is the construct validity. Moreover, the reliability of all variable are accepted because all variables have Cronbach's alpha between 0.750 - 0.886.

## 5. Statistical Techniques

All dependent and independent variables in this research are the metric scale. Therefore, OLS regression is employed to test all hypotheses. From the conceptual model and hypotheses, the following five equation models are formulated as below:

All variables are estimated scales from their definitions and relevant marketing research. The five-point Likert scale utilizes intervals ranging from 1 = strongly disagree to 5 = strongly agree, due to the question that measures perception of variables (Newell and Goldsmith, 2001) excluding control variables.

## 4. Reliability and Validity

In this research, the Cronbach's alpha was used to test the reliability of the measurement. Coefficient alpha indicates the degree of internal consistency among items that should be greater than 0.70 (Hair, Black, Babin & Anderson, 2010). Also, 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, Black, Babin & Anderson, 2010).

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

$$\text{Equation 2: MGA} = \alpha_2 + \beta_3 \text{PII} + \beta_4 \text{CLD} + \beta_5 \text{CPF} + \beta_6 \text{MLI} + \beta_7 \text{FAG} + \beta_8 \text{FCP} + \epsilon_2$$

$$\text{Equation 3: MKS} = \alpha_3 + \beta_9 \text{FAG} + \beta_{10} \text{FCP} + \epsilon_3$$

$$\text{Equation 4: MKS} = \alpha_4 + \beta_{11} \text{PII} + \beta_{12} \text{CLD} + \beta_{13} \text{CPF} + \beta_{14} \text{MLI} + \beta_{15} \text{FAG} + \beta_{16} \text{FCP} + \epsilon_4$$

$$\text{Equation 5: MKS} = \alpha_5 + \beta_{17} \text{MGA} + \beta_{18} \text{FAG} + \beta_{19} \text{FCP} + \epsilon_5$$

## Results and Discussion

**Table 2.** Descriptive Statistics and Correlation Matrix

Variables	PII	CLD	CPF	MLI	MGA	MKS	FAG	FCP
Mean	4.04	4.11	4.02	3.94	3.99	3.98	n/a	n/a
S.D	.62	.64	.62	.60	.58	.61	n/a	n/a
PII	1							
CLD	.534***	1						
CPF	.605***	.577***	1					
MLI	.594***	.590***	.750***	1				
MGA	.357***	.522***	.452***	.502***	1			
MKS	.495***	.519***	.527***	.576***	.666***	1		
FAG	-.029	.005	.003	-.095	-.023	.004	1	
FCP	.136	-.058	-.028	.070	.117	.077	.023	1

\*\*\* P< .01

Table 2 presents descriptive statistics and correlation matrix for all variables. Correlation coefficients of variables are ranging from 0.357-0.750. With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to test the intercorrelations among

independent variable. In this research, the VIF range from 1.012 to 2.719, well below the cut-off value of 10 as prior research suggestion (Hair, Black, Babin & Anderson, 2010). Therefore, both correlations and VIF indicate that multicollinearity problems not severe problem in this research.

**Table 3.** Results of Hierarchical Regression Analysis for Effects of Each Dimension of Proactive Marketing Management Capability on Its Consequences

Independent Variables	Dependent Variables <sup>a</sup>				
	MGA	MGA	MKS	MKS	MKS
Product Innovation Intelligence (PII : H1a-H1b)		-.058 (.088)		.141* (.084)	
Customer Learning Dynamism (CLD : H2a-H2b)		.362*** (.086)		.219*** (.082)	
Competitor Potentially Forecasting (CPF : H3a-H3b)		.111 (.106)		.102 (.101)	
Market Leading Implementation (MLI : H4a-H4b)		.227** (.107)		.285*** (.102)	
Marketing Goal Achievement (MGA : H5)					.667*** (.060)
Firm Age (FAG)	-.074 (.158)	-.042 (.132)	-.010 (.158)	.055 (.126)	.039 (.119)
Firm Capital (FCP)	.241 (.158)	.269** (.135)	.154 (.158)	.099 (.129)	-.007 (.120)
Adjusted R <sup>2</sup>	.003	.324	.007	.383	.434
Maximum VIF	1.014	2.719	1.014	2.719	1.029

\*\*\* P < .01, \*\* P < .05, \*P < .10

Table 3 presents the results of OLS regression analysis for effects of each dimension of proactive marketing management capability on its consequences. Also, this table shows the effects of marketing goal achievement on marketing survival.

Firstly, product innovation intelligence has no a significant effects on marketing goal achievement ( $\beta_3 = -0.058$ ,  $P > .10$ ). Although, previous research revealed that product innovation was used to enhance competitive advantage and competitive opportunity into achieve marketing goal (Hauser, Tellis & Griffin, 2006). Contrary, Simpson, Siguaw & Enz (2006) argued that innovation orientation may has a negative effect on business performance such as increased cost, change for change's benefit, market chance and employee attitudes. Beside, in the context of innovative food products, the consumer may strongly perceive qualities or brand equity for traditional product. In addition, the effect of R&D expenditure for product innovative development may be negative influence on marketing goal achievement (Sharma, Davcik & Pillai, 2016). *Thus, Hypotheses 1a is not supported.* While, product innovation intelligence has a significant positive influence on marketing survival ( $\beta_{11} = 0.141$ ,  $P < .10$ ). Consistent with previous researches, product innovation can enhance higher market share through introduction of new products to meet customer preference before competitors (Hua & Wemmerlöv, 2006) and (Min, Kalwani & Robinson, 2006). In addition, the product innovation investment also expand the market by increase customer spending from product novelty and product differentiated (Hoefele, 2016). *Therefore, Hypotheses 1b is supported.*

Secondly, customer learning dynamism has a significant positive influence on marketing goal achievement ( $\beta_4 = 0.362$ ,  $P < .01$ ) and marketing survival ( $\beta_{12} = 0.219$ ,  $P < .01$ ). Accordingly, prior research stated that understanding customer

concern and future preference create new products and service, facilitate problem-solving and reduce their time-to-market for new products which facilitate goal achievement and survival in the market place (McEvily & Marcus, 2005) and (Feng, Sun, Zhu & Sohal 2012). Likewise, Kaewmungkoon & Ussahawanitchakit (2014) revealed that customer learning promotes business firms to seek for the new market and marketing goal achievement such as positioning, brand equity, and market share. *Therefore, Hypotheses 2a and 2b are supported.*

Thirdly, competitor potentiality forecasting has no significant effects on marketing goal achievement ( $\beta_5 = 0.111$ ,  $P > .10$ ) and marketing survival ( $\beta_{13} = 0.102$ ,  $P > .10$ ). Although, prior research demonstrated that competitor analysis helped business firms to access good forecasts of competitors' marketing outcomes (Kunstek, 2013). However, the competitor-centered firm is one that uses most of time to track competitor's moves and market shares and attempts to find strategies to counter. Then, the firm became too responsive. Instead of focusing on customer strategy create customer's value. As a result, it may lose the opportunity to seek innovative ways to customer value which generate superior marketing outcomes (Kotler & Armstrong, 2016). *Thus, Hypotheses 3a and 3b are not supported.*

Fourthly, market leading implementation has a significant positive influence on marketing goal achievement ( $\beta_6 = 0.227$ ,  $P < .05$ ) and marketing survival ( $\beta_{14} = 0.285$ ,  $P < .01$ ). Consistently, business firm employ new product or service creating to meet customer need through identify and satisfy the need of a target market to achieve market leading implementation (Naver, Slater & MacLachlan, 2004). Then, market leader firm must promote creative ideas and support research and development departments for achievement marketing outcomes (Czarnitzki, Etro & Kraft, 2014). Moreover, the leader firm also

attempt to early reach maximum new customer for maximized production cost (Viardot, 2010). *Therefore, Hypotheses 4a and 4b are supported.*

Lastly, marketing goal achievement has a significant positive influence on marketing survival ( $\beta_{17} = 0.667, P < .01$ ). Consistent with Ibidunni (2011), marketing goal achievement is crucial factor for firm survival through achieving in prospecting for more customers, gaining of sales growth, repurchasing and customer loyalty, maximum margins and profitability. Moreover, marketing goal achievement depends on firm's capabilities to plan and be able to measure by increasing sales growth, market share, profit, new products or services launched, and accomplished in the marketing goal (Wongtianchai, Ussahawanitichakit & Jhundra-indra, 2015). *Therefore, Hypotheses 4c and 4d are supported.*

Additionally, for the control variables, firm capital has a positive influence on marketing goal achievement. Consistent with Leiblein, Reuer & Dalsace (2002), large firms may also have greater market power or positional advantages compared to their smaller rivals. Also, larger firms often have superior financial status that enhances to achieve firm's goal.

### Contributions

#### 1. Theoretical Contribution

This research attempts to provide a clearer understanding of the relationships between proactive marketing management capability and marketing survival. It presents to expand unique theoretical contribution on previous knowledge and literature of proactive marketing management capability and marketing survival. Likewise, this research explicitly considers proactive marketing management capability in four dimensions, including product innovation intelligence, customer learning dynamism, competitor potentiality forecasting, and market leading implementation. Besides, the measurement

of all constructs in this research were developed based relevant literature review. With regard to measurement, theses scales have been verified with high level of validity and reliability achievement. Thus, these items scale can be applied to various studies. In addition, this research attempts to focus on the aforementioned relationships of instants and convenience food businesses in Thailand.

#### 2. Managerial Contribution

With regard to research findings, this research has potential implications for marketing executives. Firstly, the manager must focus on introducing product innovation in anticipation of future demands, market behaviors, market structures and trends that influence on marketing outcomes, especially marketing survival in a competitive market. Secondly, the marketing executives must focus on rapidly change in customer behaviors, potential need, and preference in order to understand and continually efficient response to them. By this way, the business firm can reach their marketing goal achievement and marketing survival. Thirdly, market leading implementation also both positively influence on marketing goal achievement and marketing survival. Then, the marketing executive must emphasizes on that introduction of value product, prominent marketing activities, original product, and supporting employees to look for new information and knowledge in order to rapidly outstanding customer response than competitors into gaining superior marketing outcome. Finally, marketing goal achievement has significant role of mediating variable for marketing survival. Thus, the marketing executive must focus on achieving its goal to create customer confidence with outstanding qualitative and value product, creating reputation to customer and competitors acceptance from excellent operational goal achievement, excellent achieving in old and new

customer retaining, and good achieving in increase expected sale growth and profit.

### Conclusion

The purpose of this research is to examine the effect of proactive marketing management capability and marketing survival. The results indicated that two dimensions of proactive marketing management capability including customer learning dynamism and market leading implementation have a significant positive association with marketing goal achievement and marketing survival. Consistent with Hills and Sarin (2003), they found that customer value creation and firm's leadership necessary for firm's success. Besides, product innovation intelligence has only a significant positive association with marketing survival. Moreover, marketing goal achievement has a positive influence on marketing survival. As results, it can be suggested that business firm which emphasize on proactive marketing management capability (especially, product innovation intelligence, customer learning dynamism, and market leading implementation) will reach marketing goal achievement, which leads them to marketing survival.

This research has some limitations that should be mentioned. Firstly, the majority of Thai instant and convenience foods are business to business (B-2-B) sector that were commanded to produce as the supplier of their partners in the market. By the mean, the creativity and growth of innovation of the firm were inhibited by these innovative inhibitors. Thus, future research should be examined in different groups of samples e-commerce, software, or the electronic industry that has a high level of proactive marketing management capability application.

### 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., Li, H., & Luca, L. M. D. (2006). The contingent value of marketing strategy innovativeness for product development performance in Chinese new technology ventures. *Industrial Marketing Management*, 35(3), 359-372.

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), 64-482.

Bergen, M., & Peteraf, M. A. (2002). Competitor identification and competitor analysis: a broad-based managerial approach. *Managerial and Decision Economics*, 23, 157-169.

Blocker, C. P., Flint, D. J., Myers, M. B., & Slater, S. F. (2011). Proactive customer orientation and its role for creating customer value in global markets. *Journal of the Academy of Marketing Science*, 39(2), 216-233.

Bodlaj, M., Coenders, G., & Zabkar, V. (2012). Responsive and proactive market orientation and innovation success under market and technological turbulence. *Journal of Business Economics and Management*, 13(4), 666-687.

Bojovic, V., Pupovac, L., & Strugar, M. (2010). Understanding innovation drive of leading Serbian companies. Perspectives of Innovations, *Economics & Business*, 6(3), 35-37.

Chen, M. J. (1996). Competitor analysis and inter firm rivalry: toward a theoretical integration. *Academy of Management Review*, 21(1), 100-134.

Chun, H. L., & Chu, C. W. (2008). Forecast competitor service strategy with service taxonomy and ci data. *European Journal of Marketing, 42* (7/8), 746-765.

Czarnitzki, D., Etro, F., & Kraft, K. (2014). Endogenous market structures and innovation by leaders: an empirical test. *Economic, 81*(321), 117-139.

Feng, T., Sun, L., Zhu, C., & Sohal, A. S. (2012). Customer orientation for decreasing time-to-market of new products: it implementation as a complementary asset. *Industrial Marketing Management, 41*(6), 929-939.

Gatignon, H., & Xuereb, J. M. (1997). Strategic orientation of the firm and new product performance. *Journal of Marketing Research, 36*(1), 77-90.

Grein, A. F., Craig, C. S., & Takada, H. (2001). Integration and responsiveness: marketing strategies of Japanese and European automobile manufacturers. *Journal of International Marketing, 9*(2), 19-50.

Grinstein, A. (2008). The effect of market orientation and its components on innovation consequences: a meta-analysis. *Journal of the Academy of Marketing Science, 6*(2), 166-173.

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

Hauser, J., Tellis, G. J., & Griffin, A. (2006). Research on innovation: a review and agenda for marketing science. *Marketing Science, 25*(6), 687-717.

Hills, S. B., & Sarin, S. (2003). From market driven to market driving: an alternative paradigm for marketing in high-technology industries. *Journal of Marketing Theory and Practice, 11*(3), 13-24.

Hoefele, A. (2016). Process and product innovation and the role of the preference function. *B. E. Journal of Economic Analysis & Policy, 16*(4), 1-5.

Hua, S. Y., & Wemmerlöv, U. (2006). Product change intensity, product advantage, and market performance: an empirical investigation of the PC industry. *Journal of Product Innovation Management, 23*, 316-329.

Ibidunni, A. S. (2011). Structure and strategy adoption: policy for achieving marketing goals: a study of multinational and indigenous food and beverage companies in Nigeria. *African Journal of Business & Economic Research, 6*(2/3), 49-72.

Jayaram, J., Oke, A., & Prajogo, D. (2014). The antecedents and consequences of product and process innovation strategy implementation in Australian manufacturing firms. *International Journal of Production Research, 52*(15), 4424-4439.

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.

Kaewmungkoon, S., & Ussahawanitchakit, P. (2014). Marker expansion strategy and marketing survival: evidence from beauty parlor businesses in Thailand. *Journal of International Business & Economics, 14*(2), 83-100.

Kittikunchotiwut, P., Ussahawanitchakit, P., & Pratoom, K. (2013). Strategic management creativity and firm survival: an empirical investigation of the export fashion accessories business in Thailand. *Journal of the Academy of Business and Economics, 13*(3), 87-114.

Kohli, A. K., & Jaworski, B. J. (1990). Market orientation : the construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), 1-18.

Kotler, P., & Armstrong, G. (2004). *Principles of Marketing*, 10<sup>th</sup> ed. Upper Saddle River, NJ: Pearson.

\_\_\_\_\_. (2016). *Principles of Marketing*, 16<sup>th</sup> ed. Saffron House, 6-10 Kirby Street, London: Pearson.

Kotler, P., & Keller, K. (2008). *Marketing Management*. 13<sup>rd</sup> ed. Prentice Hall, NJ: Pearson International Education.

Kunstek, R. (2013). Forecasting competitors' market share using multivariate linear time series analysis. *Journal of Marketing Management*, 12(2), 7-22.

Lala, G. A., & Tanase, A. (2014). The concept of innovativeness in the marketing literature. *Analele universitatii 'Eftimie Murgu' Resita. Fascicola II. Studii Economice*, (1), 119-127.

Leiblein, M., Reuer, J., & Dalsace, F. (2002). Do make or buy decision matter? the influence of organization governance of technological performance strategic. *Management Journal*, 23(9), 817-833.

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. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of Management Review*, 21(1), 135-172.

\_\_\_\_\_. (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.

McEvily, B., & Marcus, A. (2005). Embedded ties and the acquisition of competitive capabilities. *Strategic Management Journal*, 26(11), 1033-1055.

Min, S., Kalwani, M. U., & Robinson, W. T. (2006). Market pioneer and early follower survival risks: a contingency analysis of really new versus incrementally new product-markets. *Journal of Marketing*, 70, 15-33.

Moon, H., Miller, D. R., & Kim, S. H. (2013). Product design innovation and customer value: cross-cultural research in the united states and Korea. *Journal of Product Innovation Management*, 30(1), 31-43.

Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of International Marketing*, 54(4), 20-33.

Narver, J. C., Slater, S. F., & MacLachlan, D. L. (2004). Responsive and proactive market orientation and new-product success. *Journal of Product Innovation Management*, 21(5), 334-347.

Nasution, H. N., Mavondo, F. T., Matanda, M. J., & Ndubisi, N. O. (2011). Entrepreneurship: its relationship with market orientation and learning orientation and as antecedents to innovation and customer value. *Industrial Marketing Management*, 40(3), 336-345.

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.

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.

Sampattikorn, S., Ussahawanitchakit, P., & Boonlua, S. (2012). Best internal audit practices and goal achievement sustainability: an empirical examination of

Thai listed firms. *Journal of International Business and Economics*, 12(5), 40-66.

Sharma, P., Davcik, N. S., & Pillai, K. G. (2016). Product innovation as a mediator in the impact of r & d expenditure and brand equity on marketing performance. *Journal of Business Research*, 69(12), 5662-5669.

Simpson, M. P., Siguaw, A. J., & Enz, C. A. (2006). Innovation orientation outcomes: the good and the bad. *Journal of Business Research*, 59(10), 1133-1141.

Theodosiou, M., Kehagias, J., & Katsikea, E. (2012). Strategic orientations, marketing capabilities and firm performance: an empirical investigation in the context of frontline managers in service organizations. *Industrial Marketing Management*, 41(7), 1058-1070.

Thipsri, N., & Ussahawanitchakit, P. (2009). An empirical assessment of NPD strategies of Thai electronics business: how do the strategies affect market outcome?. *International Journal of Business Strategy*, 9, 69-90.

Upson, J. W., Ketchen, Jr., David, J., Connelly, B., & Ranft, A. (2012). Competitor analysis and foothold moves. *Academy of Management Journal*, 55(1), 93-110.

Viardot, E. (2010). Achieving market leadership: the next challenge for technology firms from growing countries. *Journal of Technology Management for Growing Economies*, 1(2), 9-28.

Wongtianchai, S., Ussahawanitchakit, P., & Jhundra-indra, P. (2015). A conceptual framework of entrepreneurial marketing strategy and marketing goal achievement. *Allied Academies International Conference: Proceedings of the Academy of Entrepreneurship (AE)*, 21(2), 14-32.

Zaccaro, S. J., & Klimoski, R. J. (2001). *The Nature of Organizational Leadership: An Introduction*. San Francisco: Jossey-Bass.