



Strategic Customer Response Capability and Marketing Performance: An Empirical
Investigation of Cosmetics Businesses in Thailand

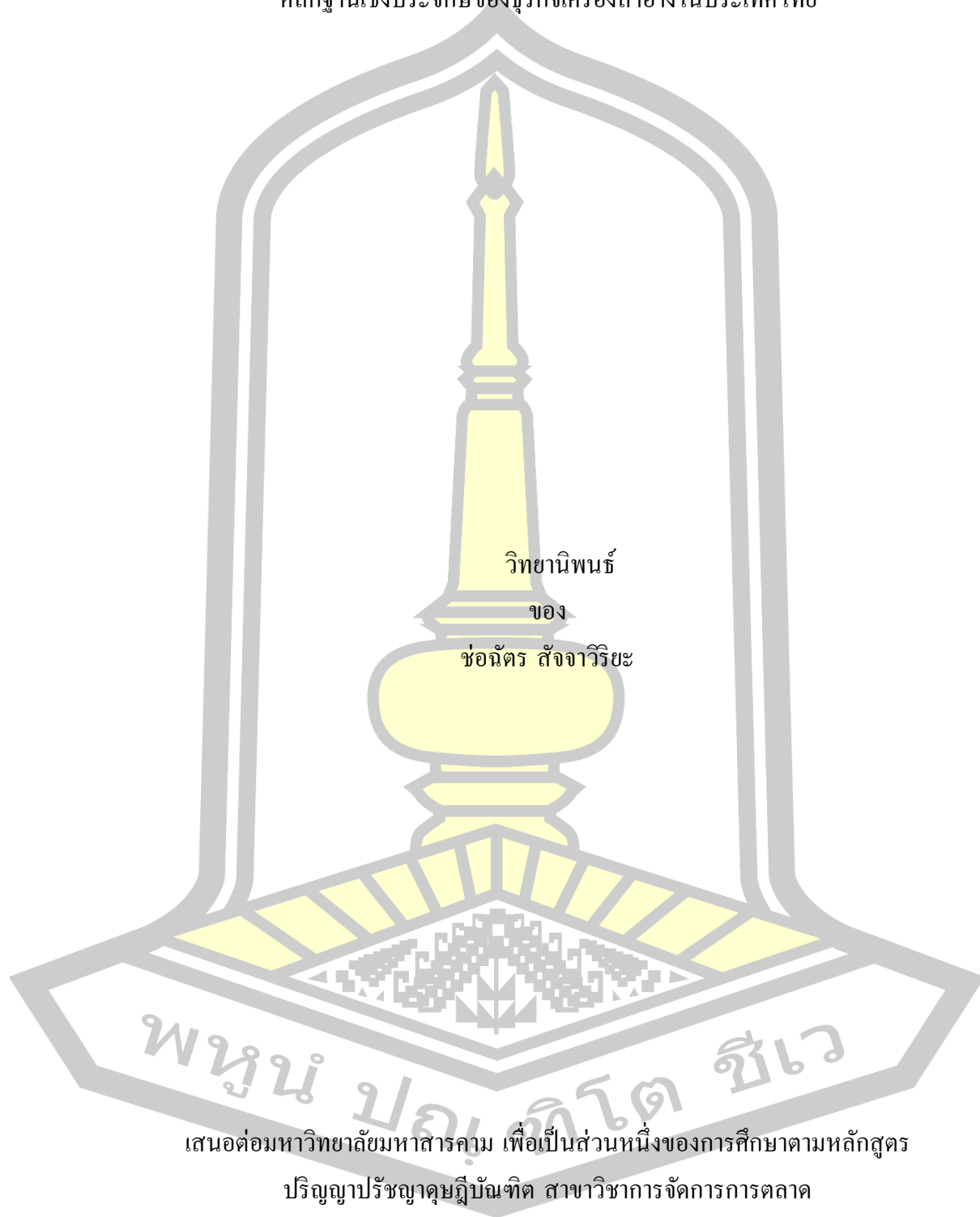
Chorchat Sajjaviriya

A Dissertation Submitted in Partial Fulfillment of Requirements for
degree of Doctor of Philosophy in Marketing Management

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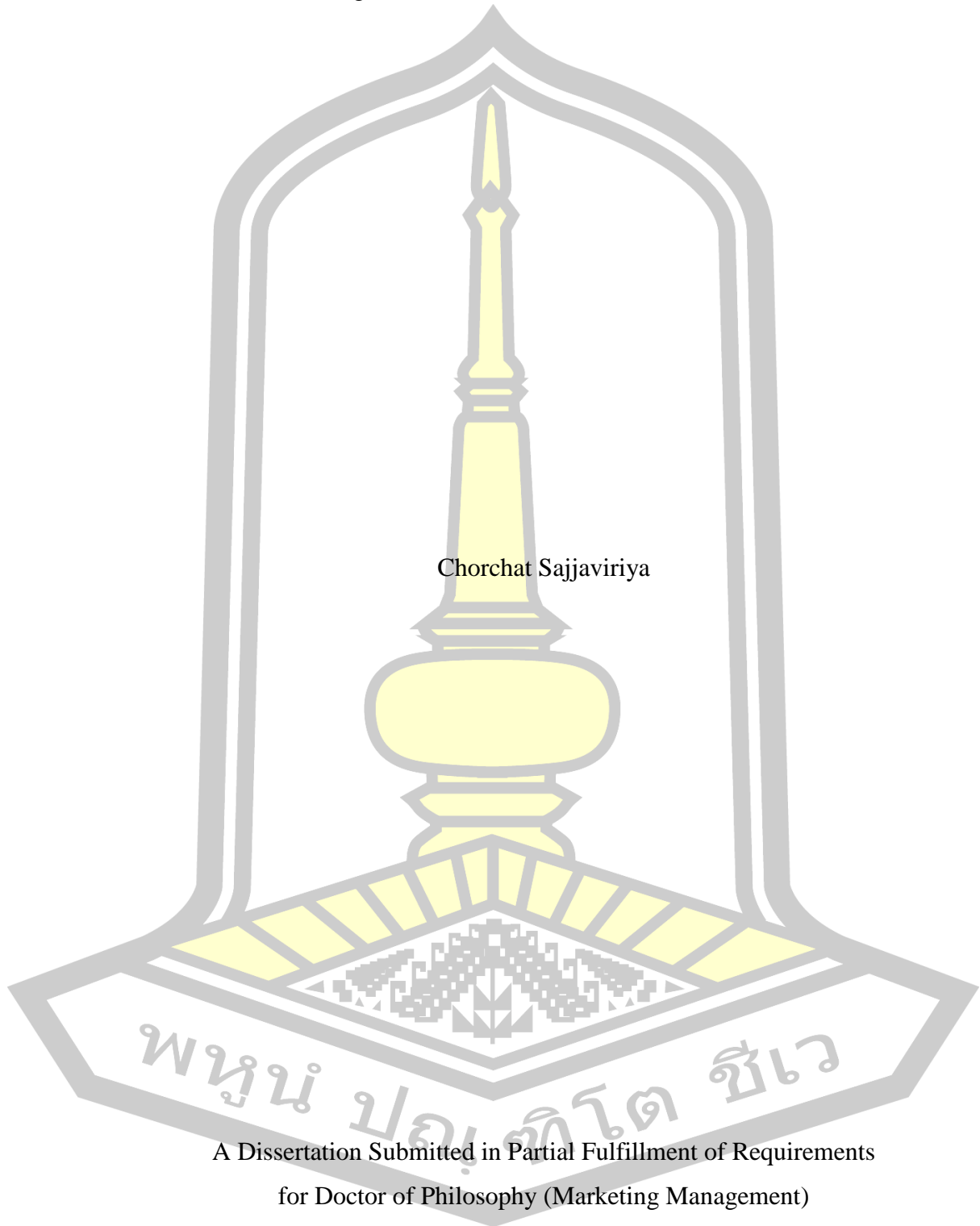
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ABSTRACT

Marketing is the set of activities for creating and offering values to that customer through market orientation that can create in to two ways: market-driven orientation and market-driving orientation. This research emphasis on market-driven orientation starts from understanding the customer's needs and reacts to those needs. Nevertheless, there still has been less empirical research of market-driven orientation to fulfill this research gap, the main purpose of this research is to investigate the relationships among dimensions of strategic customer response capability (SCRC), its antecedents, consequences and the moderating effects of competitive oriented. The SCRC is proposed based on four dimensions including organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness. The dynamic capability and contingency theory are applied to describe the relationship among these variables. The population is the cosmetic businesses in Thailand, and the sample size totals 162 firms. The data were collected by a mail survey questionnaire, and sent directly to the marketing directors or marketing managers of each firm. Hypotheses were tested by regression analysis.

The findings indicate that organizational expertise orientation, operational speed focus, customer oriented product and customer value awareness has a positive influence on customer commitment and customer loyalty.

For the antecedents, the result indicate that survival vision has a positive influence on organizational expertise orientation and customer orientation product development. customer oriented culture has a positive influence with organizational expertise orientation, operational speed focus and customer value awareness. Moreover, customer diversity has a positive influence with customer value awareness. In addition, competitive oriented is positively moderate the influences of the relationships between survival vision and customer value awareness. competitive oriented does not play a significant moderate the relationship between customer oriented culture, customer diversity and all dimension of strategic customer response capability (organizational expertise orientation, operational speed focus, customer

oriented product development and customer value awareness).

In conclusion, strategic customer response capability plays a significant role in creating customer commitment, customer loyalty and marketing performance. This finding provides a unique theoretical contribution in expanding the previous knowledge and literature review of strategic customer response capability. Moreover, this finding indicates the importance of strategic customer response capability for increasing the firms' competitive advantage and receiving superior performance. Furthermore, researchers should consider reinvestigating other industries to compare the findings and gains for greater generalizability in the future.

Keyword : strategic customer response capability, organizational expertise orientation, operational speed focus, customer oriented product development, customer value awareness, customer commitment, customer loyalty, marketing performance, survival vision, customer oriented culture, customer diversity, competitive oriented



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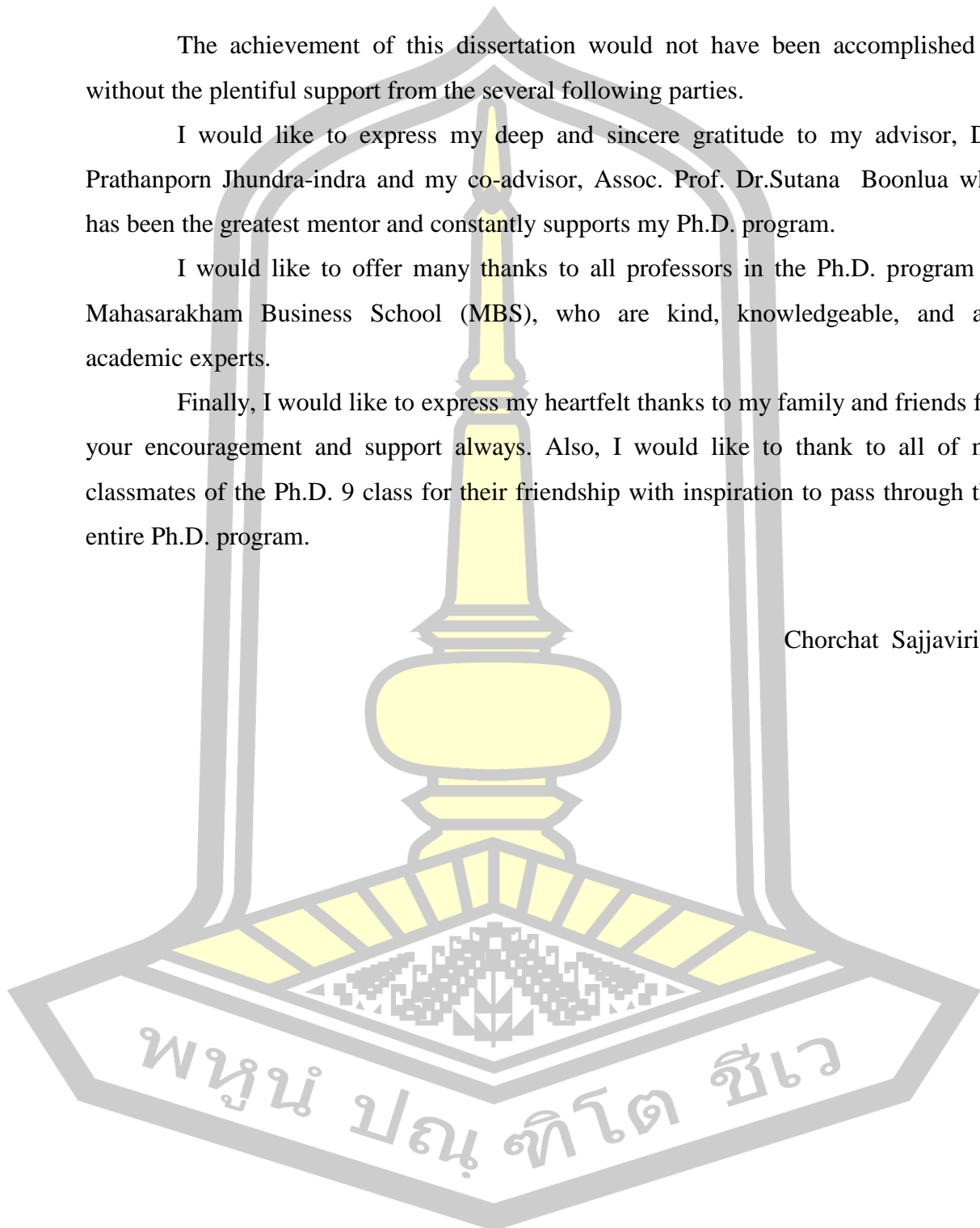
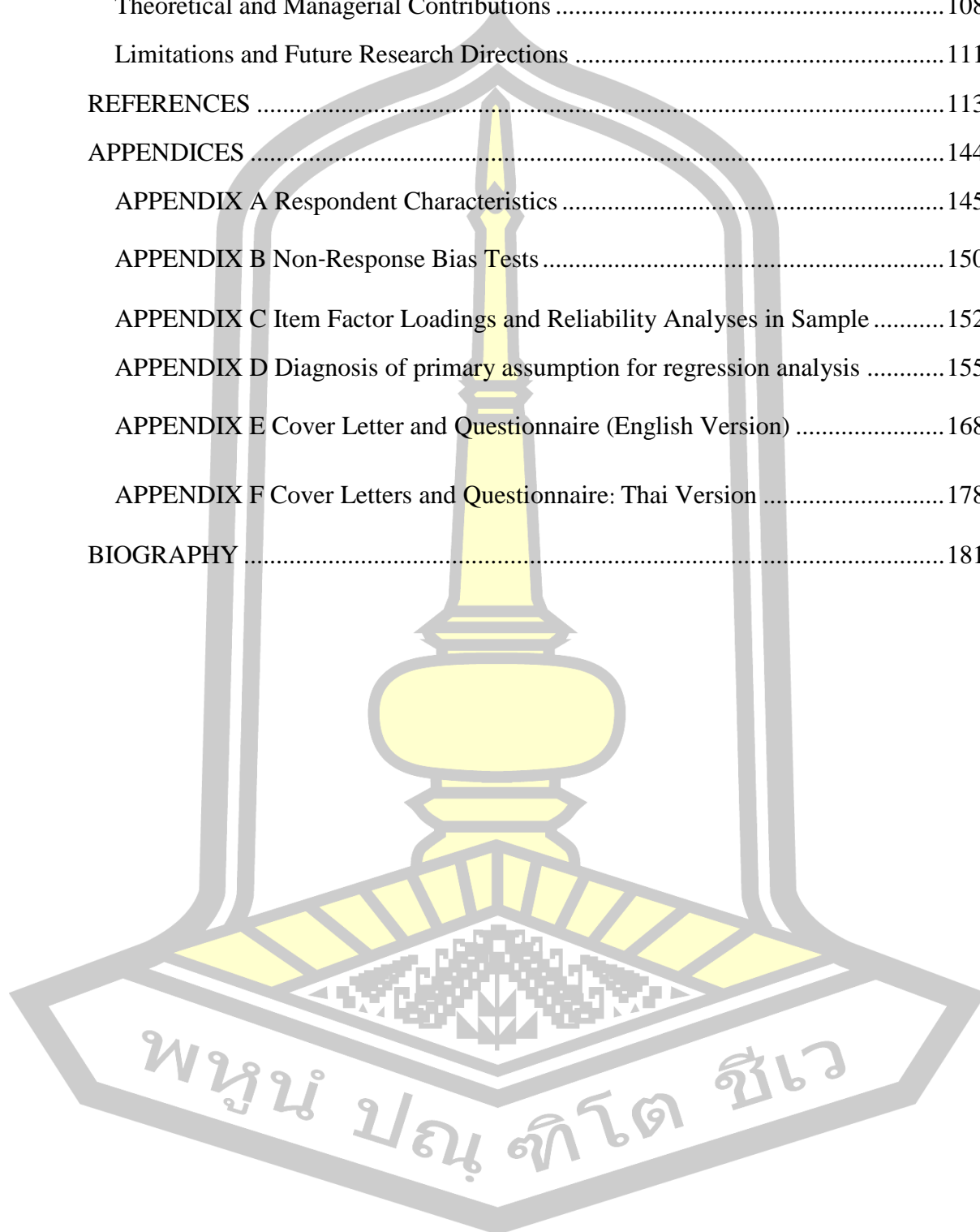


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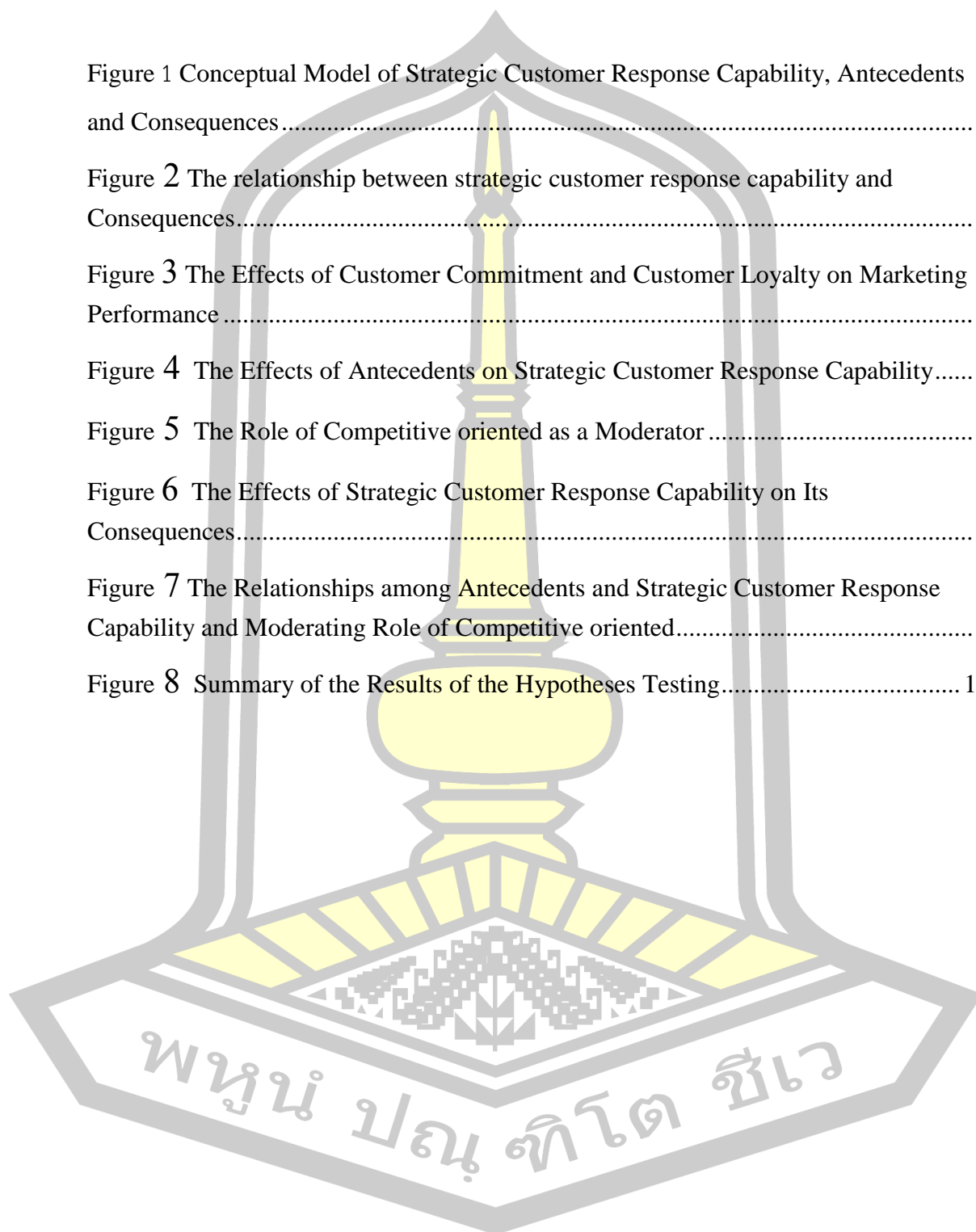


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CHAPTER I

INTRODUCTION

Overview

Recently, the growth of globalization and the advance of technology lead firms to compete in broader markets – from the domestic level to the global level (Yang, Y., Wang, Q., Zhu, H. and Wu, 2012) Successful companies encounter unique competitive challenges (Cravens, David, Piercy, Nigel, Prentice and Ashley, 2000). The business design consists of the organization's customer focus, value proposition and processes that deliver superior customer value and generate profits (Slywotzky, 1996 :4) The increasing number of competitors and the variety of customer demands in the broader market make it difficult to associate with targeted customers (B. and Kotler, 1991). Also, consumer behavior is changing rapidly, customers can easily access information through the internet, social media. Then, the strategy of company is more difficultly. Marketers have always been interested in understanding market structure. Also, an important aid to such understanding is provided by multi-attribute utility theory, which recognizes that customers buy products as means to ends rather than as ends in themselves. Elrod, Russell, Shocker, et al. (2002) suggest that customer preference for a product is driven by (i) the attributes of a product and (ii) the value the customer attaches to these attributes. Customer valuation of a product's attributes will be related to its intended use. Moreover, Classical treatments of market structure analyses of preference choice data are of two types: external and internal (Carroll, 1972). Although, a customer orientation includes all the activities that are involved in acquiring information about customers in a market and in disseminating the information throughout the organization (Narver and Slater, 1990). These frontline employees are charged with sensing market demand, disseminating information to customers about company offerings, and delivering value in ways that contribute to

customer acquisition and customer loyalty (Narver and Slater, 1990; Jaworski and Kohli, 1993), making them an essential conduit between companies and their respective customer bases (Saxe, 1982; Homburg, Krohmer, and Workman, 2004). Thus, a firm must analyze and adequately respond to customer preferences and changes to ensure that customers choose the firm's offerings rather than competitors' offerings (Yang, Wang, Zhu, Wu, 2012). A customer-oriented firm is focused on serving crucial customers and obtaining information to develop products that meet customer expectations (Slater and Narver, 1998). In the business sector, market orientation has been implicated in innovation, employee satisfaction and commitment, customer satisfaction, and brand loyalty (Pulendran, et al., 2003). The development of the marketing concept by advocating that the purpose of a business is to respond to the customer rather than to attempt to change the customer to suit the firm's purposes (McKitterick, 1957).

Market orientation is seen to be a requirement to good performance and business growth (Tzokas, Carter, and Kyriazopoulos, 2001). The organizations can become more market oriented by identifying and building certain capabilities. It is the importance of a customer to business operations that is emphasized in market strategy and the application of marketing capabilities. According to Day (1994), market-driven organizations seem to have superior market compete by anticipating market requirements of competitors and by creating sustainable relationships with customers, channel members and suppliers, sensing, customer linking and channel bonding capabilities. These belong to outside-in capabilities. Outside-in capabilities (e.g. market sensing, customer linking) connect the organization's processes to the external environment.

Then, a market-driven reactive business logic favors incremental adjustments to changes in the business environment and works through adaptive organizational learning (Jaworski, 2000). Companies with a reactive business logic should also have high-quality market intelligence generation; a key condition to success is, however, their capability to offer efficient supplier services to dominant customers. From the

point of customer relationship management, this requires an ability to integrate one's information systems and business processes with major customers (Möller, 2004). Furthermore, Market behavior refers to the behavior of all players in the industry value chain. Note that this definition is not limited to the customers but rather focuses on the behavior of any player in the industry value chain, including competitor, suppliers, distributors, and complementors. Accepting behavior as a "given" means that the focal business accepts the current behavior of players (e.g., how, when, why customer purchase an offering in the market (Kohli and Jaworski, 1990). For example, Amazon.com lets the customer tell it when the customer is ready to enter the market for books.

From database online of the Department of Business Development (updated in April 2016), the overall of cosmetic market in Thailand is valued in 2010 at approximately US\$ 2.15 million (64.5 billion Baht). In addition, the changing of the external environment comprising Thai Baht's appreciation, Asian Free Trade Area, and the advance in technology is the causes of increasing factors for the intensive competitive environment in both industries. Then, cosmetics have a greater role in daily life. It is even more cosmetics has been developed to better meet the various companies trying to produce. Then cosmetics can satisfy customers. The innovation and technology are constantly evolving. The cosmetics are developed and updated regularly as well as culture and values change. The contributed to the need to change as well. Likewise, a cosmetic product that can meet the needs of customers of all ages, depending on whether the customer has any purpose in buying consumer. In addition, this research attempts to identify a gap that is derived from the literature reviews. The previous research involved factors that affect strategic customer response capability and how to use them effectively in the organization. Thus, this research creates a new dimension of strategic customer response capability and the antecedent factors to enhance marketing outcomes to fill a gap in customer response. Moreover, this

research intends to expand empirical studies to discover factor of strategic customer response capability to increase the competitive advantage in Thailand context.

Thus, for this research, the cosmetic businesses in Thailand are chosen for population and sample, because there are fast increasing and changeable marketing conditions among severe competitive environments. Additionally, the current in financial environment and free trade area with another country has an effect on this industry. This research attempts to provide a deeper understanding of strategic customer response capability that is developed as a new component with four dimensions: organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness. The primary goal is to develop the potential for competition with the customer response capability of the firm, while, the secondary goal is to help resolve conflict within organization by apply strategic customer response capability joined with other units to increase marketing performance. The both goals will create capabilities strong within firm through customer success and potential respond to environmental change rapidly.

In additionally, the research creates five contributions to the literature on strategic customer response capability. Firstly, this research applies two theories, namely the dynamic capability perspective and the contingency theory which describes the phenomena and supports the relationships of the overall constructs in this model. Secondly, the theoretical contributions expand the boundaries of the findings in prior research and literature of strategic customer response capability which found that the key success depend on create good relations both internal and external firm will be strategic customer response capability is effectiveness. Thirdly, the development of new dimensions of strategic customer response capability is created differently from those in the past. Fourthly, the antecedents and consequences of strategic customer response capability are the new concepts in empirical research. Finally, the outcomes of this research would benefit to marketing exclusive of cosmetic businesses or businesses of a similar nature. Also, strategic customer response capability is a reactive operation to increase the competitive advantage.

In this case, the research methods are detailed as follows: this research uses a questionnaire sent by mail which is designed based on the definition of each construct and the literature reviews. The population and sample chosen is the cosmetic businesses in Thailand totaling 1,050 firms. These firms have credible which, received right in supportive on investment from Thai government. The population was obtained from a list on the database of the Department of Business Development (DBD). The key participants were executive marketing. In addition, a pre-test method is appropriate to estimate validity and reliability of the questionnaire throughout the test of non-response bias to ensure good data before analysis and testing of all hypotheses. To above, the relationships among the constructs of this conceptual model are able to assign a purpose of this research, and the research questions are in the next section:

Purposes of the Research

The main purpose of this research is to investigate the relationships between the dimensions of strategic customer response capability (organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness) and marketing performance. Hence, the specific research purposes are as follows:

1. to examine the relationships among each dimension of strategic customer response capability (organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness) on customer commitment, customer loyalty,
2. to test the relationships among customer commitment and customer loyalty,
3. to examine the relationships among customer commitment, customer loyalty and marketing performance,
4. to determine the relationships among survival vision, customer oriented culture, customer diversity, and each dimension of strategic customer response capability,

5. to test the moderating effect of competitive oriented that has influences on the relationships among survival vision, customer oriented culture, customer diversity, and each dimension of strategic customer response capability.

Research Questions

The key research topic of this research is strategic customer response capability (organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness) has an influence on marketing performance. Thus, the specific research questions are presented as follows:

1. How does each dimension of strategic customer response capability affect customer commitment, customer loyalty?
2. How does customer commitment and customer loyalty have an influence on marketing performance?
3. How does survival vision, customer oriented culture, customer diversity, have an influence on the dimensions of strategic customer response capability?
4. How does competitive oriented moderate the relationships among the relationships of survival vision, customer oriented culture, customer diversity, and each dimension of strategic customer response capability?

Scope of the Research

This research concentrates on strategic customer response capability with marketing performance in the aspect of make potential for competition. The researcher is focusing on the cosmetic industry to investigate the characteristic of the industry. Especially, cosmetic products will depend on the diversity of customer demands. Then, If the firms could respond to the customer's up-to-date and future operations are competitive advantage.

There are two theories applied to explain the phenomena in the research, namely, the dynamic capability theory and the contingency theory. Both theories

illustrate the relationships between the dimensions of strategic customer response capability on its antecedents, the consequence constructs, and marketing performance along with a link to the moderating effects. The dynamic capability that mentions the firm utilizing asset advantage is indicated by the occasion and time (Eisenhardt and Martin, 2000; Zott, 2003). Especially, the dynamic capacity theory suggests that the firm working fast ecological change and applies showcasing processes predictable within the context (Teece and Pisano, 2007; Teece, Pisano and Shuen, 1997) Besides, the contingency theory is any variable that activates the impact of a firm trademark on classified performance Morton and Hu, 2008). Hence, the scope of the research is detailed below.

This research purposes to examine the effect of strategic customer response capability on marketing performance. A key success of the firm depends on the strategic customer response capability of enhancing competitive advantage. In addition, strategic customer response capability consists of four dimensions, namely, organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness. This research assumes that the three antecedent factors of strategic customer response capability have positive influences on each dimension of strategic customer response capability. Moreover, this research has a moderating effect which is competitive oriented.

Organization of the Dissertation

This research is organized into five chapters: Chapter one provides an overview of the research, the purposes of the research, the research questions, scope of the research, and the organization of the research. Chapter two reviews the relevant literature on strategic customer response capability, explains the theoretical framework to describe the conceptual model and links the associations of all constructs, and develops the related hypotheses for testing. Chapter three presents the research methods, namely, population selection and data collection procedure, the

variable measurements of each construct, the instrument verification, the statistics and equations to test the hypotheses, the table of the summary of the definitions, and operational variables of the constructs. Chapter four exhibits the empirical results and discussion. Finally, chapter five purposes the conclusion, theoretical and practical contributions, limitations, and suggestions for future research directions.



CHAPTER II

LITERATURE REVIEWS AND CONCEPTUAL FRAMEWORK

The previous chapter concentrates on the situation overview of the strategic customer response capability which entails research objectives, research questions and scope of research. Therefore, this chapter provides details to more deeply understand strategic customer response capability, including theoretical foundation, literature review, conceptual framework, and hypotheses development. Accordingly, these hypotheses are posited to be observed to answer research objectives and research questions.

This chapter is organized into three major sections. The first section describes theories explaining the conceptual model in this research. The second provides relevant literature of all constructs in the conceptual framework, definitions and previous studies on the subject that are relevant to strategic customer response capability. The final section presents the summary of hypotheses relationships among strategic customer response capability and its antecedents and consequences.

Theoretical Foundation

Dynamic capability

Earlier research recommends that a company's system and execution depend fundamentally on the relative impact of the natural components that the firm experiences, including market uncertainty and power-driven change. In addition, the central tenet of dynamic capabilities that support authoritative structure, expanded rent as an organization may dynamically adapt and align their routines and resources to achieve a competitive advantage (Teece and Pisano, 1997).

Dynamic capacities clarify how firms secure an upper hand in the circumstance of element ecological conditions and firms must depend on the capacity to make, keep up and reestablish these asset and abilities for a possible upper hand.

Furthermore, the dynamic capacity point of view spotlights on the firm utilizing asset advantage as indicated by the occasion and time (Eisenhardt and Martin, 2000; Zott, 2003). In this manner, the dynamic capacity theory suggests to the firm working in the rapid environmental change and applying showcasing process predictable with the context (Teece and Pisano, 1994; Teece, Pisano and Shuen, 1997). However, Winter (2002) found that the dynamic capacity of the firm uses asset advantage as indicated by the occasion and time. The highlight of element capacity clarifies the marvels of firm execution in the high-rate markets (Teece, et. al., 1997; Zollo and Winter, 2002). Consequently, dynamic capability is one of the hypotheses that can clarify the marvels in the exhibit performance. Dynamic capabilities involve adaptation and change, so they provide organizations with the ability to react to changing environments. Dynamic capabilities help explain the performance heterogeneity of firms in different environments (Helfat and Peteraf, 2003; Zott, 2003). In general, dynamic capabilities describe a firm's ability to configure and reconfigure its portfolio of strategic competencies in turbulent environments (Teece et al., 1997; Eisenhardt and Martin, 2000). A continuous flow of dynamic capabilities enables organizations to react to new environmental conditions with new strategic opportunities (López, 2005). Dynamic capabilities can exist in several functional areas of firms (Morgan et al., 2009), but those in marketing and research and development (R&D) tend to be key; they shape markets, and markets shape these capabilities, so the firm and its markets evolve together (Augusto and Coelho, 2009; Augier and Teece, 2008). Several studies have verified the influence of these key capabilities on performance and their role in explaining differences in firms' performance outcomes (Jayachandran et al., 2004; Vorhies and Morgan, 2005). According to Teece (2007), dynamic capabilities can be defined in terms of sensing, seizing and reconfiguring. Sensing comprises "analytical systems to learn and to sense, filter, shape, and calibrate opportunities". Moreover, dynamic capabilities can usefully be disaggregated into three groups of processes and managerial activities: (1) sensing (the identification

and assessment of opportunities), (2) seizing (the mobilization of resources internally and externally to address opportunities and to capture value from doing so), and (3) reconfiguring (continued renewal of the organization). Dynamic marketing capabilities support firms that are moving away from a stationary process in order to evolve (Bruni and Verona, 2009). Continuous interaction with the markets leads to new capabilities, which in turn shape markets; thus, the firm and its markets co-evolve (Augier and Teece, 2009; Lin et al., 2010). Firms with dynamic marketing capabilities are able to detect market changes and provide value to their customers; this is especially true in turbulent environments (Danneels, 2008).

Furthermore, Khavul et al. (2010) recommended that dynamic abilities are the procedure through which the firm uses the assets that are hard to emulate and substitute. Moreover, Sensing contains “analytical systems to learn and to sense, filter, shape, and calibrate opportunities”. Thus, sensing includes all processes that help an organization collect and analyze market information to learn about customers, competitors and channel members. Seizing relates to identified opportunities “through new products, processes, or services”. Hence, seizing typically evokes increased research and development activities. Reconfiguring refers to an “ability to recombine and to reconfigure assets and organizational structures” to match the organization’s internal processes with seized opportunities. It may, thus, involve changes in the business model. At that point, the firm abilities can make new assets to a business sector change. Thus, this exploration applies the dynamic capacity theory to reinforce strategic customer response capability promoting system. Therefore, the strategic customer response capability researchers utilized element capacity to clarify helping observes. Taking everything into account, in this examination, the dynamic capacity perspective is connected to clarify the connections among the four new measurements of organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness) on customer commitment, customer loyalty and marketing performance.

Contingency theory

Contingency Theory consists of four basic principles as follows: firstly, there is no universal way for an organization to achieve business success in all situations; secondly, the shape of the organization must be congruent with the environment; thirdly, an effective organization has a good fit with both environment and its sub-systems; and finally, the needs of an organization are more responsive when they are fittingly designed for both the tasks undertaken and the nature of the work group (Fiedler, 1964). Likewise, (Heiens and Larry, 2011) suggest that “no universal set of strategic choices exists that is optimal for all businesses” (Ginsberg, and Venkatraman, 1985). Corporate or business strategy is contingency-based on the amount of fit between structural and environmental variables that are determinants of organization effectiveness (Shenhar, 2001). The contingency theory is a classical theory and is widely adopted from many academic fields such as in organizational theory, strategic management, informatics and marketing (Hoque, 2004; Augusto and Coelho, 2009). The contingency theory is based on the behavioral theories that advocate that it is impossible to have one best way or procedure for organizations to attain competitive advantage; and in some situations, a firm uses typical strategy that cannot lead it to achieve its goals (Fiedler, 1964). For creating superior performance, firm has to be contingent with swift changes of internal and external factors (Wiersema and Bantel, 1993). Additionally, the contingency theory has an assumption of internal and external factors that can affect its strategy, depending on the typical environment such as in complexity (Wiersema and Bantel, 1993; Ebrahimi, 2000), uncertainty (Fang, James, and Hatten, 2008), turbulence (Morris, Hansen and Pitt, 1995; Augusto and Coelho, 2009), and dynamism (Ensley, Pearce and Hmieleski, 2006). Accordingly, internal factors such as firm age, firm size, firm experience, organization culture, a firm’s technology and innovation affect firm performance (Saekoo and Ussahawanitchakit, 2010). For the external factors that have affected firm performance, there have many factors such as social force and competitive volatility (Juntarung and Ussahawanitchakit, 2008), regularity compliance Nurittamont

and Ussahawanitchakit, 2008), market turbulence and technology change Saekoo and Ussahawanitchakit, 2010), technology turbulence and competition intensity (Augusto and Coelho, 2009).

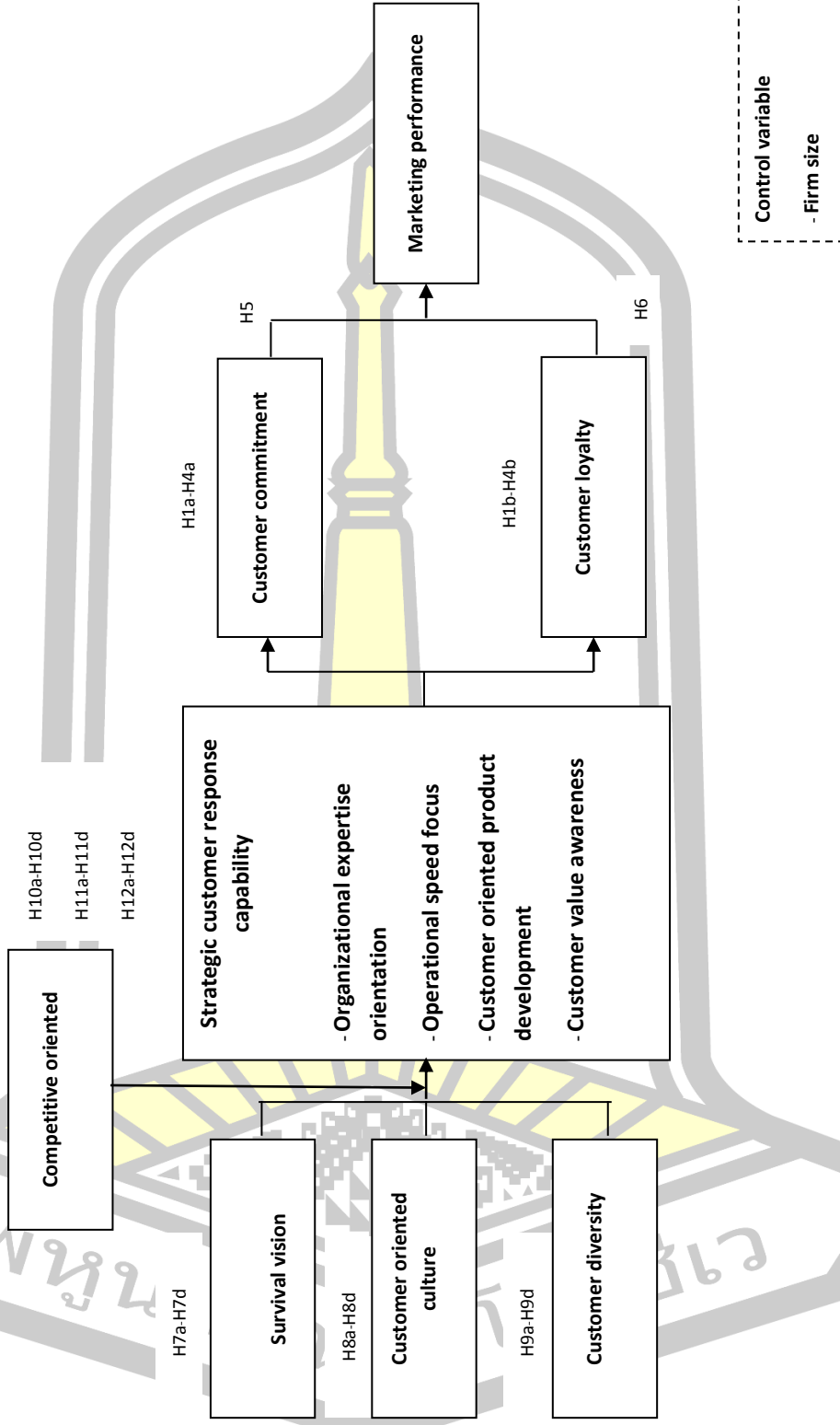
However, the company's results could credit to a match between its key practices and the inner or outer natural circumstances. Finally, the firm could modify its methodologies successfully to interior and outer elements so that the firm will probably perform better. Earlier, the contingency theory places that the adequacy of business sector introduction on association's advancement and execution. The contingency theory may rely on upon coordinating authoritative qualities to possibilities. They attract possibility definition as any variable that activists the impact of a firm trademark on classified performance (Morton and Hu, 2008). Most particularly, some exploration showcasing recommends that the contingency theory is hard to apply to the firm that has been working quite a while and is extensive size since this sort of association has a spectacular administration. Additionally, the huge associations are proposed to be inertial and to adjust regularly by administration (Baker and Cullen, 1993). Likewise, the work of (Meyer, Tsui and Hinings, 1993) suggested that possibility point of view clarified firm element taking after natural change. Particularly, (Lages, Silva and Styles, 2009) contend that firm capacity makes a persistent relationship between client ability and item quality improvement. Subsequently, all exercises of the association have dynamic capacity.

In summary, Contingency theory proposes that the form of organization structure relies on the interaction between internal structure and external factors; on the one hand, the internal factor consists of any firms' characteristics such as goals, size, experience, resources, organizational capacity to learn, technology, and competitive strategy (Gordan and Miller, 1976; Anderson and Lanen, 1999; Baines, and Langfield, 2003; Abdel-Kader and Luther, 2008). On the other hand, the external factor includes environmental changes such as competitive intensity, and environment and economic uncertainty (Gordon and Miller, 1976; Anderson and Lanen, 1999; Ensley, Pearce and Hmieleski, 2006). Not only organizational structure, but also other

organizational activities are shaped by internal and external factors. For example, (Fiedler, 1964) argues that the actions of the organization rely on the internal and external situation. Hence, contingency Theory suggests that the decisions of the firm, such as marketing strategy, depend on the interaction between internal and external factors (Shenhar, 2001). This theory can explain the relationship among internal factors, external factors and marketing strategy. Consequently, any decision regarding the use of strategic customer response capability as a main strategic orientation of the firm to achieve marketing performance.

In conclusion, the phenomenon of strategic customer response capability in this research is explained by two theories, including dynamic capability and contingency theory. The dynamic capability explains how the strategic customer response capability has positive relationships with organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness) on customer commitment, customer loyalty, and marketing performance. The contingency theory explains how survival vision, customer oriented culture and customer diversity have a positive influence on strategic customer response capability. Moreover, the contingency theory explains how competitive oriented moderates the antecedent of strategic customer response capability and each dimension of strategic customer response capability. The full conceptual model which illustrates the relationships of strategic customer response capability and antecedent constructs, consequence constructs and moderators are shown in Figure 1. The next section mentions the literature review and the hypotheses-setting for strategic customer response capability that are discussed below.

Figure 1 Conceptual Model of Strategic Customer Response Capability, Antecedents and Consequences



Relevant Literature Reviews and Research Hypotheses

The conceptual framework is developed based on extant research. It illustrates the relationships among strategic customer response capability, antecedents, consequences and moderating variables, as shown in Figure 1.

Strategic Customer Response Capability

The American Marketing Associations (AMA) define marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (A Definition of Marketing, 2017). From the definitions of marketing, firms have to understand what customer needs for create and offers value to the customers by creating marketing strategy. (Homburg et al., 2009) explain that marketing strategy have many process which start from scanning the factors that can affect with the business activity both internal and external firm. After scanning the business environment, firm have to choose the strategy which can lead firm accomplish the business goals that firm sets. Marketing strategy can gain benefits for the firm by creating profits form the value creation which the customer can perceive (Kotler and Armstrong, 2012). Hawkins and Mothersbaugh (2001) explain the process of marketing strategy creation which start from the firm are setting their marketing objectives. After that, firm have to glance over internal and external factors and their customer for generating the marketing strategy which contain activities that firm can distribute the values and benefits which the customer can get and firm also have benefits from that activities. In addition, Hunt and Morgan (1995) state that marketing strategy are the critical factor for the superior performance and sustainable competitive advantages.

The emphasis on customer relationships withing marketing strated in 1980s, when marketing paradigm began to shipt from a good-dominant view towards a service-dominant view (Berry, 1983; Grönoos, 1994; Gummesson, 1994). Meanwhile, the understanding of customer response is diversified and perspectives of marketing

management are varied. The literature to date provides a wide range of customer response capability definitions. One would expect to find greater responsiveness to changing market condition when the opportunity characterization constitute symbols. Then the signal new beginnings and attract involvement by other member of the organization (Dutton, 1993). Firms need to keep the quality of their products and services at a satisfactory level and be responsive to customer needs (Ruekert, 1992). (Jayachandran et al., 2004) defined customer response as a firm's operation to quickly and effectively respond to customer needs and wants. Customer response is very different from the bureaucracy's focus on organizational stability and the accuracy and repetitiveness of internal processes (Filstad and Gottschalk, 2010). Furthermore, a firm's operation to quickly respond and help in services to customers (Lee & Lin, 2005). A firm that focus on serving customers with what they want, the way they want it, and when they want it (Walsh, 2007). Likewise, the "new breed of customer, who demands greater responsiveness to a dynamic set of requirements Handfield and Nichols, 2002). Then responsiveness may be one of the most important capabilities needed for firms to achieve competitive advantage Bernardes and Hanna, 2009).

Foley and Fahy (2009), emphasis customer orientation as specific instance of a market sensing capability that allows firms to accurately anticipate changes in their markets and respond through the customer orientation with its emphasis on organizational culture and capability, lead to the development and maintenance of strong customer relationships and ultimately, positively influence customer satisfaction and loyalty (Hooley et al., 2005). Furthermore, The strenght relationship between a firm and customers' behaviors has been shown to reduce a customer's propensity to leave the relationship, reduce uncertainty in the relationship, and encourage cooperation between partners (Morgan and Hunt, 1994). Additionally, capability include the ability to identity customer wants and requirement together with the capability to create and build appropriate relationships with those customer (Hooley et al., 2005). Moreover, capability is the ability that enables an entity to perform or achieve predefined outcomes (Haimes, 2009). In addition, Capability is a

company's ability to design a system capable of collecting and processing highly uncertain and varied product requirement information, and to efficiently produce a corresponding range of products (Robert, 2004). Then the importance of capabilities like product design and manufacturing, but argues that success in volatile industries requires something more than baseline capabilities: namely, adaptive processes and structures that enable companies to change their baseline capabilities, anticipate shifts in market demand, develop and integrate new technologies, learn from market events, and foresee and capture new market opportunities (Felin and Powell, 2016). Therefore firms, which are able to reconfigure their resources and capabilities, in line with recognized opportunities and environmental change, can create and sustain a competitive advantage (Breznik and Lahovnik, 2016).

Marketing scholars focus on how to position a firm in a market with highly varied and changing customer requirements and competition for customisation (Piller and Muller, 2004 ; Sigala, 2006). Strategy is the direction and scope of a firm over the long term (Johnson Scholes and Whittington, 2008). The ability to identify customer wants and requirements together with the capabilities to create and build appropriate relationships with those customers (Hooley et al., 2005). Moreover, A firm level drive a firm's ability to develop new capabilities that lead to competitive advantage (Rodenbach and Brettel, 2012). In the perspective of customer-oriented strategy intends to create and capture value by satisfying customer needs better than the firm's competitors. It extends the traditional product-centric logic by emphasizing the whole customer experience, from sale to maintenance and expansion (Davenport, Harris and Kohli, 2001). Value is created within organizations by the actions of organization members, but captured at the point of sale when customers are willing to pay for the products or services (Bowman and Ambrosini, 2000). The firms to accurately anticipate changes in their markets and respond through the development of new customer-focused capabilities (Foley and Fahy, 2009). Then, strategy is viewed as a firm's conscious move to leverage its characteristic endowment of firm-specific resources, and can bring a firm superior performance (Wernerfelt, 1984; Hamel and

Prahalad, 1994; (Lado et al., 2006). Strategy also can be defined as the capabilities of a firm Das and (Teng, 2000) in analyzing situations, and determining business direction to achieve competitive advantage. Similarly, firm superior competitive advantage is the result of successful strategic implementation (Ussahawanitchakit, 2011).

According to the discussion above, strategic customer response capability acts as a key component of this research. This research defines strategic customer response capability as the ability of firm to identify the specific customer demand and create the value chain to response that need thru dynamically of environment change rather than create the value chain from the manufacturer and supplier which include superior logistical services, leveraging information technology, capitalizing on distribution, real-time information flow and demand-driven business strategy are affect to the customer responsiveness. Then, a summary of the key literature reviews on customer response capability is presented in Table 1.

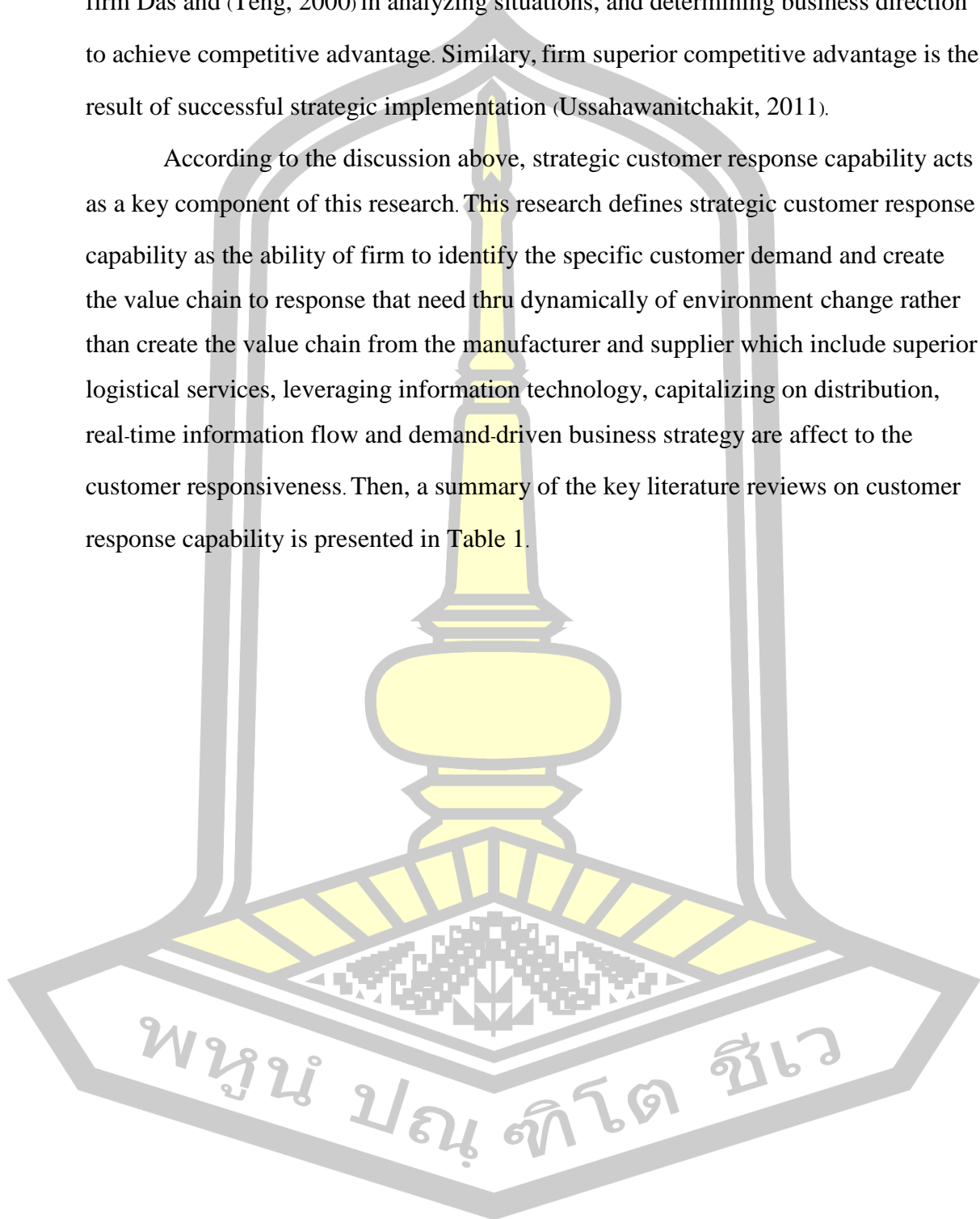


Table 1 A Summary of the Key Conceptual Papers on Strategic Customer Response Capability

Author (Year)	Key Content
Barnard (1947)	Businesses will have to operate from strategies based on organizational flexibility, an unrelenting drive to create and deliver the value, and constant attention to the detail of the customer demands.
Roger (1997)	customer-focused culture; and process-oriented phenomena enable suppliers to deeply understand the buyer's requirements and have feedback mechanisms in place to control its performance.
Hoover et al., (2001)	Firms need a new corporate and marketing mindset for creating and delivering superior customer value and must have more influence on the rest of the organization.
Luo (2001)	Firm can respond to the needs of its customers in a timely manner, for example, by launching new products faster than its competitors in a host market.
Kotler et al., (2002)	Firm invites customers to participate in defining their broad needs and choosing the exact attributes, then trigger activities in response to orders for quick fulfillment by the use of digital technology.

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Table 1: A Summary of the Key Conceptual Papers on Strategic Customer Response Capability (Continued)

Author (Year)	Key Content
Pralhalad and Ramaswamy(2004)	Firms that enabled processes ensure delivery of superior customer experience and increased perceived value that result in better customer relationships and loyalty.
Robert (2004)	Firms emphasized identification of smaller groups of customers with dissimilar needs and responding with custom-made products by production versatility and process innovations.
Melnik et al., (2010)	Responsiveness as an ability to change quickly in terms of volume, mix, or location as a function of changing conditions.
Combe et al., (2012)	The firms with greater understanding of their export customers are better positioned to anticipate future needs and wants.
Rundh (2011)	The experience of export and international market development are conditions supposed affecting the international behavior even if every firm's position is unique.

From the literature review, most of strategic customer responsive capability research examines the relationship of each single construct such as the relationship between marketing responsiveness orientation or market-driven strategy, and the consequences such as competitive advantage (Kumar, Scheer and Kotler, 2000), market control (Harris and Cai, 2002) and organizational performance (Saekoo and Ussahawanitchakit, 2009; Chen, Li and Evans, 2012). Moreover, there are few holistic models which integrated antecedents and consequences of strategic customer responsive capability into one conceptual framework. For the consequences of strategic customer responsive capability, there is no evidence to demonstrate the relationships between dimensions of strategic customer responsive capability and marketing performance. Additionally, there is a lack of research which examines the

antecedents of strategic customer responsive capability. Accordingly, the summary of the key research on strategic customer response capability is presented in Table 2.

Therefore, this research attempts to fill these gaps. Next, more detail is discussed on the four dimensions of strategic customer responsive capability and its consequences. In this research, strategic customer responsive capability has four dimensional components that are indicated to examine how strategic customer responsive capability influences marketing outcomes and marketing performance, namely, organizational expertise orientation, operational speed focus, customer oriented product development, and customer value awareness. More details of these dimensions and their consequences of strategic customer responsive capability include customer commitment, customer loyalty, and marketing performance which are discussed below.

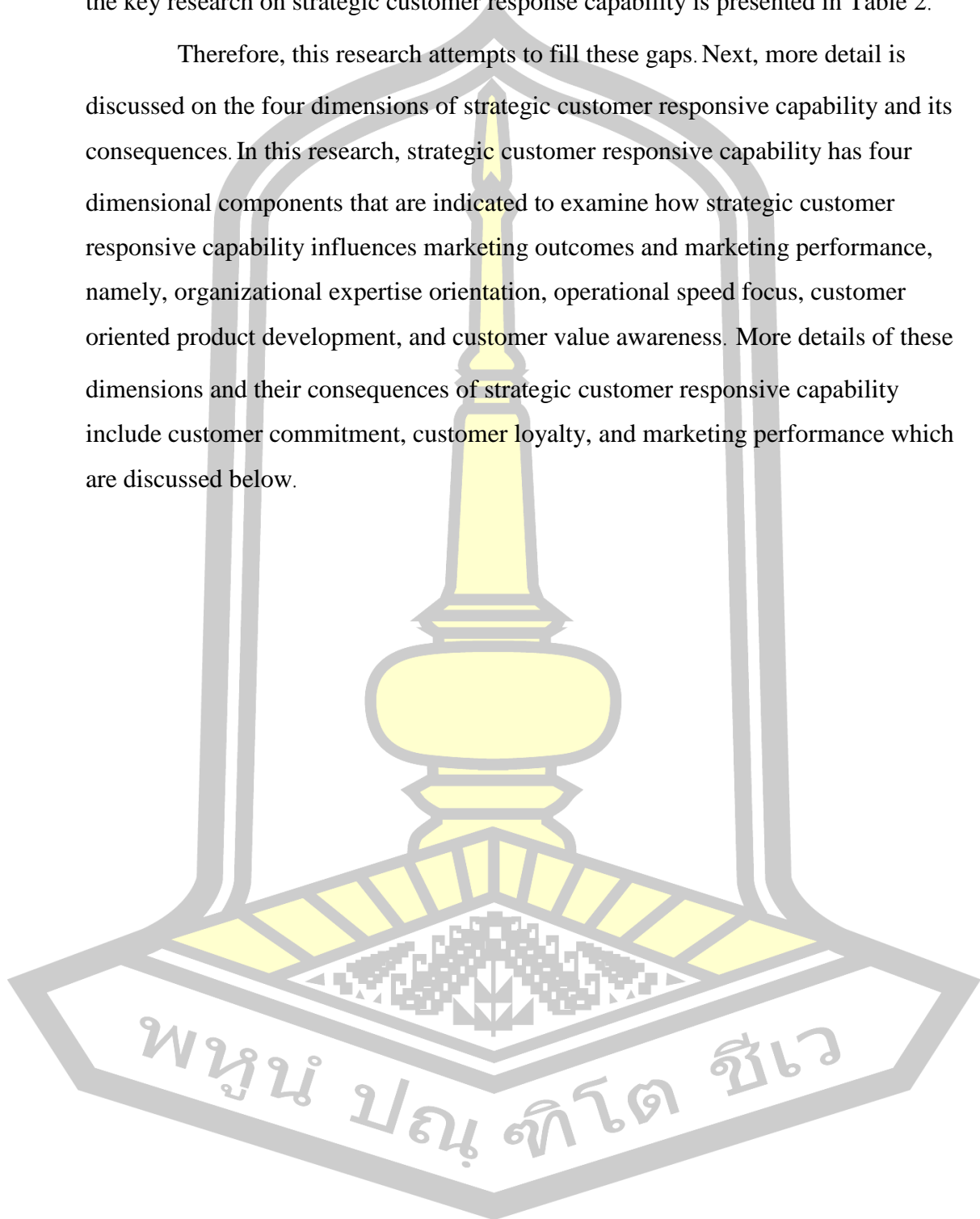


Table 2. Summary of Key Literature Reviews Empirical Research of Customer Response Capability

Author(s)	Key Content	Results
Kwaku and Satyendra (1998)	This article examines the customer orientation – performance link in small- and medium-sized businesses and tested for the possible effects of innovation orientation, market dynamism and competitive intensity on the degree of customer orientation among these firms.	The results show a positive effect of customer orientation on SME performance. There are also findings on the varied influences of innovation orientation and the competitive environment on the levels of SME customer orientation.
Aktas et al. (2004)	This article explains the regulatory procedures of the European Commission with respect to business combinations, documents the price reactions of subject firms on dates from the initial announcement to the final regulatory decision, and studies whether European regulators tend to shield European firms from foreign competition.	the results are: i) the market clearly reacts to European regulatory intervention even when the subject firms are non-European, ii) the probability of intervention is not related to the nationality of the bidder, however, iii) when intervention does occur, the market anticipates it will be more costly when the bidder is non-European, so protectionism cannot be rejected outright, and iv) regulatory interventions are anticipated by investors, so they affect the initial announcement returns.

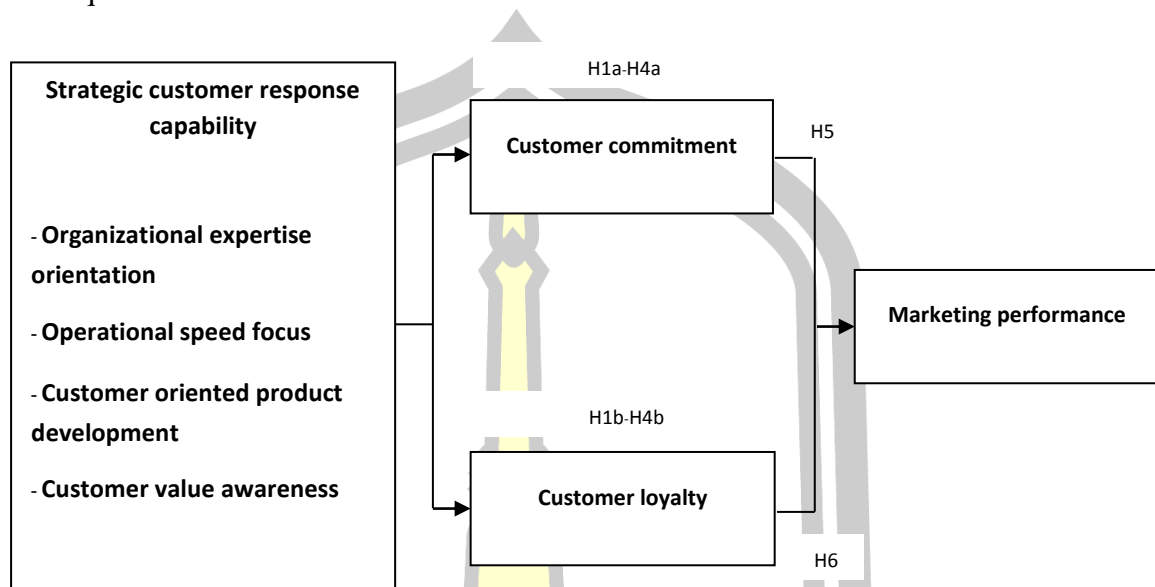
Table 2: Summary of Key Literature Reviews Empirical Research of Strategic Customer Response Capability (Continued)

Author(s)	Key Content	Results
Lee (2010)	<p>This article extends the traditional environment–strategy–performance framework by including network theory to examine when a foreign firm can use its multinational corporation (MNC) network strength to buffer market turbulence and technological turbulence and when the foreign firm can deploy it to support the influences of marketing strategic postures (i.e., market responsiveness and product innovation) on firm performance.</p>	<p>The results show different environmental segments have unequal bearings on market responsiveness, product innovation, and MNC network strength.</p>
Qu (2012)	<p>This article explores the impact of integration and local responsiveness on the market orientation of multinational corporations' foreign subsidiaries.</p>	<p>The author found integration directly impacts the development of market orientation of multinational corporations' subsidiaries, whereas responsiveness effects on market orientation are mainly indirect through first affecting the top management emphasis and then the use of market-based reward systems at subsidiaries.</p>

Table 2: Summary of Key Literature Reviews Empirical Research of Strategic Customer Response Capability (Continued)

Author(s)	Key Content	Results
Wang et al., (2015)	This article examines the influence of three strategic orientations (customer, competitor and innovation) on mass customization (MC) capability via the organizational learning process known as customization knowledge utilization (CKU).	The effects of customer, competitor and innovation orientation on MC capability are contingent on PLC. The effects of customer orientation on CKU and the effects of competitor orientation on CKU and MC capability are stronger when a product is in the maturity stage of its life cycle, whereas the effect of innovation orientation on CKU and MC capability are stronger in the growth stage.
Ievam et al., (2018)	This article employs a field experiment involving actual customers to increase the ecological and external validity of the research on media effects, which is a key issue in advertising research.	Customers responded equally to print versus online promotional communication, such that print and online flyers elicited the same customer response in terms of purchase behavior and memory.

Figure 2 The relationship between strategic customer response capability and Consequences



Strategic Customer Response Capability and the Antecedents and Consequences

The first part of this research is to investigate the relationship between strategic customer response capability and consequences (i.e. customer commitment, customer loyalty and marketing performance) as shown in Figure 2.

Strategic customer response capability

This research attempts to extend the contents of strategic customer response capability with new dimensions. The characteristics of strategic customer response capability are composed of four dimensions, including organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness as discussed hereafter.

Organizational expertise orientation

According to Levitt and March (1996) a practice caused by past accumulated experience which becomes a guideline for future behavior is the view of distinctive organizational knowledge. These experiences which become the framework for determining the operation of the organization that will be verified as a shared memory

that is often interlinked and adapted as learning experiences that lead to innovation (Levitt and March, 1996). The factor that contributes empowerment to business operations is the knowledge or experience of an organization (Teece, Pisano and Shuen, 1997; Zollo and Winter, 2002) and it is a major source of competitive advantage (Grant, 1996). The gathering experience and sharing knowledge of individuals and groups clearly is the method and ability to create knowledge of the organization. Hence, only members of the organization can access this experience and can also be stored in the organizational memory, for future use (Zollo and Winter, 2002). The organizational experience can take place through the members of an organization (Choe, 2004). Cardy and Selvarajan (2006) suggest the even though members leave, organizational experiences are embedded within the structure and processes already existing in the organization. Also, experience increases the ability of information analysis such as resolving complex situations (Hutzschenreuter and Horstkotte, 2012). Experience is the ability to perform tasks well and gain from practice (Reuber, 1997). In this research, organizational experience orientation is defined as a firm's ability to understand and utilize the advantages and shortcomings of past events or practices, being most beneficial to the organization (Reuber, 1997). When a company is able to experience the application of competition this will lead to more efficient operations and better quality compared to its competitors (Singh, 2012).

In addition, this learning from the experience of manufacturing and service firms has a positive, direct and indirect effect on market performance (Emden, Yaprak, and Cavusgil, 2005). Apart from that, (Choe, 2004) finds that learning, organizational experiences have a moderating effect on the relationship between the provision of information and performance improvement. In another study, firms that were able to understand past organizational experience led to improvement in strategy to attain competitive advantage (Gottschalg and Zollo, 2007). (Bearden and Teel, 1983) found that the instrument of offering unique value to deliver better customer satisfaction, which is the one way for keeping on repeating sales customer or

maintaining customer loyalty and always positive word of mouth. Then, the hypotheses are proposed as follows:

Hypothesis 1: Organizational expertise orientation is positively related to (a) customer commitment, (b) customer loyalty.

Operational speed focus

Using the knowledge to think and find ways in which the market, responding to customer retention and obstructing competitors is something that should be a wise market manager (Day, 1992). (Jaworski and Kohli, 1993) suggest that the establishing, allocation, and use of market information relevant to the current customers and product domain; and focuses on expressed customer needs are market responsive orientation. The firms have to focus on current customers and expressed needs because they are more likely to reduce errors in problem-solving, make accurate predictable trends, and make use of the decreased complexity in the product development process to sustain their current market (Augusto-Gima, Slater and Olson, 2005). Then, firms that in order to develop market response are able to arrange market surveys or questionnaires on social media platforms to evaluate customer insight and satisfaction levels.

Consequently, they focus on improving products and service that are suggested by consumer discussion based on recording feedback and analyzing consumer trends (Wang et al., 2013). Moreover, Responsive market orientation is looking to customers as “leading” the firm into developing new products or service offerings to satisfy existing needs, also meeting immediate market needs, that speed up time-to-market (Lamore, Berkowitz and Farrington, 2013).

In this research, the definition of operational speed focus is the scope to which the ability of the firm is finding, understanding, and satisfying expressed customer needs, both for the present and future audience, in suitable time (Narver, Slater and Maclachlan, 2004; Bodlaj et al., 2012). (Lee, 2010) suggests that It is

important to react timely to shopper needs and expand new markets earlier than one's competitors. Moreover, in marketing research, it was demonstrated that new instruments help marketers by using social media (Patino,Pitta and Quinones, 2012). For example, it can be used instead of traditional market research methods such as telephony or even email. For some consumers, webcams are installed on their computer, by which the firms can engage with the panel member by using Skype or other communication software to research markets comfortably. Additionally, A social network site like Facebook is able not only to create a brand or fan page, but also offer surveys for target groups. Twitter is able to be employed in research as an online listening tool. Furthermore, a social network can be both a focus group and used for in-depth interviewing. The consumers just mention product and service, while market research also has a rich source of any comment for comprehending essential trends and thoughts—either attitude or mental. In conclusion, a geo-tagging service like Foursquare enables and provides a helpful record of visits to booths at tradeshow (Patino, Pitta and Quinones, 2012). Hence, these new solution benefits are a part of market response that quickly encourage more than their competitors, and are responsive in suitable time before the consumer trend has changed. (Voola and O' Cass, 2010) suggest that responsive market orientation in a marketing empirical perspective had influence on firm performance that had potential for the effectiveness of competitive strategy. Lamore, Berkowitz and Farrington, (2013) emphasized that responsive market orientation positively and significantly integrates marketing and R&D departments, and also was strongly related with market performance. (Wossen, 1998) found that the owner or entrepreneur might often know their customers personally, with the result of such relationships leading to long-term benefits, including customer loyalty and higher levels of customer satisfaction superior competitors in competitive market. Then, the hypotheses are proposed as follows:

Hypothesis 2: Operational speed focus is positively related to (a) customer commitment, (b) customer loyalty.

Customer oriented product development

According to (Zeithaml, 1988) the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. Meanwhile, development originality focuses on detection of the change in the market's needs so that firms have continuously developed their ability in order to successfully introduce new products to the market (Leonidou et al., 2011). This indicates that an original invention communicates something that is new and novel in a way that is somehow appreciated, or it is considered here as an appropriate newness. The criterion of appropriateness implies that novelty is a relative quality in customer's perspective who recalled only this product, but they cannot recall other products in the same category (Snelders and Hekkert, 1999). Firms have a capability in product development. It is important for delivering superior customer satisfaction from design products that can meet customer needs, by combining existing resources in new ways in order to increase the potential productivity, and which are higher quality than a competitor. Creating value is necessary to deliver greater customer satisfaction from distinguished value, and simultaneously make customers appreciate this innovate product. Meanwhile competitors cannot do it at the right time. Moreover, a firm needs to concurrently do it in two critical performing: maximizing the fit with customer needs, and minimizing the time to market while potentially reducing costs (Schilling and Hill, 1998). Also, academics argue that benefits which increase from providing new value include: (1) enhancing the profitability of existing offerings, (2) attracting new customers to the firm, (3) improving the loyalty of existing customers, and (4) enhancing open the opportunity of markets (Storey and Easingwood, 1999).

However, customer information is considered as a major source of the firm for creating superior value propositions over the competition. Firms must have a good

matching between latent customer needs and new solution in radical innovations; lead to succeed in marketing (Witell et al., 2011). Meanwhile, value development involves changing the features, and quality, or style of a product or service to give better benefit fitting, to the new demands of the market or market segment (Lai, 2009).

Thereby, this research defined customer oriented product development as the firm's capabilities of thinking and creating a new idea to build a new product or service and the outcomes to achieve the firm's goals. Likewise, customer oriented product development is significant in obtaining a firms' competitive advantage. Hence, firms should progress new products and launch them to the market to respond to customer needs so as to increase a marketing advantage, thereby being innovative (Thipsri and Ussahawanitchakit, 2009) Consequently, Vorhies and Harker (2000) suggest that new product development competency are the resources and capabilities of the firm that can create new products or processes that can meet customer needs, set internal company goals, and which are able to obtain a marketing position advantage. Also, Mathuramaytha and Ussahawanitchakit (2008) show that a strategic weapon in attracting and retaining customers and has become one of the most significant factors in the success of both manufacturing businesses and service providers. Particularly, customer oriented product development is the critical instrument of management approaches and main competitive strategies (Fortuin and Omta, 2009; (Brennan and Henneberg, 2008). For the reason that customer oriented product development is the instrument for offering unique customer satisfaction, it is the one way for always repeating sales to customers or maintaining customer loyalty and positive word of mouth (Bearden and Teel, 1983). Instead, customer co-creation has not positive significant effect on product success when developing radical innovations (Gustafsson, Kristensson and Witell, 2012). Narver and Slater (1990) argue that the fundamental of a firm's competitive advantage, establishing superior customer value through offering more benefits than costs, and it is likely to maintain long service or product life cycle. Firms with strength in customer oriented product development,

allow the enlargement of customer commitment and maintaining customer loyalty, leading to long term performance. Therefore, the hypotheses are proposed as follows:

Hypothesis 3: Customer oriented product development is positively related to (a) customer commitment, (b) customer loyalty.

Customer Value Awareness

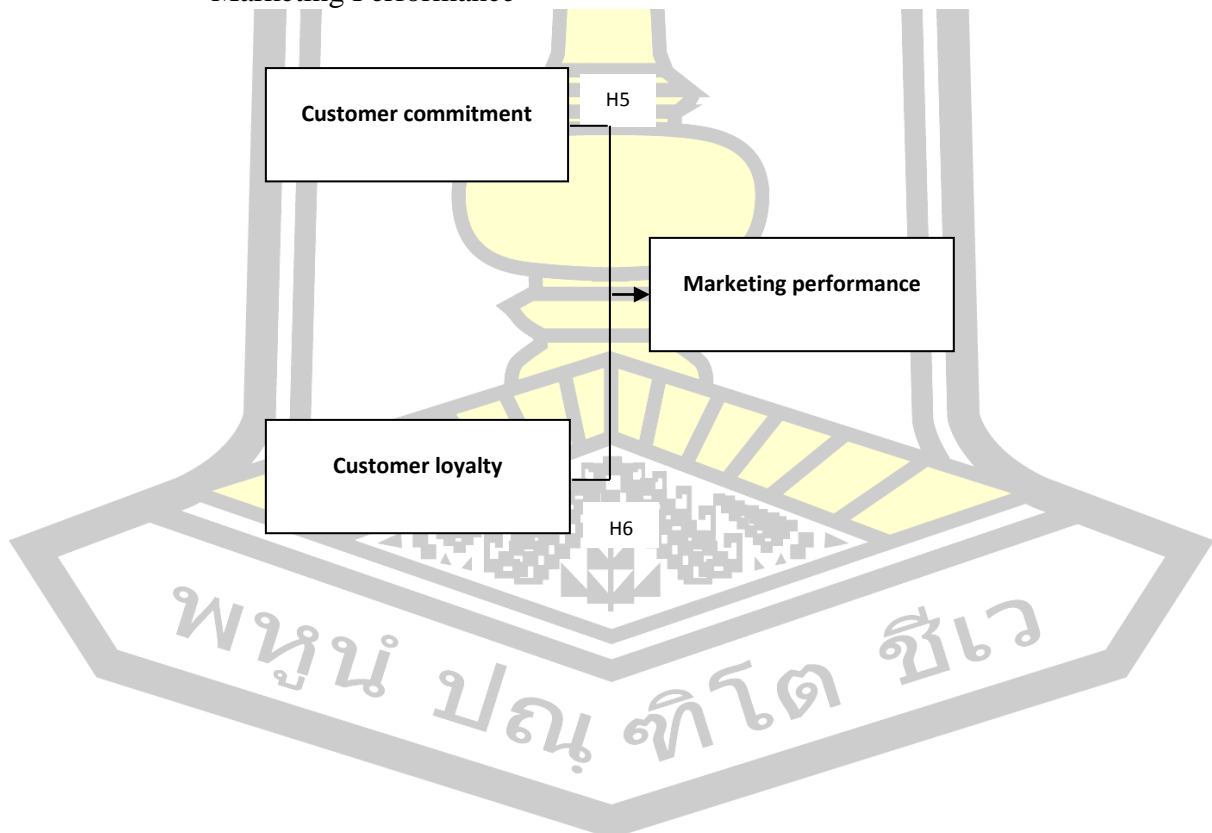
Kotler and Kotler (2007) suggest that the ability to identify customer demand under different condition and supporting to create customer's brand recognition or recall performance. Additionally, the argument is that before building strong brand the organizations should know what their customers think of their brands Aaker (1992). Hence, a firm knows the importance of needs and wants information that can create value in brand based on customer perception which it needs to clarify situation in the minds of a target customer (Jobber, 2004). Awareness defined as the ability for a buyer to recognize or recall something that different from the other Aaker (1991). In addition, firm has familiarity or awareness in customer needs and wants that it creates a better knowledge structure in a consumer's mind (Lee and Bacl, 2008). Then, this research defined customer value awareness as firm ability to create competitive advantage by reach customers' perception of the overall quality with cost perception to arrive at an assessment of the financial and nonfinancial of a product.

Accordingly, firms deeply understand the customer value awareness which it can create subjective performance such as customer commitment, customer loyalty. Additionally, (Aaker and Jacobson, 1994) find the quality perception including quality circles, redesign efforts, communication with customer about quality improvement that identifies the substantial competitive advantage. The study of Aaker and Jacobson (1994) posits that product quality perception is measured by user satisfaction. All the same, the awareness of product quality, that customers need, improves the product life cycle and thus the long-term profitability of existing brands that come from new

product success (Tomkovick and Miller, 2000). Therefore, prior researches show that the awareness is the really requirements of customer that can increase the ratio of success in newly launched products of the company. Furthermore, Urde (1999) suggest that when brand is repeatedly associated, it will morph to unconditional response. Then, the favorable image, created from recent consumption experience, has a positive relationship with customer satisfaction, perceived quality and customer loyalty (Hung, 2008). Then, the hypotheses are proposed as follows:

Hypothesis 4: Customer value awareness is positively related to (a) customer commitment, (b) customer loyalty.

Figure 3 The Effects of Customer Commitment and Customer Loyalty on Marketing Performance



The Effects of Customer Commitment and Customer Loyalty on Marketing Performance

This section examines the relationship of Customer Commitment and Customer Loyalty on Marketing Performance. It is assumed that there are positive relationships among all of them as depicted in Figure 3.

Customer Commitment

An essential ingredient for a successful long-term relationship is customer commitment. Then, customer commitment is one of the central concepts in relationship marketing (Bansal et al., 2004). Moreover, it as well builds to successful relationship marketing because it indirectly affects cooperative behavior and leads to promote efficiency, productivity, and effectiveness (Keh and Xie, 2009). From the previous research, many researchers, they define customer commitment in a different approach depending on the context investigated. Customer commitment has been defined as a resistance to change Pritchard et al., 1999), a type of attitudinal strength (Ahluwalia, 2000), a cognitive component of love (Bügel et al., 2011). Nevertheless, the frequently definition that general used is a desire to maintain a relationship (Morgan and Hunt, 1994; Garbarino and Johnson, 1999; Keh and Xie, 2009). It considers binds customers that the logic of exchange-based intrinsic motivation to a firm. However, it looks not to be steady with the calculative commitment that customers to a firm because of cost-related rather than emotional attachment (RuyterK et al., 2001; Fullerton, 2003).

This research defines customer commitment as a force that consumer to one particular brand which has implications for the decision to continue the relationship (Meyer and Herscovitch, 2001; Bansal et al., 2004) However, customer commitment might be applicable in other marketing contexts (Gruen et al., 2000) Customer relationship commitment has been found to be critical, in a marketing sense, to enhance purchase intention (Keh and Xie, 2009) and willingness to pay more for a

service (Fullerton, 2003). These both attitudinal and behavioral outcomes are essential to increase firm performance in several ways.

Meanwhile, customers are expected to act as a supporter for the service firm even if they pay more for the service than what they receive from the relationship (Fullerton, 2003). Keh and Xie (2009) found that there is a positive relationship between affective commitment and willingness to pay more for a service. Thus, the hypothesis is proposed as follows:

Hypothesis 5: Customer commitment is positively related to Marketing performance

Customer Loyalty

Customer loyalty is all about attracting the customer, particularly the right customer who purchases, purchases often, purchases in higher quantities, and brings more new customers. Thus, customer loyalty is an important goal of an organization because it brings firm success and survival (Morgan and Rego, 2006). In this research, customer loyalty is defined as the organizational success of maintaining and increasing the quality of customer satisfaction and customer relationship by comparative input and output factors. Moreover, it is an intended behavior related to repurchase intention in the future. Also, loyalty is a barrier toward brand switching in which customers change suppliers/sellers, because they are satisfied with the product or brand, as well as wanting to continue the relationship (Morgan and Rego, 2006; Selnes, 1993; (Abd-El-Salam, Shawky and El-Nahas, 2013).

Therefore, firms' marketing strategy to improving and developing products to respond to higher customer satisfaction, and maintaining customer loyalty is connected with relationships made through customer relationship management (CRM) to maintain long-term satisfaction (Greenberg, 2009; Roberts-Lombard and Plessis, 2011 ; Liu et al., 2012).

Today's social media is an immensely important communication tool in social marketing strategy for accessing community groups and having insight about customer needs with participation and connections among firms, customers and other stakeholders toward a social exchange and relationship (Galib, 2013). Thus, relationship management as a marketing strategy for retention of customer loyalty must keep with social media (Al-Motairi and Al-Meshal, 2013). Customers are involved with social media, that is, green advertisements that can motivate customer behavior toward green behavior such as recycling, green transportation use, organic food purchase and other sustainable behaviors (Minton et al., 2012).

Therefore, the spending power of consumers with concerns for sustainability and the environmental force firm operations to adapt to market demand. The firm's ability to respond to customer needs or market demand leads to a higher level of sales, more profits, and success both for the present and future of its business (Al-Motairi and Al-Meshal, 2013). (Lin, Chen and Kuan-Shun, 2010) indicate that customer loyalty brings together long-term profitability and relationships with customers, resulting in a competitive advantage in the market Selnes, 1993; Morgan and Rego, 2006 ; O'Sullivan and McCallig, 2012). Customer loyalty to a firm and its products, combined with societal marketing strategies may influence marketing performance. Then, the hypotheses is proposed as follows:

Hypothesis 6: Customer loyalty is positively related to Marketing performance.

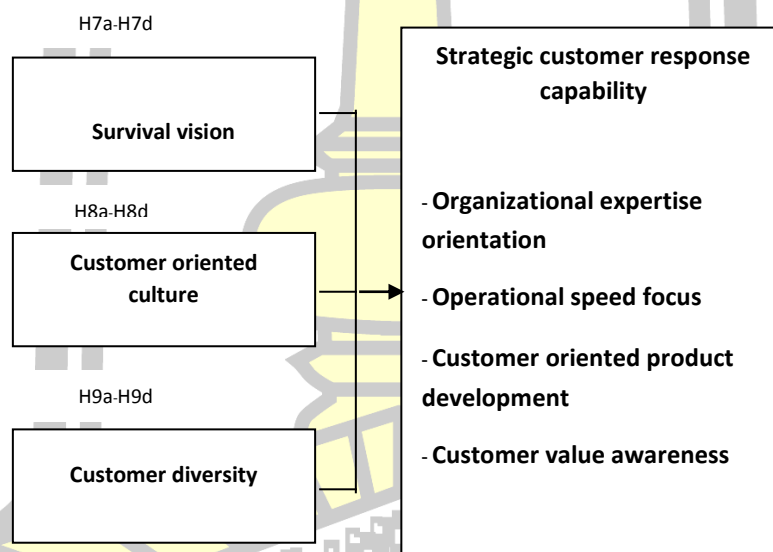
Marketing Performance

In view of marketing, the evaluation of performance is very important in every organization. Marketing performance means the performance evaluation express marketing outcomes such as marketing activities. Similarly, the measurement of customer satisfaction, customer loyalty and customer behavior are the marketing activities. (O'Sullivan and Abela, 2007). Moreover, a result of marketing strategies

established for the benefit of customers and the market reputation of the organization is marketing performance (Hooley et al., 2005).

This research focus on marketing performance which is defined as the company's reputation for developing new products to add value for customers, retaining and motivating existing customers and to attract new customers (Day and Wensley, 1988; Rust et al., 2004; Hooley et al., 2005). Furthermore, marketing performance measure should aim at profitability, market growth and market share which will affect marketing performance. Thus, marketing performance tends to attain marketing success. Hence, the hypothesis is proposed as follows:

Figure 4 The Effects of Antecedents on Strategic Customer Response Capability



Antecedents of Strategic Customer Response Capability

This section explains the relationship of three antecedents (survival vision, customer culture and customer diversity) on four dimensions of strategic customer response capability which includes the organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness. It is presented in Figure 4 below.

Survival Vision

Sundbo (1997) suggested that survival goal has been widely recognized as the primary objective of business firms. The goal of a business firm is a series of more or less independent constraints imposed on the firm (Schwartz, 2009). There are three main economic goals: survival, growth, and profitability that strongly shape the strategic direction of most business operations (Schwartz, 2009). Vision is an integral part of business operation, and as a result, it deserves substantial attention from management literature. The vision of a firm is expressed thru the mission statement in which it demonstrates the firm's intention to preserve its survival through growth and profitability as the goal of firm (Pearce and Robinson, 2007). This research focuses on the survival vision as a fundamental need for creating capability. Vision also clarifies a set of ideals, articulates a sense of purpose, and highlights the uniqueness of an organization; also, vision is a future-oriented goal that is highly meaningful to followers, and a perspective shared by those followers (Berson et al., 2001). In addition, (Kouzes and Posner, 1987) defined vision as "an ideal and unique image of the future." Thus, vision statements reflect the company strategies and express themselves clearly to their customers and stakeholders. Vision describes what the organization would like to become (Wheelen and Hunger, 2010). Furthermore, vision statements reproduce a firm's values and objectives, and are intended to capture the heart and mind of each employee. A firm's vision tends to be enduring while its mission can change in light of changing environmental conditions. A vision statement tends to be relatively short and concise, making it easily remembered (Hitt, Ireland and Hoskisson, 2011). Moreover, the cause is that competing in a highly competition environment results in homogeneous service (Nandan, 2005) and the service is seen as easy-to-duplicate (Sundbo, 1997). Consequently, these competitive situations are more likely to increase business failure. Therefore, a firm is supposed to consider survival goals as the primary business goals that subsequently generate a firm's ability to gain

competitive advantage. Survival is the most important attribute of a firm's development (Schwartz, 2009).

Barnard (1947) suggest that business survival has long been accepted as a crucial role of business performance. Then, the firms that will be remaining in business, although other firms terminated in business. Therefore, this research defines survival vision as the need of a firm to maintain and increase the life span of its competitive position in the marketplace, which drives the firm to be an innovative entity, aiming to continuously create innovation (Pearce and Robinson , 2007) Liemt (1992) suggested that the survival, it plays an important role to establish a competitive advantage for the firm. This argument indicates that the need of a firm to survive tends to drive its efforts to develop capability from the alternatives that increase competitive advantage. Hunt and Morgan, 1995) refers the perspective views organizational goals as a firm resource that facilitates a firm to succeed compared with the competitor. Sherwin (2010) study about global vision of executive impact of customer relationship marketing, the significant relationship between vision and customer relationship management. (Deighton, 1997) suggest that the firm has an ability to sense and respond to customer need by collecting and disseminating customer information throughout the organization, increasing customer satisfaction will obtain the knowledge to improve their products and services. In addition, the emergence and impact of vision on new product development is interested in the innovation area (Tessarolo, 2007). Moreover, an intangible resource that integrates marketing experience with capability explains that intangible resources will enhance firms to achieve superior competitors if the resources are rare, valuable and inimitable (Prahalad and Hamel, 1990). And this resource produces to customer response capability. A firm that has a survival vision for the direction of an organization will motivate an organization's associates to develop themselves for generating something for the organization. Thus, an organizational vision that focuses on survival will relate to customer response capability. Thus, the hypothesis is proposed as follows:

Hypothesis 7: Survival vision is positively related to (a) organizational expertise orientation, (b) operational speed focus, (c) customer oriented product development and (d) customer value awareness.

Customer oriented culture

Slater and Narver (1990) suggested market orientation of which organization culture is the important factor for maintaining customer value, stakeholders' interests, and profitability as the concept of organizational culture and marketing. The concept of the firm employees' learned and shared assumptions, beliefs, ideas, and values which involve the behaviors and norms of the firm are organizational culture (Beugelsdijk et al., 2009; Jarratt and O'Neil, 2002). This is creating organizational criterion and behaviors to analyze a firm's customers, competitors and utilization of marketing information (Kumar et al., 2011). The arranged of an organization-specific system and operations based on marketing orientation to the responsiveness of customer needs, in which the corporate memberships held to corporate norms (Carr and Lopez, 2007). Thus, customer oriented culture gives concentrated attention to a greater understanding of market information such as customer's demands, the strength and weakness of the competitors, and creating strategy which leads a firm to achieve higher performance.

Hence, this research defines customer oriented culture as firm to be awareness of shared assumptions, beliefs, ideas, and values which involve the behaviors and norms with the marketing function that can maintain customer values, stakeholders' interests, and profitability by creating market orientation-based activities (Carr and Lopez, 2007; Narver and Slater, 1990). Moreover, a firm that has strong customer culture can help organization outperform the competition and reach unparalleled financial performance, superior customer value, and profitability (Gallagher and Brown, 2008). Furthermore, the organizational culture included clan culture, adhocracy culture, hierarchical culture and market culture that positively affect entrepreneurial orientation (Engelen et al., 2013). Also, customer culture strongly

focuses on a superior understanding of customer needs, competition, and market trends, to enable a market-oriented firm to identify and develop strategies that are essential for creating long-term performance (Kumar et al., 2011). A firm which has a strong market culture tends to obtain market information such as a customer's needs and market trends, and frequently reacts to that customer's need (Day, 1999). However, if organizational culture is inconsistent with environment change, a firm might fail. Therefore, the level of benefits that a firm receives from customer culture may be influenced by the level of that firm's flexibility and cooperative effect of the firm (Cordes, Richerson and Schwesinger, 2010). Likewise, firm hierarchical structure is a barrier to utilization innovation and creativeness for responding the customer demand (Skerlavaj, Song and Lee, 2010). Moreover, organizational expertise orientation is derived from analyzing customers and competitors, and disseminating knowledge throughout the organization (Kumar, Jones, Venkatesan, and Leone, 2011). Consequently, the main operation of firm relying on marketing integration to understand the culture of consumer behavior, consumer attitudes, promotions and competitors to achieve goals as well (Engelen and Brettel, 2011). Then, the firm strongly focuses on a superior understanding of customer needs, competitive strengths/weaknesses, and market trends, tends to enable a market-oriented firm to identify and develop strategies that are essential for creating long-term performance (Kumar et al., 2011). As well, organizational market culture is important for linking the relationship between developing new products and services together along with organizational culture, causing cooperation in work through team development, training, and the support of reward leading to product innovation (Lau and Ngo, 2004). Thus, the organization has a market culture that intends to enhance competitive advantage that is superior to its competitors. Furthermore, the levels of return on investment, market shares, and sales growth results in marketing strategy effectiveness, depend on market culture which the belief and value of the firm's members to create superior customer value and profitability (Gallagher, Brown, and Brown, 2008). Hence, firms that pay more attention to market culture will have a more

valuable relationship with higher new product development (Grant, 2001; Ellram, 2006; Hunt, 2012). Beugelsdijk, Koen, Noorderhaven (2009) suggest that the firm emphasizes exploring the needs of customers and competitor analysis continuously in order to be beneficial for the relationship with management along with responding to the expectations of customers that are superior to its competitors. Thus, the aforementioned relationships can be hypothesized as follows:

Hypothesis 8: Customer oriented culture is positively related to (a) organizational expertise orientation, (b) operational speed focus, (c) customer oriented product development and (d) customer value awareness.

Customer Diversity

Customer diversity can be viewed as an action and response or an occurrence. Moreover, customer needs may change quickly in the present fashion and customer concern may be increase by the lack of clear standards for a new product in the market (Mu, Peng and MacLachlan, 2009). Also, Eisenhardt and Martin (2000) suggest that the firm will develop products because of the high-velocity market as customer needs change. The firm responds rapidly to learn the relevant present knowledge. Thus, firm attention on developing alternatives and implementing resources in the firm. In addition, the customer information helps develop products and services, staff quality, and creative planning. Consequently, firms should rapidly develop products to offer and serve consumer needs.

On the other hand, Cepeda and Vera (2007) refer the firms are conscious of knowledge management because firms have internal and external knowledge bring to operational capabilities, and external knowledge of information of the competitors, and customer needs. Accordingly, Fang and Zou (2009) suggest that marketing capabilities lead to firm performance because the firm responds to external market changes as changes in customer preference. Likewise, Maklan and Knox (2009)

suggest that the firm focuses on market orientation which is important to serving customer s' needs and can be reflected by customer orientation. Additionally, the firm attentions on the buyer-seller relationship as the marketer senses individual consumer needs and purchasing styles, and the firm recognizes customer knowledge that is both positive and negative of the products.

Instead, previous research shows that customer diversity has no significant influence on dynamic marketing strategy. Moreover, Maklan and Knox (2009) refer the reason is the possible mediation between changing customer preference and dynamic marketing strategy as an executive policy. In this research, the customer diversity is defined as customer behaviors that change according to the external environment, the firm's awareness in learning to discover the needs of the clients. Also, the firm will be conscious of the comments from customer on the products and their suggestions.

Likewise, the firm is aware of developing the data base of customer information so they can perceive customer needs and respond on time. Nevertheless, the goal of the activities which the firm tools to the customer will increase stakeholder satisfaction (Zott, 2003; Maklan and Knox, 2009; Cepeda and Vera,2007). In addition, Simpson and others (2006) found that firms with a high cost when firm use the innovation to develop products or firm operation. Moreover, the firm perceived the customer information which involves product development and service, staff quality, and creative planning (Cepeda and Vera, 2007). The study of Eisenhardt and Martin (2000) suggest that firms will develop products because of a high-velocity market as customer needs change. Firms responded quickly to learn the relevant existing knowledge. Moreover, firms create product differences; businesses with project customer relationship management perceive customer needs and customer comments of the products such as changing customer preference which has a positive effect on marketing learning focus. Nevertheless, Maklan and Knox (2009) found that firms focusing on serving customers' needs lead to firm performance. Likewise, Vazquez and others (2001) found valuable customer information. Thus, customer diversity is

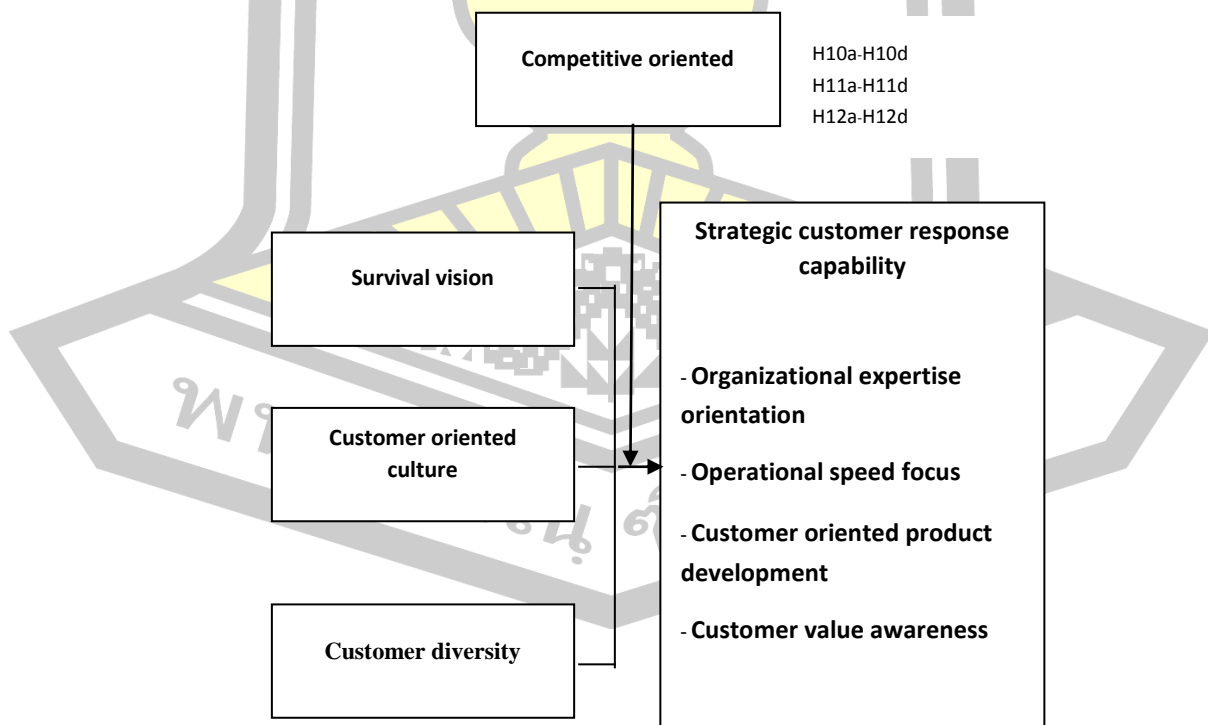
more likely to gain organizational expertise orientation, operational speed focus, customer oriented product development, and customer value awareness. Hence, the hypotheses are elaborated as follows:

Hypothesis 9: Customer diversity is positively related to (a) organizational expertise orientation, (b) operational speed focus, (c) customer oriented product development and (d) customer value awareness.

Moderating Effects of Strategic Customer Response Capability

This section explains the influence of the moderator effect is competitive oriented. Competitive oriented is a moderator of the relationship of three antecedents (survival vision, customer culture and customer diversity) on four dimensions of strategic customer response capability which includes the organizational expertise orientation, operational speed focus, customer oriented product development, and customer value awareness. It is presented in Figure 6 below.

Figure 5 The Role of Competitive oriented as a Moderator



In a strategic perspective, a competitive strategy is one of the factors that have a major influence on goal achievement. To develop an effective competitive strategy is a challenging task for a business operating in intense competition, rapid changes in customers' demands, and undifferentiated service/product offerings (Nandan, 2005). Mia and Clarke (1999) refer to the firm desires to respond suitably to the opportunities and threats in the competitive environment. Moreover, the competitive market is also a factor that affects whether the organization has developed and implemented innovative practices within the organization (Isa, 2007).

In this research, competitive oriented is defined as the determination and desire of organization to confront serious competition in order to achieve outcomes over the competitors. Furthermore, competitive environment, the collective knowledge of all employees is effectively utilized to create maximum market value. It is important for organizations not only to procure valuable human capital but also to create the conditions for their effective utilization. Hence, organizations that have the best-suited internal practices aimed at maximizing the use of such capital will gain the most economic rents. Moreover, knowledge has become a direct competitive advantage for companies in selling idea and relationships and an indirect competitive advantage for attempting to serve customers.

The competitive oriented has effects on organizations to increase their ability of management to create a competitive advantage. Chong and Eggleton (2003) suggest that management practices play a role in the preparation and presentation of information for the executive and to enable management to make the correct decisions. Moreover, market competition is an important factor affecting the use or development of management marketing. Reid and Smith (2000) indicate that the marketing environment affects the development of management practice by making it appropriate and modern.

Additionally, Firms need to conduct more scanning and searching marketing trends and a customer's need to create better marketing strategy. Kumar et al., (2011)

compared to the aggressive competitor actions in a highly competitive market. Then, the marketing operational setting are expected to enjoy even better performance than firms doing the same when facing less competition as Those employing marketing operations to satisfy customer needs. Moreover, when firms have perceived market pressure increase due to higher competitive intensity, firms tend to conduct more marketing strategy for competing with the competitors to receive more benefits such as conducting more research and development (Lee, 2009). Moreover, firms must pursue to develop capabilities that help firms influence marketing operations (O'Reilly and Tushman, 2008). Specially, customers in high-pressure markets tend to buy various products and services. A firm that better satisfies customer requirements over other competitors in this market is likely to significantly boost performance. This suggests that firms operating in a more competitive oriented are likely to enjoy higher performance if they can effectively deal with customer requirements. Thus, this research proposes competitive oriented as the moderator of the relationship between antecedent variables and strategic customer response capability. Then, the intensity of competition that is a factor contributing to the development of best modern management practice. Therefore, the hypotheses are posited as follows:

Hypothesis 10: Competitive oriented positively moderates the relationship between survival vision and (a) organizational expertise orientation, (b) operational speed focus, (c) customer oriented product development and (d) customer value awareness.

Hypothesis 11: Competitive oriented positively moderates the relationship between customer oriented culture and (a) organizational expertise orientation, (b) operational speed focus, (c) customer oriented product development and (d) customer value awareness.

Hypothesis 12: Competitive oriented positively moderates the relationship between customer diversity and (a) organizational expertise orientation, (b) operational speed focus, (c) customer oriented product development and (d) customer value awareness.

Summary

The conceptual framework of how strategic customer response capability influences marketing performance is illustrated. Moreover, two theories are used to draw the relationships in the conceptual model; dynamic capability theory and contingency theory. A set of 12 testable hypotheses have been proposed and are summarized in Table 3 below.

Furthermore, following chapter describes research methods that cover issues; a selection of sample, data collection procedures, a test of non-response bias, the measurements and definitions of variables, instrumental verification (reliability and validity), and the statistical analysis of data.

Table 3 Summary of Hypothesized Relationships

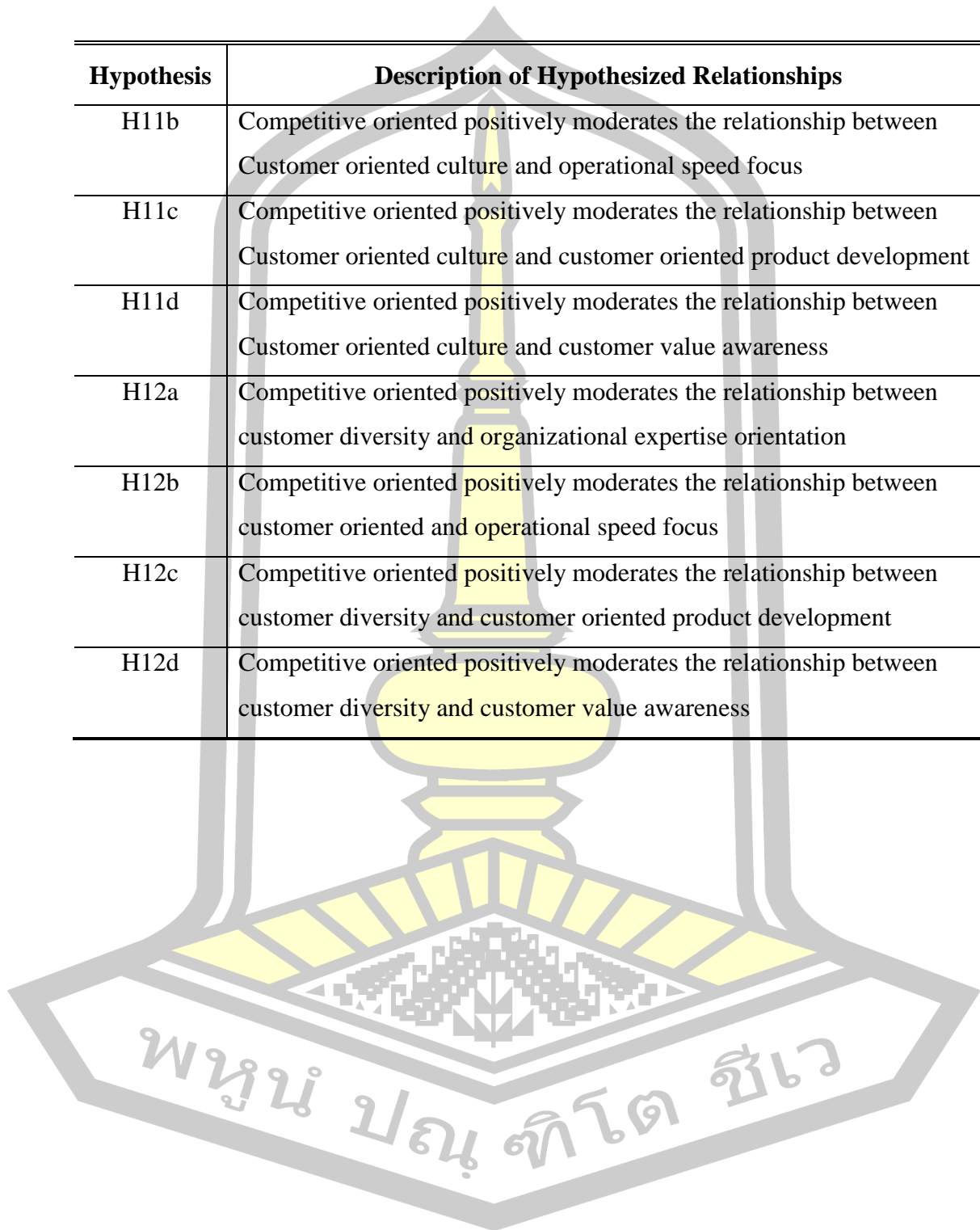
Hypothesis	Description of Hypothesized Relationships
H1a	Organizational expertise orientation will positively related to customer commitment
H1b	Organizational expertise orientation will positively related to customer loyalty
H2a	Operational speed focus will positively related to customer commitment
H2b	Operational speed focus will positively related to customer loyalty
H3a	Customer oriented product development will positively related to customer commitment

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H3b	Customer oriented product development will positively related to customer loyalty
H4a	Customer value awareness will positively related to customer commitment
H4b	Customer value awareness will positively related to customer loyalty
H5	Customer commitment will positively related to marketing performance
H6	Customer loyalty will positively related to marketing performance
H7a	Survival vision will positively related to organizational expertise orientation
H7b	Survival vision will positively related to operational speed focus
H7c	Survival vision will positively related to customer oriented product development
H7d	Survival vision will positively related to customer value awareness
H8a	Customer oriented culture will positively related to organizational expertise orientation
H8b	Customer oriented culture will positively related to operational speed focus
H8c	Customer oriented culture will positively related to customer oriented product development
H10c	Competitive oriented positively moderates the relationship between survival vision and customer oriented product development
H10d	Competitive oriented positively moderates the relationship between survival vision and customer value awareness
H11a	Competitive oriented positively moderates the relationship between Customer oriented culture and organizational expertise orientation

Table 3: Summary of Hypothesized Relationships (Continued)

Hypothesis	Description of Hypothesized Relationships
H11b	Competitive oriented positively moderates the relationship between Customer oriented culture and operational speed focus
H11c	Competitive oriented positively moderates the relationship between Customer oriented culture and customer oriented product development
H11d	Competitive oriented positively moderates the relationship between Customer oriented culture and customer value awareness
H12a	Competitive oriented positively moderates the relationship between customer diversity and organizational expertise orientation
H12b	Competitive oriented positively moderates the relationship between customer oriented and operational speed focus
H12c	Competitive oriented positively moderates the relationship between customer diversity and customer oriented product development
H12d	Competitive oriented positively moderates the relationship between customer diversity and customer value awareness



CHAPTER III

RESEARCH METHODS

Chapter 2 provides logical hypothesized which is developed from theoretical foundation, the relevant literature review, and research hypotheses. In order to perform hypothesis testing, this chapter describes the research methods, which are organized as follows. Firstly, it includes the sample selection and data collection procedures, population and sample, data collection, and test of non-response bias are detailed. Secondly, the variable measurements are developed. Thirdly, the instrumental verifications, including test of validity and reliability and the statistical analysis are presented. Finally, the table of summary of definitions and operational variables of constructs is included.

Sample Selection and Data Collection Procedure

The population and sample of this research is cosmetic businesses. Nowadays, people are paying attention to health issues and enhancing the personality to look good. Especially those who are of working age have increased from the past. The database of the Department of Business Development shows that cosmetics market of Thailand in the last five years, with average growth rate of 10 percent in 2558, this business has a market value of about 2.1 billion baht into the local market of 1.2 billion baht and exports made. Moreover, the market value are more than 9 billion baht this cosmetic business of Thailand has also been bolstered by the abundance of herbal ingredients with variety and quality. Thailand was making its competitive advantage. The natural herbal ingredients can meet the health-conscious consumer behavior. The cosmetic business is chosen because this research investigates organizational survival that related to the cause of the relationships between strategic customer response capability and its antecedents. Thus, the firms underneath of the

competitive oriented need to the more configurations their strategy for marketing performance. According to cosmetic businesses in Thailand, they generate a large market value. Moreover, the businesses in these industries are potential to meet a highly competition from imported products. Then, the firms in cosmetic businesses require strategic organizational creativity to highly apply in responding for customer demands. Hence, these firms will provide an excel research context suitable for this topic to be examined.

Population and Sample

This research selected the cosmetic businesses in Thailand, which the registered firms at Ministry of Commerce in Thailand. The sample of this research is chosen from database online of the Department of Business Development. The sample is listed of categories D 2423-2424 of Thailand Industrial Index. Overall, 1,050 businesses are drawn and used the sample in this research. The source of data utilized in this research is collected through selected list 1,050 cosmetic businesses as of the Department of Business Development database. The firms are listed at www.knowledgebase.dbd.go.th (updated in April 2016).

Data Collection

The research instrument is the questionnaire, initially designed based on previous studies. The reasons to use this tool because a mail survey enables to reach a greater number of firms at a lower cost, put less pressure for an immediate response on the potential informants, and give respondents a greater feeling of autonomy. Besides, the reducing possible desirability bias, researcher promises that all individual responses will keep completely confidential and no information could be revealed or shared with any outside party without informant permission (Chuebang, 2009)

The key informants in this study were a marketing executive, as he/she has major responsibility in the business operation of the organization. Therefore, they are

knowledgeable in firm's strategies, organizational outcomes, overall internal activities, and external environment. As this is a key informant approach, the results will clearly preclude firm level prescriptions because key informant will self-report all constructs and are therefore a very valuable source for evaluating the different variables of the firm (Baer and Frese, 2003)

An instrument package consists of questionnaire, cover letter containing an explanation of the research and a self-addressed, postage pre-paid returned mail is also provided. This research, a questionnaire was developed through seven parts. Part one includes the questions asking the personal information such as gender, age, status, education level, past experience, salary, and current position. Part two contains business information asking about a business model, business types, the number of employees, period of time in operation, capital investment or operation capital, award and revenue per year. Parts three to six involve the perceptual evaluation of respondents in terms of each construct in the conceptual model. The final part provides the open-ended question to respondents for opinions and suggestions.

Both Thai and English versions of the questionnaires are designed and revised after reviewed with academic experts. Each item of the questionnaire is reviewed and redefined by two academic experts who are professional in management fields from Mahasarakham University. Their comments and suggestions are used to improve the questionnaire, such as to remove vagueness and other sources of confusion (Ussahawanitchakit, 2002) Moreover, to translate items in bilingual, first of all, the new scale items are operationalized from definition and literature review while some are adjusted from the other academicians such. Then, the questionnaire is translated into Thai for facilitating understanding and answering of the questions. Finally, the Thai version questionnaire is again translated into English to ensure the precise meaning and the cross-cultural equivalence of the language.

Mostly demographic characteristics of respondents and main characteristics of cosmetic and medical businesses are recorded by nominal and ordinal scale.

However, itemized rating scale is the most widely used scales in management research (Malhotra and Pererson, 2006). The data are typically treated as interval. Meanwhile, when the using approach to determined total score for each respondent, it is important to use a continuing scoring procedure so that a high (or low) score consistently reflects a favorable response. This requires that the categories be assigned to evaluate for reliability and validity testing (Malhotra and Peterson, 2006)

Following this further, the extensive literature review helps to identify relevant concepts and earlier operationalized scale items. Although many items are derived from existing validated scales, some are developed specifically for this research. All of the scales are improved or developed in collaboration with experience persons to establish the face validity of the construct (Narver, 1990) In the face validity processes, Narver and Slater (1990) posit that multiple items are developed by five components of strategic organizational creativity. After that, these items are submitted to the panel of two academicians who are with recognized authorities on strategic organizational. The items are considered of the completion literature and academic expertise.

Test of Non-Response Bias

To detect possible response bias problems between respondents and non-respondents, a t-test comparison of the demographics between early and late respondents is conducted corresponding with the test for non-response bias by Armstrong and Overton (1977). Then, responses from the first group mailing are used to compare with responses received from the second group mailing on the basis of demographic information including registered capitals, number of employees, operating periods, and average revenues per year. If it finds no statistically significant difference between early and late respondents, it demonstrates a non-response bias between respondents and non-respondents. Also, the early respondents represent non-

respondents (Armstrong and Overton, 1977), whereas the late ones represent the non-respondents.

Measurements

The measurement process involves the multiple-item development for measuring each construct in the conceptual model. In fact, all constructs are the abstractions that cannot be directly measured or observed and should be measured by multiple items. The scales employed in the study instrument were based on a concern for the validity and reliability of each construct, and the domain of the constructs. The procedures for developing organizational measures are of four stages. The first is to specify domain of the domain construct by described clarify definition. Then, the second is to generate sample of items with research techniques, namely literature review, experience survey, and insight stimulating example. Next, the third is to purify the measure with exploratory factor analysis (EFA) for testing validity and reliability. Thereby, these constructs are transformed to the operational variables for truly measuring. To measure each construct in the conceptual model, all of variables are gained from the survey and are measured by a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). All constructs are developed for measuring from the definition of each construct as shown in Table 4 which provides the definition of each construct, operational variables, scale sources, and sample questions and items. Therefore, the variable measurements of dependent variable, independent variables, and control variables of this research are elaborated as below.

Dependent Variable

Marketing performance (MKP) is measured by five-item scale, and it is assessed by firm's perception about the marketing outcomes that firm can achieve the goal in terms of sales growth, rate of sales volume, profitability, market share,

continual business growth, ability to introduce innovation, customer satisfaction, and customer acceptance etc. This construct is adapted from Day and Wesley (1988) and Sookaneknun and Ussahawanitchkit (2012).

Independent Variables

This research consists of four independent variables: organization expertise orientation, operational speed focus, customer oriented product development and customer value awareness, from which the first variable is a core construct of this research. These attributes reflect the suitable dimensions of strategic customer response capability. The measure of each attribute depends on its definition as detailed below.

Organization expertise orientation. Organization expertise orientation construct is evaluated via five-item scale relating the degree to evaluate the analysis of both the advantages and disadvantages of work experience and the application of past experiences to improve performance in work. This construct is developed as a new scale.

Operational speed focus. Operational speed focus construct is assessed by the scope to which the evaluation of social media utilizing to introducing, discovering new product faster than competitor, and in suitable time. This construct is adapted from Narver, Slater and Maclachlan (2004); Lee (2010) and Bodlaj, Coenders and Zabkar (2012).

Customer oriented product development. Customer oriented product development construct is evaluated by firm intends to identify core competency for creating, building, developing, and improving new products. This construct is developed as a new scale.

Customer value awareness. Customer value awareness construct is evaluated by creating marketing activities that makes customer has greater attitude in product and service than the other competitors. This construct is developed as a new scale.

The independent variables are treated as consequences of strategic customer response capability in this research. These variables are measured with two characteristics: customer commitment, customer loyalty. The measure of each characteristic conforms to its definition to be discussed as follows.

Customer commitment. For customer commitment, the measurement scale is perceived force that bind consumer to continue to purchase services, making impression, providing non-substitute and non-refusable service. This construct is adapted from Gundlach et al., (1995) and Bansal et al., (2004).

Customer loyalty. For customer loyalty construct, the measurement scale is determined by the degree of organizational success of maintaining and increasing the quality of customer satisfaction and customer relationship such as cost for creating customer satisfaction, repeated purchases over less time, reducing resources for maintaining old customers and increasing the satisfaction of new customers. This construct is adapted from Prasertsang Ussahawanitchakit and Jhundra-indra (2012).

The other independent variables are treated as an antecedent of strategic customer response capability in this research. This variable is measured using three characteristics: survival vision, customer oriented culture, customer diversity. The measure of each characteristic conforms to its definition to be discussed as below.

Survival vision. Survival vision construct is evaluated by using actively and quickly explore customer-based information, encourage the management. This construct is adapted from Pungboonpanich and Ussahawanitchakit (2010).

Customer oriented culture. Customer oriented culture construct is measured using the degree of the firm's ability to create marketing-based operations, observe customer demand, retain customer relationships and create a good marketing image. This construct is adapted from Narver and Slater (1990) and Carr and Lopez (2007).

Customer diversity. Customer diversity construct measured using the ability of firm to understands customer needs change. Firm searched customer needs by business used relationship customer as perceive clients complained. Firm predicted customer needs for the future. This construct is adapted from Phong-inwong and Ussahawanitchakit (2012).

Moderating Variables

Competitive oriented. Competitive oriented construct is measured using the perceptions of competitive forces, intense and tactics of competition. This construct is adapted from Chitmun, Ussahawanitchakit, and Boonlua, (2012).

Control Variables

Firm size. Firm size is defined as how large or small the firm is and measured by the number of full-time employees in a firm averaged over the current year (Judge and Zeithaml, 1992). The number of employees was divided into four groups: less than 50 persons, 50-100 persons, 101-200 persons and more than 200 persons. This research divided firms into two groups: small and medium scale, and large scale. Then, firm size is represented by dummy variable including 0 (Less than 50 persons and equal 50 persons) and 1 (more than 50 persons).

Firm Age. Firm age refers to number of years a firm has been in operation (Nurittamont and Ussahawanitchkit, 2008). Concerning firm age, it may also affect

the ability of firms to build and develop strategic organizational creativity which is measured by the number of years a firm has been in existence (Nurittamont and Ussahawanitchkit, 2008). Firm age is measured by asking a closed question about the years in which the enterprise was founded. The measurement is ordinal scale which is analyzed by multiple regression analysis. Therefore, firm age is translated to dummy variable. Thus, the highest choice is determined by 1 which indicates firm established more than twenty years and equal twenty years. Meanwhile, the size of firm less than twenty years is indicated by zero.

Methods

The research collected data by mail survey questionnaire that all constructs in the conceptual model are developed as new scales from a wide review of the literature. Moreover, two expert academics' review instrument and improve to the best possible scale measure. Following this further, a pre-test method is appropriated to conduct the test for validity and reliability of questionnaire. In this research, the first thirty returned mail surveys are chosen to test the validity and reliability of overall construct.

Accordingly, the first thirty returned questionnaires are included in the final data analysis for hypotheses and assumptions testing of multiple regression analysis because limitation of respond rate. Moreover, the purpose of conducting the pre-test is to examine the validity and reliability of each of the measures employed in the questionnaire to be discussed below.

Validity and Reliability

Validity. Validity is the degree to which a measure precisely represents the correct and accurate instrument (Hair et.al. 2010) Especially, the validity testing of measurement in this research is accurately confirmed the concept or construct of

paper. In this research, types of validity testing comprise face, content, and construct validity.

Face validity and Content validity. Face validity is a subjective assessment of the correspondence between individual items and the concept through rating by expert judges (Hair et. al., 2010) Moreover, the objective of this validity is to ensure that the selected of items scale are able to understanding by respondents.

Content validity is an assessment of the correspondence of the variables to be included in a summated scale and its conceptual definition(Hair et. al., 2010) In addition, the concept of summated scale is formed by combining several individual variables into a single composite measure. Moreover, conceptual definition is defined as the theoretical basis for the summated scale by defining the concept being represented in terms of applicability to the research context. In academic research, theoretical definitions are based on prior research that defines the character and nature of a concept but specific concepts are defined as the related proposed objective in a managerial setting. Moreover, Nunnally and Bernstein(1994) argue that content validity is the scales containing items which are adequate to measure what it is intended to measure.

Both face and content validity are improved from theoretical and practical considerations of the questionnaire. After that the items in questionnaire are reviewed, improved, and adjusted by two academics and exploring the literature become through the best possible scale of measure correspondence with conceptual definition. The recommendation of the experts is attracted in Appendix G. Furthermore, the items of measurements are justified in primary analysis what the appropriate measurement are supposed to look right (Churchill, 1979) that it indicates face and content validity in this research. All the same, the other validity should be additional assessment before construct validity testing.

Construct validity. Construct validity refers to a set of measured items which reflect the theoretical latent construct that those items are designed to measure (Hair et al., 2010). It is measured empirically by the correlation between theoretically defined sets of variables. The factor analysis is used to test the construct validity the dimensions of strategic customer response capability, customer commitment, customer competitiveness, customer loyalty, customer success and marketing performance. Furthermore, factor analysis is used to test the construct validity developed from prior research (Carlo and Randall, 2002) which consists of survival vision, customer culture, marketing learning, customer diversity, competitive pressure, technological innovation. These items are used to measure each construct that was extracted to be only one principle component. In this research, all factor loadings are greater than 4.0 cut-offs and are statistically significant according to the rule-of-thumb (Nunnally and Bernstein, 1994).

Convergent validity. Convergent validity is the degree to which two measures of the same concept are correlated (Hair et al., 2010). It demonstrates the items that are the indicators of a specific construct converge or share a high proportion of variance in common. In this research, the magnitude of the factor loading is considered. In the case of high convergent validity, high loadings on a factor exhibit that they converge on some common point.

Discriminant validity. Discriminant validity is the degree to which two conceptually similar concepts are distinct (Hair et al., 2010). The items in questionnaire are extent to which a construct is truly distinct from other constructs. Thus, this validity also means that individual measured items that should represent only one construct. The presence of cross-loadings in EFA testing indicates a discriminant validity problem.

Reliability. Reliability is an assessment of the degree of consistency between multiple measurements of a variable (Hair et. al., 2010). The common reliability testing is internal consistency which determines the consistency among the variables in a summated scale. The argument for internal consistency is that the individual items of the scale should be measuring the same construct and, thus, be highly inter-correlated. In this research, the concept measurement with multidimensions relies on a series of diagnostic measures to assess internal consistency, namely, Cronbach's alpha. The reliability coefficient is defined as the assessment of the consistency of the entire scale with Cronbach's alpha (Cronbach, 1951; Hair et. al., 2010). This method is a widely-used measure and is appropriate with an interval scale in research (Aaker, Kumar and Day, 2001; Malhotra and Peterson, 2006). This research uses Cronbach's alpha to measure the internal consistency which should be greater than 0.70 (Hair et. al., 2010). All in all, this reliability method in this case is tested by Cronbach's alpha to confirm the definition concept of items in the questionnaire. In addition, any summated scale should be analyzed for reliability to ensure its appropriateness before proceeding to an assessment of its validity.

Statistics. In the presence of hypotheses testing, all of raw data are examined, encoded, and recorded in a data file. Then, the basic assumption of underlying multiple regression analysis is tested. Moreover, Hair et. al. (2010) suggest the benefits of examining data in two topics. Firstly, the relationship between the variables in the model is deeply understood. Secondly, several assumption assessments for multivariate analysis are more complex than univariate analysis. As indicated earlier, this examining data process involves managing and checking the missing data, outliers, and assumption testing, namely, normality, homoscedasticity, linearity, and absence of correlated errors (Hair et. al., 2010). Furthermore, the other statistic techniques are chosen for hypothesis examination including factor analysis, variance

inflation factor (VIF), correlation analysis and multiple regression analysis in this next section.

Factor analysis. Factor analysis is an interdependent technique that the primary objective is to define the underlying structure among the variables in the analysis (Hair et. al., 2010). The factor analysis provides the tools for analyzing the structure of the interrelationship among variables by defining factors of variables that are highly interrelated. In this case, the factor scores are selected for analyzing the multiple regression analysis. The factor score is based on factor loading, meaning that every variable creates to the factor score based on the size of its loadings. Inclusively, the principal component analysis is used for extract minimum number of factors that explain maximum percentage of variation and varimax of orthogonal factor rotation methods focusing on simplifying the columns in a factor matrix. Hence, the correlation between the factors is determined to zero. These procedures reduce multicollinerity problem among variables(Hair et. al., 2010) The-rule-of-thumb of factor loadings is 0.40 if the number of sample size in the research is 200 (Hair et. al., 2010) Similarly, Nunnally and Bernstein (1994) suggest that if factor loadings are greater than 0.40 cut-offs, every factor is statistically significant.

Variance inflation factor (VIF). The VIF is used to identify the indicator of multicollinearity problem (Gujarati, 2003). Meanwhile, some researches use both of VIF and tolerance in the parallel testing because one can use them interchangeably (Gujarati, 2003) This research uses a variance inflation factor (VIF) and a tolerance value as indicators to identify a high degree of multicollinearity among the independent variables. Moreover, VIF is directly related to the tolerance value. As a rule-of-thumb, if the VIF is less than 10 while the tolerance value is greater than 0.10, the multicollinearity is not a crucial problem (Gujarati, 2003; (Hair et. al., 2010)

Correlation analysis. A bivariate-correlational analysis of Pearson product-moment correlation is conducted for each of the variables to see if the variables are systemically related to each other. This research has two purposes to examine a correlation analysis. This research uses correlation analysis to test correlation among all variables and provide a correlation matrix that shows the intercorrelations among all variables for the initial analysis. Moreover, Multicollinearity is indicated when the inter-correlation between explanatory variables exceeds 0.80 (Hair et. al., 2010)

Multiple Regression Analysis. The multiple regression analysis is a statistical technique utilized to analyze the relationship between single dependent variable and several independent variables (Hair et. al., 2010) This research uses this method for hypothesis testing relationship and estimating factors affecting and antecedents and consequences construct of strategic organizational creativity. The Ordinary Least Squares (OLS) regression analysis is treated for examination all hypotheses following the conceptual model. The OLS is a statically appropriate tool in this research because it regresses equation generating from a linear combination of the independent variable which provides the best explanation and precisely predict of dependent variable (Gujarati, 2003) For other reason, both dependent and independent variables in this research are categorical data and interval scale, then, OLS is an appropriate method for examining the hypothesized relationships to test factors affecting organizational outcomes of Thai cosmetic businesses (Aaker, Kumar and Day, 2001)

As indicated above, all hypotheses in this research are transformed into nineteen mathematic equations. After that, the basic assumptions of multiple regressions are examined. These procedures are including normality, homoscedasticity, linearity, and absence of correlated errors (Gujarati, 2003; Hair et. al., 2010) Firstly, normality refers to the shape of the data distribution for an individual metric variable and its correspondence to the normal distribution, the benchmark for statistical methods (Hair et. al., 2010) The sample size of more than 200 has a decreased effect on normality problem. In addition, the assessment of normality of the metric variables in this paper

is examined by the normal probability plots (Hair et. al., 2010) Next, the illustrations of residual analysis indicate homoscedasticity. Thirdly, the test of linearity is residual analysis and scatter plots between independent and dependent variables. Finally, the absence of correlated errors or multicollinearity is explored by VIF and tolerance that this research mentioned earlier. In addition, the dummy variables are represented by control variables namely, firm age and industry type which are consistent with data collection in those equations for testing as shown in the following. Therefore, the models of the aforementioned relationships are depicted as follows:

$$\text{Equation 1: CMZ} = \alpha_{001} + \beta_1 \text{OEO} + \beta_2 \text{OSF} + \beta_3 \text{CPD} + \beta_4 \text{CVA} + \beta_5 \text{FSS} + \beta_6 \text{FSA} + \varepsilon_1$$

$$\text{Equation 2: CLZ} = \alpha_{002} + \beta_7 \text{OEO} + \beta_8 \text{OSF} + \beta_9 \text{CPD} + \beta_{10} \text{CVA} + \beta_{11} \text{FSS} + \beta_{12} \text{FAS} + \varepsilon_2$$

$$\text{Equation 3: MKP} = \alpha_{003} + \beta_{13} \text{CMZ} + \beta_{14} \text{CLZ} + \beta_{15} \text{FSS} + \beta_{16} \text{FAS} + \varepsilon_3$$

$$\text{Equation 4: OEO} = \alpha_{004} + \beta_{17} \text{SVZ} + \beta_{18} \text{COZ} + \beta_{19} \text{CDI} + \beta_{20} \text{FSS} + \beta_{21} \text{FAS} + \varepsilon_4$$

$$\text{Equation 5: OSF} = \alpha_{005} + \beta_{22} \text{SVZ} + \beta_{23} \text{COZ} + \beta_{24} \text{CDI} + \beta_{25} \text{FSS} + \beta_{26} \text{FAS} + \varepsilon_5$$

$$\text{Equation 6: CPD} = \alpha_{006} + \beta_{27} \text{SVZ} + \beta_{28} \text{COZ} + \beta_{29} \text{CDI} + \beta_{30} \text{FSS} + \beta_{31} \text{FAS} + \varepsilon_6$$

$$\text{Equation 7: CVA} = \alpha_{007} + \beta_{32} \text{SVZ} + \beta_{33} \text{COZ} + \beta_{34} \text{CDI} + \beta_{35} \text{FSS} + \beta_{36} \text{FAS} + \varepsilon_7$$

$$\begin{aligned} \text{Equation 8: OEO} = & \alpha_{008} + \beta_{37} \text{SVZ} + \beta_{38} \text{COZ} + \beta_{39} \text{CDI} + \beta_{40} \text{CCZ} \\ & + \beta_{41} (\text{SVZ} * \text{CCZ}) + \beta_{42} (\text{COZ} * \text{CCZ}) + \beta_{43} (\text{CDI} * \text{CCZ}) + \beta_{44} \text{FSS} \\ & + \beta_{45} \text{FAS} + \varepsilon_8 \end{aligned}$$

$$\begin{aligned} \text{Equation 9: OSF} &= \alpha_{009} + \beta_{46}SVZ + \beta_{47}COZ + \beta_{48}CDI + \beta_{49}CCZ \\ &+ \beta_{50}(SVZ*CCZ) + \beta_{51}(COZ*CCZ) + \beta_{52}(CDI*CCZ) + \beta_{53}FSS \\ &+ \beta_{54}FAS + \varepsilon_9 \end{aligned}$$

$$\begin{aligned} \text{Equation 10: CPD} &= \alpha_{010} + \beta_{55}SVZ + \beta_{56}COZ + \beta_{57}CDI + \beta_{58}CCZ \\ &+ \beta_{59}(SVZ*CCZ) + \beta_{60}(COZ*CCZ) + \beta_{61}(CDI*CCZ) + \beta_{62}FSS \\ &+ \beta_{63}FAS + \varepsilon_{10} \end{aligned}$$

$$\begin{aligned} \text{Equation 11: CVA} &= \alpha_{011} + \beta_{64}SVZ + \beta_{65}COZ + \beta_{66}CDI + \beta_{67}CCZ \\ &+ \beta_{68}(SVZ*CCZ) + \beta_{69}(COZ*CCZ) + \beta_{70}(CDI*CCZ) + \beta_{71}FSS \\ &+ \beta_{72}FAS + \varepsilon_{11} \end{aligned}$$

Where,

- OEO = organization expertise orientation
- OSF = operational speed focus
- CPD = customer oriented product development
- CVA = customer value awareness
- CMZ = customer commitment
- CLZ = customer loyalty
- CSZ = customer success
- MKP = marketing performance
- SVZ = survival vision
- COZ = customer oriented culture
- CDI = customer diversity
- CCZ = competitive oriented
- FSS = firm size
- FAS = firm age

α = constant

β = regression coefficient

ε = error

Summary

This chapter details the research methods in this research for gathering data and examining all constructs in the conceptual model to answer the research questions. Moreover, this chapter describes sample selection and data collection procedure including population and sample, data collection, and test of non-response bias. In fact, 1,050 medical and cosmetic businesses in Thailand are chosen from database online of the Department of Business Development who are selected to be a sample in this study. In this research, 1,050 marketing executives is key informant who is collected data via mail survey questionnaire. Moreover, the variable measurements are followed by each of all variables in the conceptual model (Figure.1). Further, the instrumental verifications including test of validity and reliability and the statistical analysis are presented. Additionally, this chapter presents the variable measurements of each construct, and summarizes them as shown in Table 4. Finally, eleven statistical equations for hypotheses testing are also included.

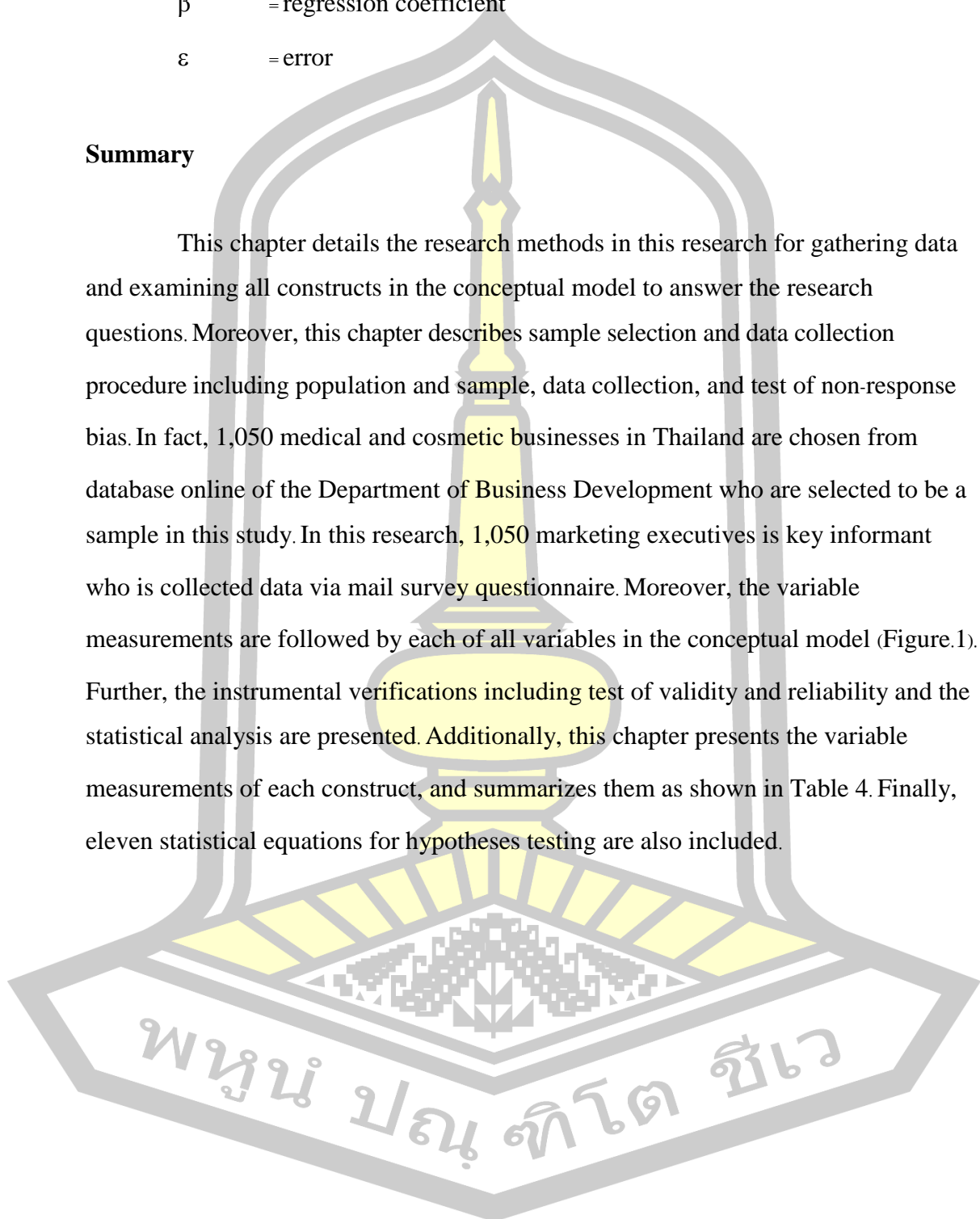


Table 4 The Definitions and Operational Variables of Constructs

Constructs	Definitions	Operational Variables	Scale Sources
<i>Marketing performance (MKP)</i>	The company's reputation for developing new products to add value for customers, retaining and motivating existing customers and to attract new customers.	<p style="text-align: center;"><i>Dependent variable</i></p> Degree of the reputation for developing new products to add value for customers, retaining and motivating existing customers and to attract new customers.	Day and Wesley (1988) and Sookaneknun and Ussahawanitchkit (2012).
<i>Survival vision (SVZ)</i>	The need of firm to maintain and increase the life span of competitive position in marketplace which drive the firm to be innovative entity aiming to continuously create innovation.	<p style="text-align: center;"><i>Independent Variables</i></p> Actively and quickly explore customer-based information, encourage the management.	Pungboonpanich and Ussahawanitchkit (2010)

Table 4 The Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Customer oriented culture (COZ)</i>	Firm to be awareness of shared assumptions, beliefs, ideas, and values which involve the behaviors and norms with the marketing function that can maintain customer values, stakeholders' interests, and profitability by creating market orientation-based activities.	The degree of the firm's ability to create marketing-based operations, observe customer demand, retain customer relationships and create a good marketing image.	Narver and Slater (1990), Carr and Lopez (2007)
<i>Customer diversity (CDI)</i>	Customer behaviors that change according to the external environment, the firm's awareness in learning to discover the needs of the clients.	Firm understands customer needs change. Firm searched customer needs by business used relationship customer as perceive clients complained. Firm predicted customer needs for the future.	Phong-inwong and Ussahawanitchakit (2012)

Table 4 The Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Consequent variables</i>			
<i>Customer commitment (CMZ)</i>	A force that consumer to one particular brand which has implications for the decision to continue the relationship.	The degree of a force that consumer to one particular brand which has implications for the decision to continue the relationship.	Gundlach et al., 1995; Bansal et al., (2004)
<i>Customer loyalty (CLZ)</i>	The organizational success of maintaining and increasing the quality of customer satisfaction and customer relationship by comparative input and output factors.	The degree of organizational success of maintaining and increasing the quality of customer satisfaction and customer relationship such as cost for creating customer satisfaction, repeated purchases over less time, reducing resources for maintaining old customers and increasing the satisfaction of new customers.	Prasertsang Ussahawanitchakit and Jhundra-indra (2012)

Table 4 The Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Organization expertise orientation (OEO)</i>	A firm's ability to understand and utilize the advantages and shortcomings of past events or practices, being most beneficial to the organization. When a company is able to experience the application of competition this will lead to more efficient operations and better quality compared to its competitors.	The degree to evaluate the analysis of both the advantages and disadvantages of work experience and the application of past experiences to improve performance in work.	New Scale
<i>Operational speed focus (OSF)</i>	The ability of the firm is finding, understanding, and satisfying expressed customer needs, both for the present and future audience, in suitable time.	The evaluation of social media utilizing to introducing, discovering new product faster than competitor, and in suitable time.	Narver, Slater and Maclachlan (2004); Lee (2010); Bodlaj, Coenders and Zabkar (2012)

Table 4 The Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Customer oriented product development (CPD)</i>	Firm's capabilities of thinking and creating a new idea to build a new product or service and the outcomes to achieve the firm's goals.	Firm intends to identify core competency for creating, building, developing, and improving new products.	New Scale
<i>Customer value awareness (CVA)</i>	Firm ability to create competitive advantage by reach customers' perception of the overall quality with cost perception to arrive at an assessment of the financial and nonfinancial of a product.	Creating marketing activities that makes customer has greater attitude in product and service than the other competitors.	New Scale
<i>Competitive oriented (CCZ)</i>	The determination and desire of organization to confront serious competition in order to achieve outcomes over the competitors.	The perceptions of competitive forces, intense and tactics of competition.	Chitmun, Ussahawanitchakit, and Boonlua (2012)

Moderator

Table 4 The Definitions and Operational Variables of Constructs (continued)

Constructs	Definitions	Operational Variables	Scale Sources
<i>Control Variables</i>			
<i>Firm size (FSS)</i>	the number of full-time employees in a firm averaged over the current year.	Dummy variable 0 = Less than 50 persons and equal 50 persons, 1 = more than 50 persons	Judge and Zeithaml (1992)
<i>Firm age (FAG)</i>	Period of time the firm has been in business.	Dummy variables 0 = the firm has been in business for less than or equal to 15 years, 1 = firm has been in business for more than 15 years.	Nurittamont and Ussahawanitchakit (2008)

CHAPTER IV

RESULTS AND DISCUSSION

The prior chapter explains research methods which include the sample selection and formula process of data collection. Also, data analysis and hypotheses testing are described. Next, this chapter is organized as follows. Firstly, this chapter presents the respondent characteristics, the sample characteristics, and correlation analysis. Secondly, the hypothesis testing and results are detailed. Finally, the summary of all hypotheses testing is given in Table 14.

Respondent Characteristics

Respondent Characteristics

The respondents are marketing executives, either the marketing manager or marketing director who has the most comprehensive knowledge regarding firm characteristics, marketing strategy, and firm performance. The respondent characteristics are described by the demographic characteristics, including sex, age, status, level of education, working experience, average salary per month and current position. The demographic characteristics of 162 respondents are as the following. Approximately 63 percent of respondents are female. The span of age of respondents is 41 to 50 years old (40.70 percent). The majority of respondents are single (50.60 percent). A total of 53.10 percent earned a bachelor's degree or equal. Of the respondents, 42.60 percent have work experience of less than 10 years. The average monthly income of respondents is 50,000 to 100,000 baht (40.10 percent). Finally, the majority of the respondents hold a position as marketing manager (40.10 percent). The demographic characteristics of respondents is given in Table 5.

Table 5 Demographic Characteristics of Respondents

Descriptions	Categories	Frequencies	Percent (%)
1. Gender	Male	60	37.0
	Female	102	63.0
	Total	162	100
2. Age	Less than 30 years old	21	13.0
	30 - 40 years old	56	34.6
	41 - 50 years old	66	40.7
	More than 50 years old	19	11.7
	Total	162	100
3. Marital status	Single	86	53.1
	Married	75	46.3
	Divorced	1	0.6
	Total	162	100
4. Level of education	Bachelor's degree or equal	82	50.6
	Higher than Bachelor's degree	80	49.4
	Total	162	100
5. Working experience	Less than 10 years	69	42.6
	10 - 15 years	51	31.5
	16 - 20 years	17	10.5
	More than 20 years	25	15.4
	Total	162	100
6. Average salary per month	Less than 50,000 Baht	45	27.8
	50,000 - 100,000 Baht	65	40.1
	100,001 - 150,000 Baht	23	14.2
	More than 150,000 Baht	29	17.9
	Total	162	100

Table 5 Demographic Characteristics of Respondents (Continued)

Descriptions	Categories	Frequencies	Percent (%)
7. Current position	Marketing Director	38	23.5
	Marketing Manager	65	40.1
	Others	59	36.4
Total		162	100

Firm Characteristics

The results of the demographic characteristics of 162 cosmetic businesses indicate that the majority of the firm respondents have registered as a limited company (86.40 percent). Most of the business types that respondents provided to customers in this research are distribute for both entrepreneurs and customers (68.50 percent). A total of 66.70 percent of the firm respondents are situated in Bangkok. The majority of firm respondents employ less than 50 full-time employees (69.10 percent). The majority of the firm respondents have firm capital of less than 5,000,000 baht (57.40 percent). In addition, approximately 40.10 percent of firm respondents have been operating in a cosmetic business for more than 15 years. The most of the respondent firms have average revenue per year less than 10,000,000 baht (40.70 percent). The demographic characteristics of cosmetic businesses in Thailand is given in table 6.

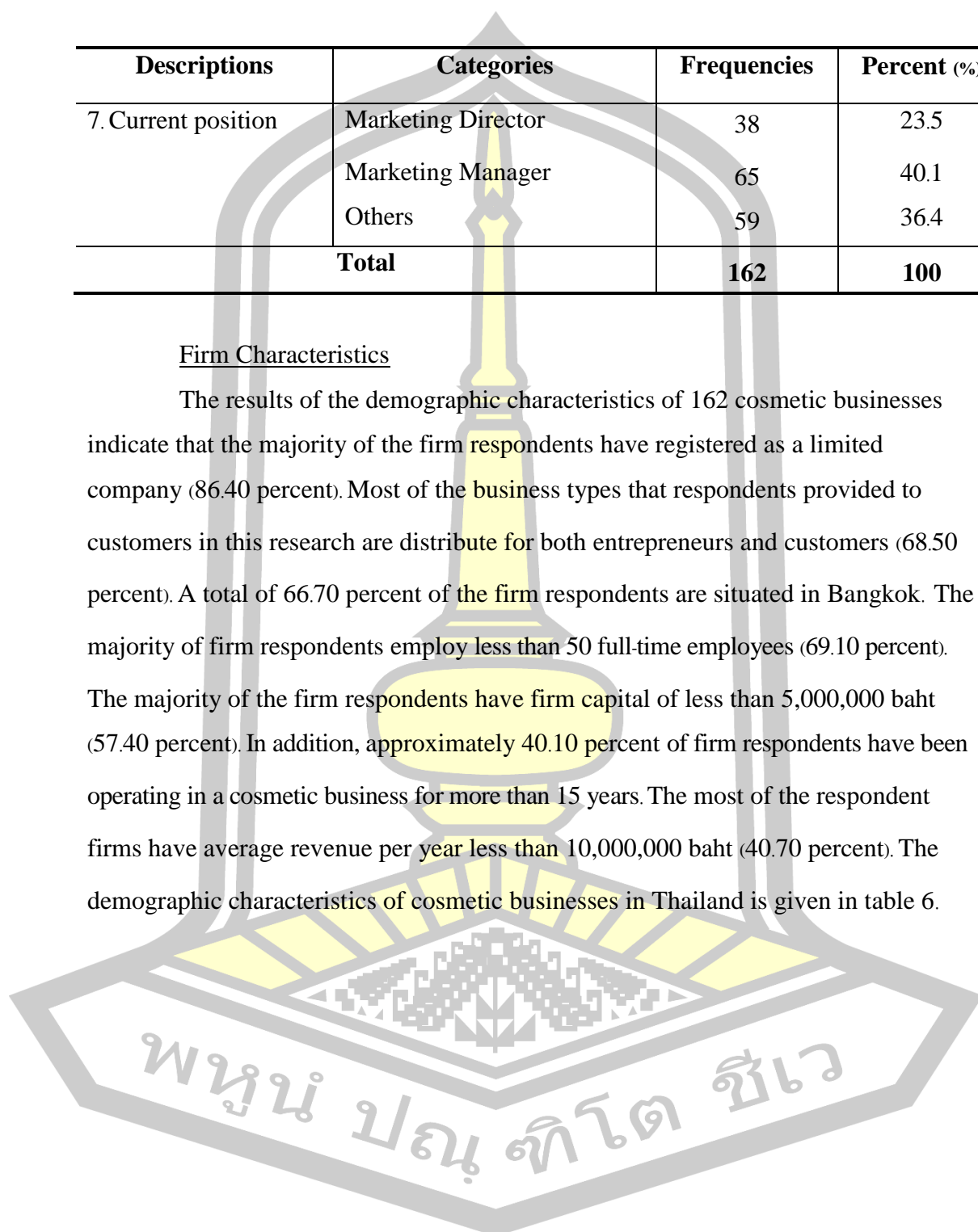


Table 6 Demographic Characteristics of Cosmetic Businesses in Thailand

Descriptions	Categories	Frequencies	Percent (%)
1. Forms of business	Limited company	140	86.4
	Partnership	22	13.6
Total		162	100
2. Types of business	Distribute for others entrepreneurs	40	24.7
	Distribute for consumers directly	11	6.8
	Distribute for both entrepreneurs and customers	111	68.5
Total		162	100
3. Location of business	Bangkok	108	66.7
	Northern region	12	7.4
	Central region	14	8.6
	Eastern region	12	7.4
	Northeastern region	2	1.2
	Southern region	4	2.5
	Western region	10	6.2
Total		162	100
4. Number of full-time employees	Less than 50 persons	112	69.1
	51 – 100 persons	27	16.7
	101 – 150 persons	2	1.2
	More than 150 persons	21	13.0
Total		162	100

Table 6 Demographic Characteristics of Cosmetic Businesses in Thailand (Continued)

Descriptions	Categories	Frequencies	Percent (%)
5. Firm capital	Less than 5,000,000 Baht	93	57.4
	5,000,000 - 25,000,000 Baht	43	26.5
	25,000,001 - 45,000,000 Baht	6	3.7
	More than 45,000,000 Baht	20	12.4
Total		162	100
6. The length of time that running business	Less than 5 years	45	27.8
	5 - 10 years	34	21.0
	11 - 15 years	18	11.1
	More than 15 years	65	40.1
Total		162	100
7. Firm's average revenue per year	Less than 10,000,000 baht	66	40.7
	10,000,000 - 50,000,000 baht	51	31.5
	50,000,001 - 90,000,000 baht	7	4.3
	More than 90,000,000 baht	38	23.5
Total		162	100

Correlation Analysis

This research employs a bivariate correlation analysis of Pearson correlation on all variables for two purposes. The first purpose is to examine the relationships among variables. Another purpose is to verify the multicollinearity problem.

A multicollinearity problem exists when the inter-correlation between independent variables exceeds 0.80 (Hair et al., 2010). In this research, the bivariate correlation procedure is subject to a two-tailed test of statistical significance at two levels as $p < 0.05$, and $p < 0.01$. The results of the correlation analysis of all variables in this research are shown in Table 7.

From Table 7, it can be shown that the all of four dimensions of strategic customer response capability have significant positive relationships with customer commitment, customer loyalty. For the antecedents, these variables are significantly related to all dimensions of strategic customer response capability. The moderating effects of competitive oriented are significantly related to all variables between 0.246 and 0.788, $p < 0.01$. In addition to the relationships among variables, the correlations between independent variables in the conceptual model are in the range of 0.246 to 0.788, $p < 0.01$, which is lower than 0.8 (Hair et al., 2010). Thus, the results indicate no multicollinearity problems in this research.

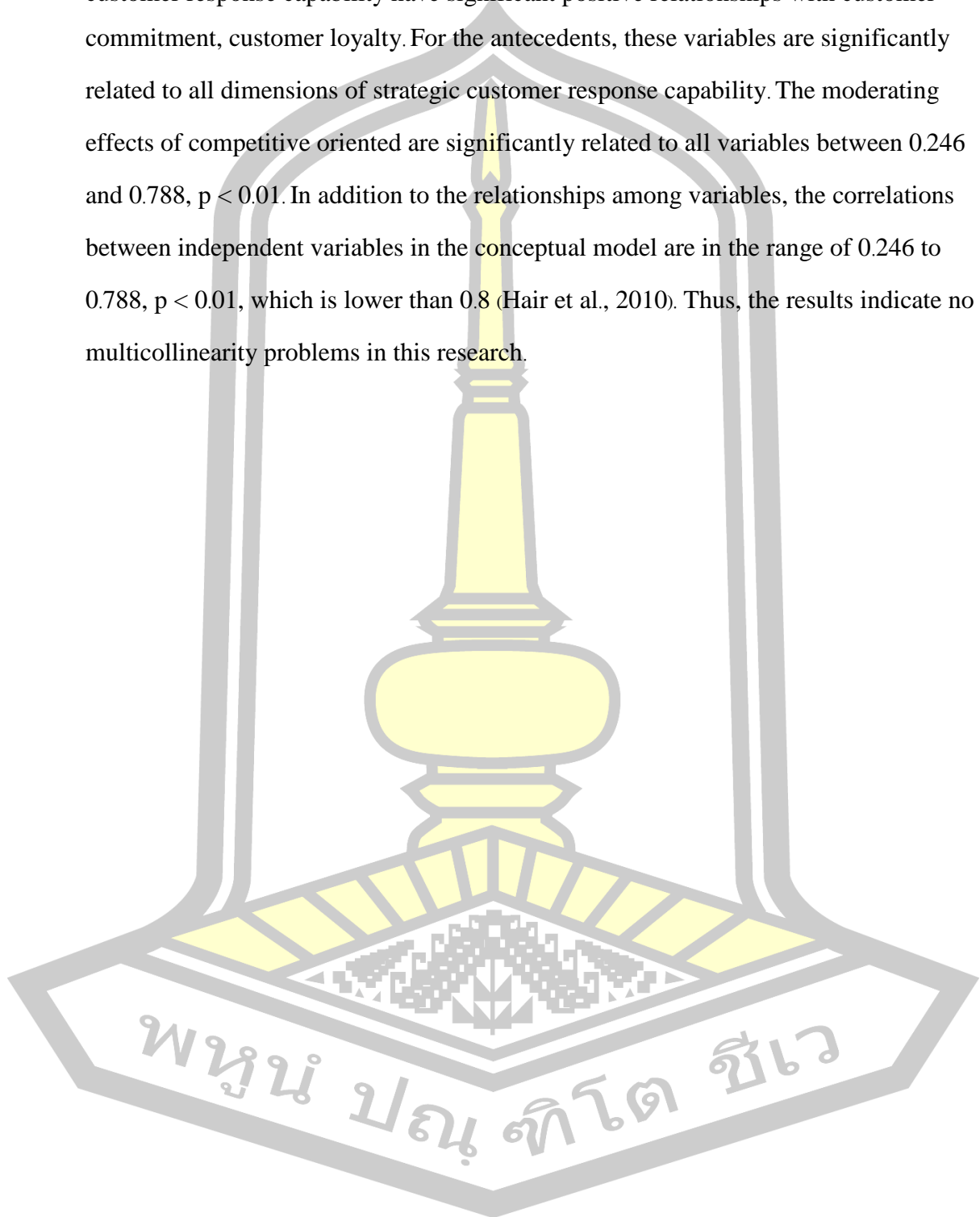


Table 7 Descriptive Statistics and Correlation Matrix of Strategic Customer Response Capability and all Constructs

Variables	OEO	OSF	CPD	CVA	CMZ	CLZ	MKP	SVZ	COZ	CDI	CCZ	FSS	FAG
Mean	4.31	4.30	4.10	4.27	4.44	4.14	4.11	4.36	4.07	3.58	4.01	4.19	4.25
S.D.	0.51	0.56	0.58	0.52	0.50	0.53	0.58	0.51	0.62	0.63	0.68	0.62	0.68
OEO	1												
OSF	0.527**	1											
CPD	0.374**	0.534**	1										
CVA	0.443**	0.493**	0.588**	1									
CMZ	0.536**	0.542**	0.578**	0.576**	1								
CLZ	0.475**	0.429**	0.437**	0.465**	0.601**	1							
MKP	0.306**	0.271**	0.529**	0.303**	0.450**	0.435**	1						
SVZ	0.626**	0.472**	0.511**	0.434**	0.520**	0.421**	0.564**	1					
COZ	0.573**	0.578**	0.477**	0.584**	0.616**	0.557**	0.436**	0.687**	1				
CDI	0.457**	0.466**	0.494**	0.535**	0.601**	0.524**	0.390**	0.502**	0.788**	1			
CCZ	0.437**	0.350**	0.436**	0.422**	0.409**	0.377**	0.439**	0.626**	0.565**	0.526**	1		
FSS	0.015	-0.053	0.140	0.192*	0.040	0.077	-0.009	0.079	0.097	0.099	0.074	1	
FAG	0.019	-0.108	-0.038	0.073	0.096	0.267**	0.108	-0.008	0.037	0.110	-0.099	0.397**	1

Note: *p < 0.05, **p < 0.01

Hypotheses Testing and Results

This research employs the Ordinary Least Squares (OLS) regression to investigate the hypothesized relationships. Also, the regression equation is a linear combination of the independent variables that best explains and predicts the dependent variable. Additionally, two dummy variables of firm size and firm age are also included in the equation. There are eleven equations in this research. The results of descriptive statistics and hypotheses testing are discussed according to regression equations as follows:

The Relationships Among Each Dimension of Strategic Customer Response Capability, and Its Consequences

Figure 6 shows the relationships among strategic customer response capability and its consequences which are proposed in Hypotheses 1(a-b) - 4(a-b). The relationship in each hypothesis is proposed in a positive direction. These hypotheses can be transformed into the regression equation in Model 1-2

Figure 6 The Effects of Strategic Customer Response Capability on Its Consequences

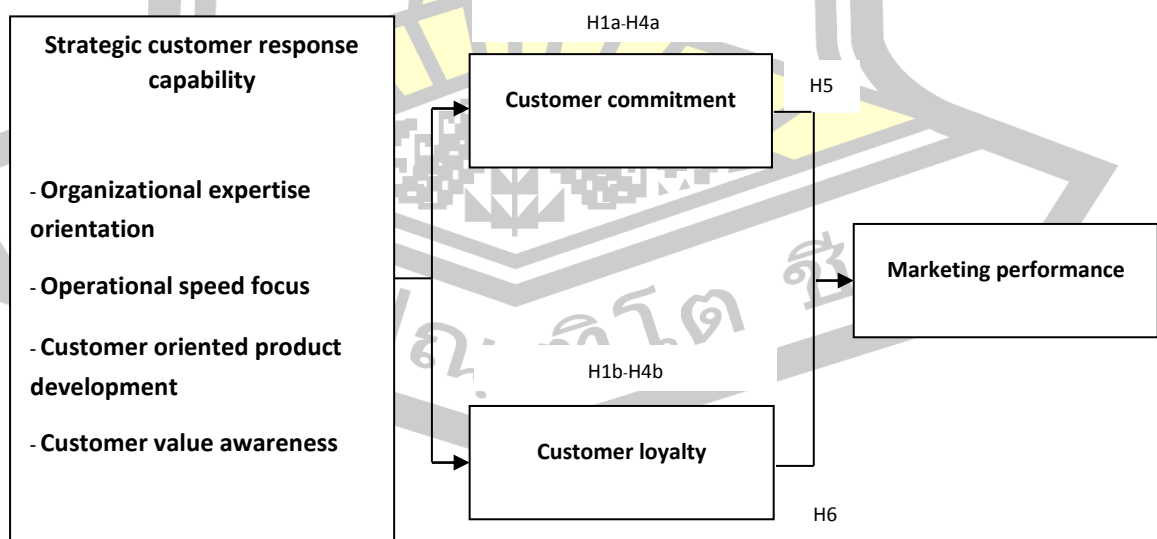


Table 8 indicates the correlations among each dimension of strategic customer response capability and its consequences. For the first dimension, results identify the positive correlation between organizational expertise orientation and customer commitment ($r = 0.536, p < 0.01$) and customer loyalty ($r = 0.475, p < 0.01$). For the second dimension, operational speed focus is significantly and positively correlated to customer commitment ($r = 0.542, p < 0.01$) and customer loyalty ($r = 0.429, p < 0.01$). For the third dimension, customer oriented product development has a significant and positive correlation with customer commitment ($r = 0.578, p < 0.01$) and customer loyalty ($r = 0.437, p < 0.01$). For the fourth dimension, customer value awareness has a significant and correlation with customer commitment ($r = 0.576, p < 0.01$) and customer loyalty ($r = 0.465, p < 0.01$)

From the finding in Table 9, all correlations are less than 0.80 as recommended by Hair et al. (2010). In addition to the correlations, Table 8 also points out the maximum value of VIF is 1.810, which is lower than the cut-off score of 10 (Hair et al., 2010). Both correlations and VIFs ensure the non-existence of multicollinearity problems.

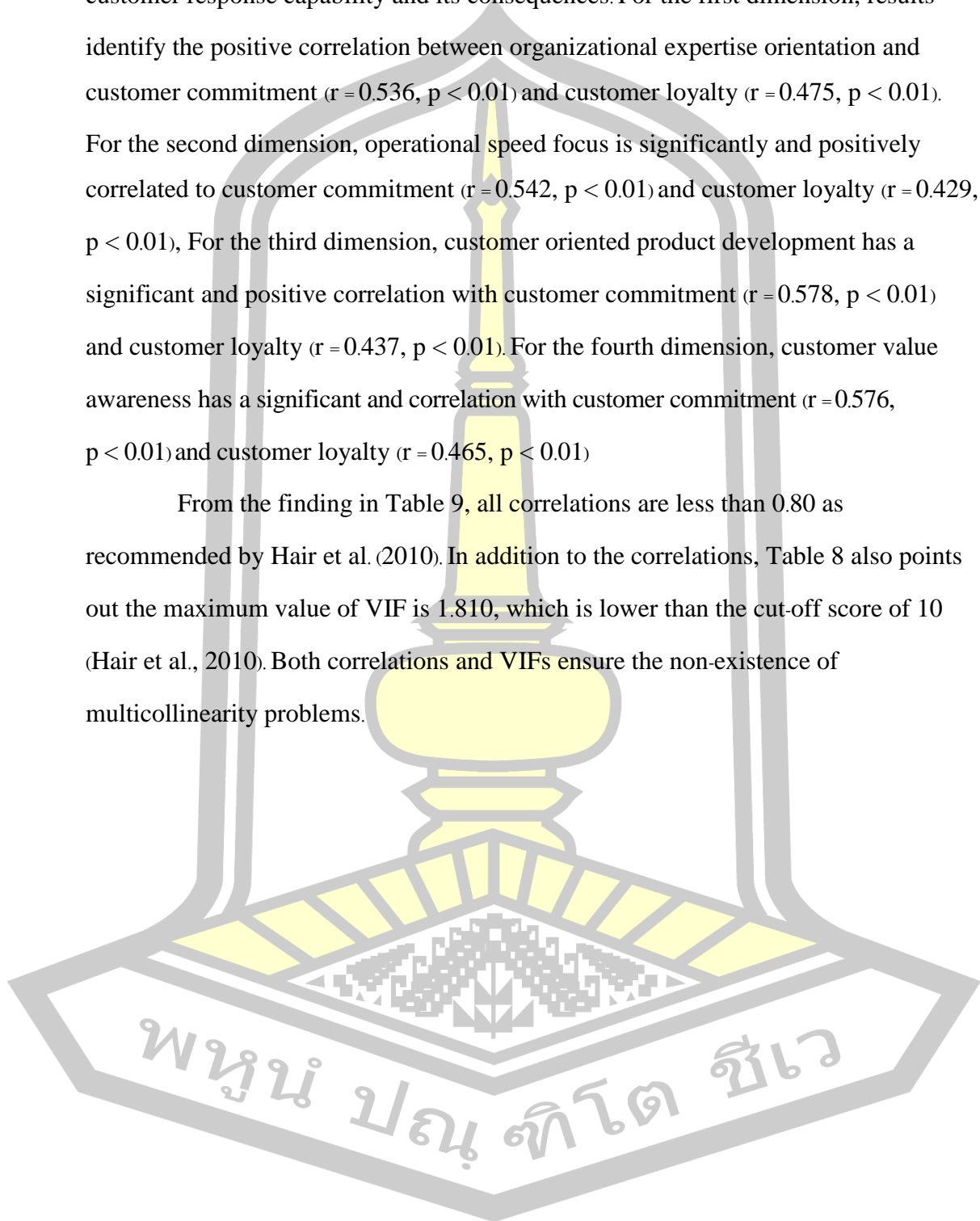


Table 8 Descriptive Statistics and Correlation Matrix of Strategic Customer Response Capability, and Its Consequences

Variables	OEO	OSF	CPD	CVA	CMZ	CLZ	MKP	FSS	FAG
Mean	4.28	4.30	4.21	4.44	4.14	4.36	3.58	-	-
S.D.	0.52	0.56	0.57	0.50	0.53	0.51	0.63	-	-
OEO	1								
OSF	0.527**	1							
CPD	0.374**	0.534**	1						
CVA	0.443**	0.493**	0.588**	1					
CMZ	0.536**	0.542**	0.578**	0.576**	1				
CLZ	0.475**	0.429**	0.437**	0.465**	0.601**	1			
MKP	0.306**	0.271**	0.529**	0.303**	0.450**	0.435**	1		
FSS	0.015	-0.053	0.140	0.192*	0.040	0.077	-0.009	1	
FAG	0.019	-0.108	-0.038	0.073	0.096	0.267**	0.108	0.397**	1

Note: * p < 0.05, ** p < 0.01

Table 9 Results of the Regression Analysis for the Effects of Strategic Customer Response Capability on Its Consequences

Independent Variables	Dependents Variables	
	CMZ	CLZ
	Equation 1	Equation 2
OEO (H1a-b)	0.242*** (0.068)	0.250*** (0.075)
OSF (H2a-b)	0.158** (0.075)	0.138* (0.082)
CPD (H3a-b)	0.286*** (0.074)	0.199* (0.082)
CVA (H4a-b)	0.231** (0.074)	0.166** (0.082)
FSS	-0.270 (0.178)	-0.297 (0.197)
FAG	0.279 (0.122)	0.625 (0.135)
Adjusted R²	0.505	0.395
Maximum VIF	1.810	1.810

The results of OLS regression analysis are explained in Table 7. Firstly, the results indicate that organizational expertise orientation (the first dimension) is significantly and positively affect to customer commitment ($\beta_1 = 0.242$, $p < 0.01$), and customer loyalty ($\beta_7 = 0.250$, $p < 0.01$). Consistent with Gottschalg and Zollo (2007), A firm has able to understand past organizational experience led to improvement in strategy to attain competitive advantage. Additionally, the result also consistent with Bearden and Teel (1983), the instrument of offering unique value to deliver better customer satisfaction, which is the one way for keeping on repeating sales customer or maintaining customer loyalty and always positive word of mouth. *Thus, Hypotheses 1a, 1b are supported.*

Secondly, it is found that operational speed focus (the second dimension) is significantly and positively affect to customer commitment ($\beta_2 = 0.158$, $p < 0.05$),

customer loyalty ($\beta_8=0.138$, $p < 0.10$). This is consistent with Voola and O’Cass (2010). Responsive market orientation in a marketing empirical perspective had influence on firm performance that had potential for the effectiveness of competitive strategy. Moreover, this finding is consistent with Lamore, Berkowitz, and Farrington (2013). A firm has positively and significantly integrates marketing and R&D departments, and also was strongly related with market performance. Additionally, the result also consistent with Wossen (1998). The owner or entrepreneur might often know their customers personally, with the result of such relationships leading to long-term benefits, including customer loyalty and higher levels of customer satisfaction superior competitors in competitive market. ***Thus, Hypotheses 2a and 2b are supported.***

Thirdly, the results indicate that customer oriented product development (the fourth dimension) is significantly and positively affect to all outcomes: customer commitment ($\beta_3=0.286$, $p < 0.01$) and customer loyalty ($\beta_9=0.199$, $p < 0.10$). The result also consistent with Mathuramaytha and Ussahawanitchakit (2008). A strategic weapon in attracting and retaining customers and has become one of the most significant factors in the success of both manufacturing businesses and service providers. Moreover, the result also consistent with Bearden and Teel (1983). The instrument for offering unique customer satisfaction, it is the one way for always repeating sales to customers or maintaining customer loyalty and positive word of mouth. ***Thus, Hypothesis 3a, 3b are supported.***

Finally, the research reveals that customer value awareness is significantly and positively affect with all outcomes: customer commitment ($\beta_4=0.231$, $p < 0.05$) and customer loyalty ($\beta_{10}=0.166$, $p < 0.05$). The previous research indicated that Aaker and Jacobson (1994) find the quality perception including quality circles, redesign efforts, communication with customer about quality improvement that identifies the substantial competitive advantage. Moreover, the awareness, that customers need, improves the product life cycle and thus the long term profitability of

existing brands that come from new product success (Tomkovick and Miller, 2000). The result also consistent with Urde (1999). When brand is repeatedly associated, it will morph to unconditional response. Furthermore, the result also consistent with Hung (2008). The favorable image, created from recent consumption experience, has a positive relationship with customer satisfaction, perceived quality and customer loyalty. **Thus, Hypotheses 4a, 4b are supported.**

Additionally, the results of control variables indicate that firm size and firm capital are not significantly related to all dimensions of strategic customer response capability. It can be interpreted that a longer period of time in a business and a higher amount of capital do not significantly affect the level of customer commitment, customer loyalty.

The Relationships Among Customer Commitment, Customer Loyalty and Marketing Performance.

This research proposes the relationships among customer commitment, customer competitiveness, customer loyalty, customer success, and marketing performance in positive directions which are in Hypotheses 5-6. These hypotheses are transformed into the regression equations 3.

Table 10 illustrates the correlations among customer commitment, customer loyalty and marketing performance. As can be seen from Table 10, the results identify the positive correlation between customer commitment and marketing performance ($r = 0.450, p < 0.01$). customer loyalty is significantly and positively correlated to marketing performance ($r = 0.435, p < 0.01$). From the findings in Table 10, all correlations are less than 0.80 as recommended by Hair et al. (2010). In addition to the correlations, Table 10 also suggests the maximum value of VIF is 1.685, which is lower than the cut-off score of 10 (Hair et al., 2010). Both correlations and VIFs ensure the non-existence of multicollinearity problems.

Table 10 Descriptive Statistics and Correlation Matrix of the Outcomes of Strategic Customer Response Capability, Customer Commitment, Customer Loyalty and Marketing Performance

Variables	CMZ	CLZ	MKP	FSS	FAG
Mean	4.14	4.36	3.58	-	-
S.D.	0.53	0.51	0.63	-	-
CMZ	1				
CLZ	0.601**	1			
MKP	0.450**	0.435**	1		
FSS	0.040	0.077	-0.009	1	
FAG	0.096	0.267**	0.108	0.397**	1

Note: * p < 0.05, ** p < 0.01

For the hypothesis testing, the results of OLS regression analysis are identified in Table 11. Surprisingly, it was found that customer commitment is significantly affect to marketing performance ($\beta_{13}=0.297$, $p < 0.01$). Customer relationship commitment has been found to be critical, in a marketing sense, to enhance purchase intention (Keh and Xie, 2009) and willingness to pay more for a service (Fullerton, 2003). These both attitudinal and behavioral outcomes are essential to increase firm performance in several ways. This is consistent with Keh and Xie (2009) found that there is a positive relationship between affective commitment and willingness to pay more for a service. Moreover, this result consistent with Hooley et al., (2005) an organization's success in market response, they must have the both efficiencies of customer performance and marketing performance, leading to a fundamental outcome of superior financial performance through good reputation.

Thus, Hypothesis 5 is supported. For the hypothesis 6, the result indicates that customer loyalty is significantly and positively affect with marketing performance ($\beta_{14}=0.252$, $p < 0.01$). This result consistent with Al-Motairi and Al-Meshal (2013), The firm's ability to respond to customer needs or market demand leads to a higher level of sales, more profits, and success both for the present and future of its business.

Thus, Hypothesis 6 is supported.

Table 11 Results of the Regression Analysis for the Effects of Strategic Customer Response Capability on Marketing Performance

Independent Variables	Dependent Variables	
	MKP	
	Equation 3	
CMZ (H5)	0.297***	(0.087)
CLZ (H6)	0.252**	(0.090)
FSS	-0.153	(0.216)
FAG	0.067	(0.156)
Adjusted R²	0.228	
Maximum VIF	1.685	

Note: * p < 0.10, ** p < 0.05, *** p < 0.01

The Relationships Among the Antecedents, Strategic Customer Response Capability

Figure 7 illustrates the relationships among three antecedents: survival vision, customer oriented culture, customer diversity and strategic customer response capability which are proposed in hypotheses 7(a-d) – 9(a-d). The relationship in each hypothesis is proposed in a positive direction. These hypotheses can be transformed into the regression equations in Models 4, 6, 8 and 10. In addition, the moderating role of competitive oriented is proposed to positively influence the relationships among the antecedents and each of the four dimensions of strategic customer response capability which are presented in Hypotheses 10(a-d) - 12(a-d). According to these hypotheses, regression equations in Models 5, 7, 9 and 11 are developed.

Figure 7 The Relationships among Antecedents and Strategic Customer Response Capability and Moderating Role of Competitive oriented

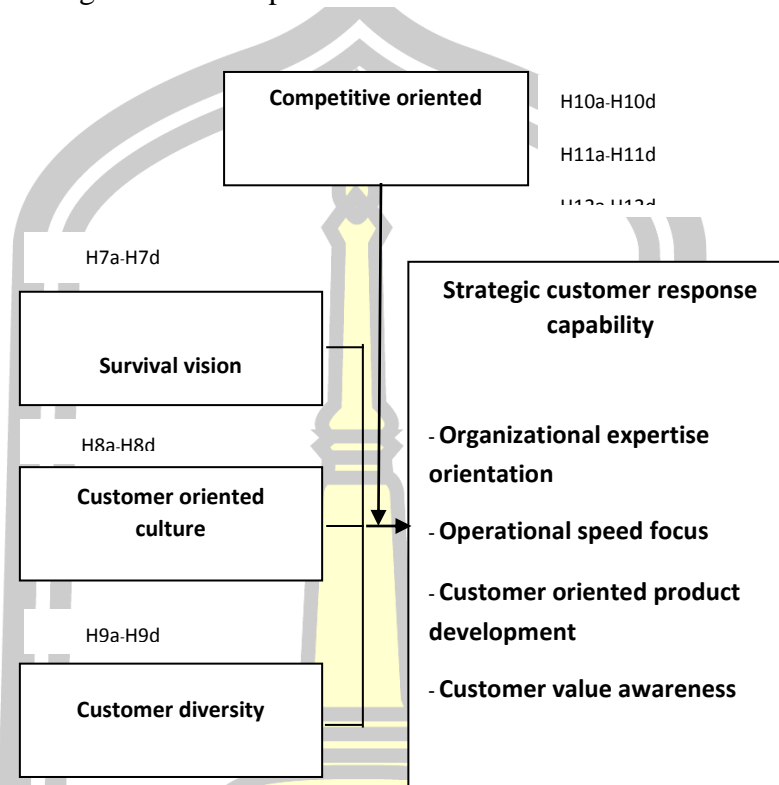


Table 11 describes the correlations among survival vision, customer oriented culture, customer diversity and each of four dimensions of strategic customer response capability. It can be seen that all antecedents have a positive correlation with all dimensions of strategic customer response capability. In detail, firstly, survival vision is correlated with organizational expertise orientation ($r = 0.626$, $p < 0.01$), operational speed focus ($r = 0.472$, $p < 0.01$), customer oriented product development ($r = 0.511$, $p < 0.01$), and customer value awareness ($r = 0.434$, $p < 0.01$). Secondly, customer oriented culture is correlated with organizational expertise orientation ($r = 0.573$, $p < 0.01$), operational speed focus ($r = 0.578$, $p < 0.01$), customer oriented product development ($r = 0.477$, $p < 0.01$), and customer value awareness ($r = 0.584$, $p < 0.05$). Thirdly, customer diversity has a positive correlation with organizational expertise orientation ($r = 0.457$, $p < 0.01$), operational speed focus ($r = 0.466$, $p < 0.05$),

customer oriented product development ($r = 0.494, p < 0.01$), and customer value awareness ($r = 0.535, p < 0.01$). Lastly, competitive oriented is correlated with organizational expertise orientation ($r = 0.437, p < 0.01$), operational speed focus ($r = 0.350, p < 0.01$), customer oriented product development ($r = 0.436, p < 0.01$), and customer value awareness ($r = 0.422, p < 0.01$). Moreover, all correlations are less than 0.80 as recommended by Hair et al. (2010). In addition to the correlations, Table 12 also suggests the maximum value of VIF is 5.765, which is lower than the cut-off score of 10 (Hair et al., 2010). Both correlations and VIFs ensure the non-existence of multicollinearity problems.

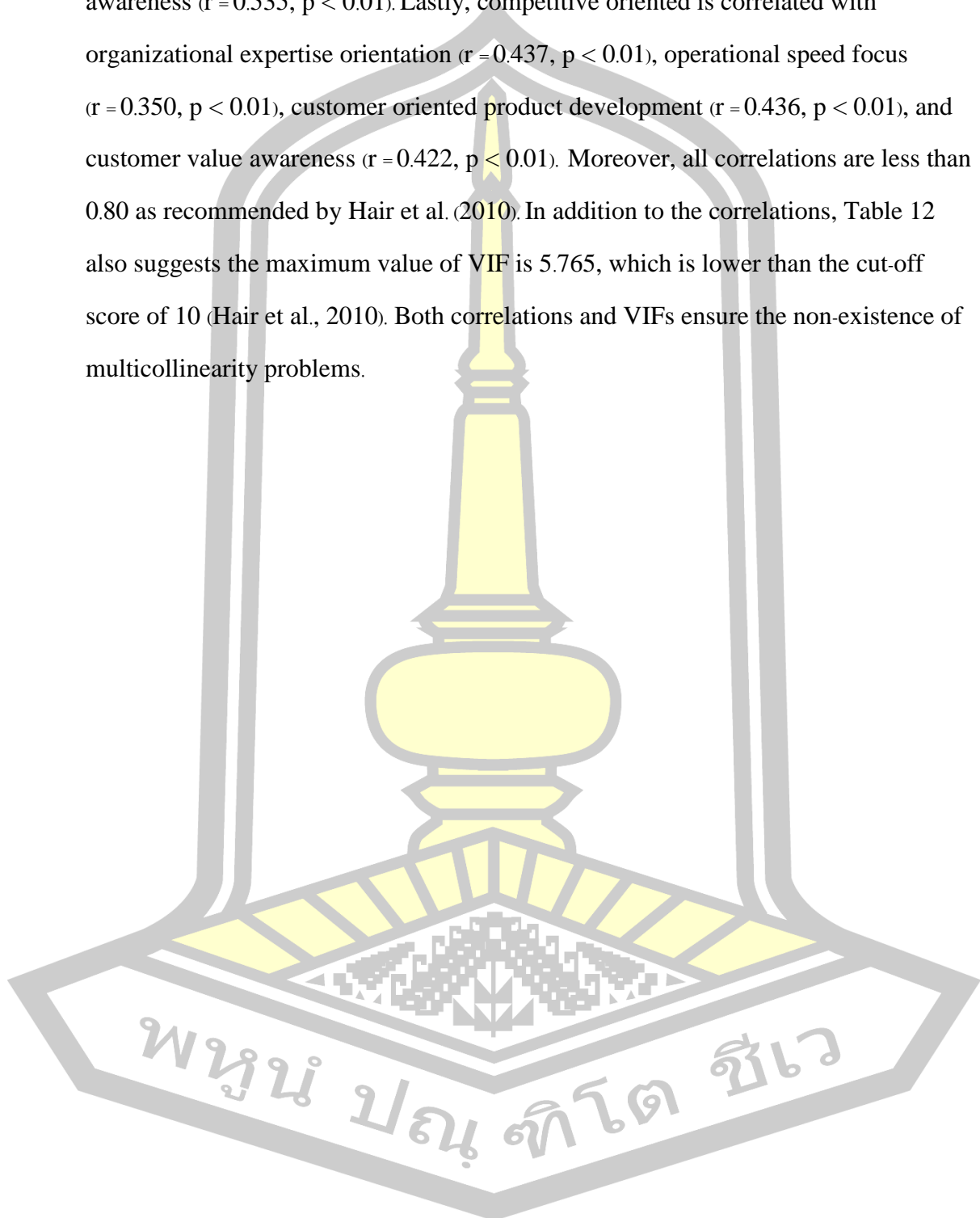


Table 12 Descriptive Statistics and Correlation Matrix of Each Dimension of Strategic Customer Response Capability, Its Antecedences, and Competitive oriented

Variables	OEO	OSF	CPD	CVA	SVZ	COZ	CDI	CCZ	FSS	FAG
Mean	4.28	4.30	4.21	4.44	4.01	4.19	4.20	3.65	-	-
S.D.	0.52	0.56	0.57	0.50	0.68	0.62	0.66	0.91	-	-
OEO	1									
OSF	0.527**	1								
CPD	0.374**	0.534**	1							
CVA	0.443**	0.493**	0.588**	1						
SVZ	0.626**	0.472**	0.511**	0.434**	1					
COZ	0.573**	0.578**	0.477**	0.584**	0.687**	1				
CDI	0.457**	0.466**	0.494**	0.535**	0.502**	0.788**	1			
CCZ	0.437**	0.350**	0.436**	0.422**	0.626**	0.565**	0.526**	1		
FSS	0.015	-0.053	0.140	0.192*	0.079	0.097	0.099	0.074	1	
FAG	0.019	-0.108	-0.038	0.073	-0.008	0.037	0.110	-0.099	0.397**	1

Note: *p < 0.05, **p < 0.01

The results of OLS regression analysis are explained in Table 11. Firstly, the results indicate that survival vision is significantly and positively affect to four dimensions of strategic customer response capability including organization expertise orientation ($\beta_{17}=0.448$, $p < 0.01$, $\beta_{37}=0.390$, $p < 0.01$), customer oriented product development ($\beta_{27}=0.362$, $p < 0.01$, $\beta_{55}=0.330$, $p < 0.01$). This result is consistent with Deighton (1997). The firm has an ability to sense and respond to customer need by collecting and disseminating customer information throughout the organization, increasing customer satisfaction will obtain the knowledge to improve their products and services. Additionally, the result, also consistent with Prahalad and Hamel (1990). The intangible resources will enhance firms to achieve superior competitors if the resources are rare, valuable and inimitable. **Thus, hypothesis 7a, 7c are supported.**

Nevertheless, survival vision has not significantly affect with operational speed focus ($\beta_{22}=0.142$, $p > 0.10$, $\beta_{46}=0.254$, $p > 0.10$), customer value awareness ($\beta_{32}=0.073$, $p > 0.10$, $\beta_{64}=0.098$, $p > 0.10$). On the other hand, A possible reason is the quality of information and the communication process. Especially, exchange efficiency of information and understanding of the employees in an organization, which it contributes to the same direction of customer vision. it is consistent with Mahesh and Nirmala (2013). All the people of the organization must be able to convey their message. Moreover, Prahalad and Ramaswamy (2004), emphasize that firms must focus on a new set of building blocks; that is in-depth dialogues with customers, in order to be successful in value creation. **Thus, hypothesis 7b, 7d is not supported.**

Secondly, the result indicates that customer oriented culture is significantly and positively affect to all dimensions of strategic customer response capability: organizational expertise orientation ($\beta_{18}=0.226$, $p < 0.10$, $\beta_{38}=0.324$, $p < 0.01$), operational speed focus ($\beta_{23}=0.437$, $p < 0.01$, $\beta_{47}=0.411$, $p < 0.05$), and customer value awareness ($\beta_{33}=0.363$, $p < 0.05$, $\beta_{65}=0.358$, $p < 0.05$). The previous research indicated that market knowledge is derived from analyzing customers and competitors, and disseminating knowledge throughout the organization (Kumar, Jones, Venkatesan,

and Leone, 2011). Thus, the firm has assigned market culture as the main operation relying on marketing integration to understand the culture of consumer behavior, consumer attitudes, promotions and competitors to achieve goals as well (Engelen and Brettel, 2011). Moreover, previous research indicated that a market culture that strongly focuses on a superior understanding of customer needs, competitive strengths/weaknesses, and market trends, tends to enable a market-oriented firm to identify and develop strategies that are essential for creating long-term performance (Kumar et al., 2011). Besides, organizational market culture is important for linking the relationship between developing new products and services together along with organizational culture, causing cooperation in work through team development, training, and the support of reward leading to product innovation (Lau and Ngo, 2004). Thus, the organization has a market culture that intends to enhance competitive advantage that is superior to its competitors. In addition, the firm emphasizes continuously exploring the needs of customer and competitor analysis in order to be beneficial for the relationship with management along with responding to the expectations of customers that are superior to its competitors (Beugelsdijk, Koen, Noorderhaven, 2009). **Thus, Hypotheses 8a, 8b, 8d are supported.** Moreover, customer oriented culture has not significantly affect with customer oriented product development ($\beta_{25} = -0.068$, $p > 0.10$, $\beta_{56} = -0.043$, $p > 0.10$). On the other hand, Cordes, Richerson and Schwesinger (2010), argued that a firm may fail because organizational culture is inconsistent with environmental change by which marketing culture will increase competitive advantage. Also, the potential of marketing operations depends on the degree of firm flexibility, technological progress, ability to learn, and firm size that may influence effective cooperation of the firm. Furthermore, if organization culture is inconsistent with environment change, a firm might fail. Therefore, the subcultures of a firm might diverge, and they are not affected by all employees. According to this approach of subculture, it is possible to assume that culture no longer affects changes in employee's values, norms and behavior. Moreover, the

employee of cosmetic businesses in Thailand has highly turnover rate due the lack of proficiency personnel, this made the employee cannot absorb firm's culture to focus customer demand. In addition, due to the lacks of proficiency personnel, cosmetic businesses in Thailand tend to hiring workforces from the external sources such as original equipment manufacturer which made these workforces also cannot perceive firm's culture and changes their norm, values and behaviors. In this case customer oriented culture has not influence customer oriented product development. **Thus, hypothesis 8c is not supported.**

Thirdly, the research reveals that customer diversity is significantly and positively affect with customer orientated product development ($\beta_{29}=0.366$, $p < 0.01$, $\beta_{57}=0.337$, $p < 0.05$). This finding is consistent with Eisenhardt and Martin (2000) who show that firms will develop products because of a high-velocity market as customer needs change. Firms responded quickly to learn the relevant existing knowledge. Therefore, firms focus on developing alternatives and implementing resources in the firm. Moreover, firms create product differences; businesses with project customer relationship management perceive customer needs and customer comments of the products such as changing customer preference which has a positive effect on marketing learning focus. **Thus, Hypotheses 9c is supported.** Nevertheless, customer diversity change has no significant affect with organizational expertise orientation ($\beta_{19}=0.056$, $p > 0.10$, $\beta_{39}=0.079$, $p > 0.10$), operational speed focus ($\beta_{24}=0.069$, $p > 0.10$, $\beta_{48}=0.070$, $p > 0.10$) and customer value awareness ($\beta_{34}=0.200$, $p > 0.10$, $\beta_{66}=0.165$, $p > 0.10$). On the other hand, the study of Simpson and others (2006) found that firms with a high cost when firm use the innovation to develop products or firm operation. In addition, the firm perceived the customer information which involves product development and service, staff quality, and creative planning (Cepeda and Vera, 2007). For this research, the customers have variety preference. Firm cannot respond to all customers of groups. Nevertheless, the results of prior studies of Maklan and Knox (2009) demonstrate that firms focusing on serving

customers' needs lead to firm performance. Moreover, Vazquez et al., (2001) found valuable customer information. The firm used this information to develop products as product innovation. The outcome of the product cannot respond to the customer. However, the results in this research show that changing to customer preference has no significant effect. **Thus, Hypotheses 9a, 9b, 9d are not supported.**

Additionally, the results of control variables indicate that firm size and firm age are not significantly associated with all of four dimensions of strategic customer response capability. These results can be interpreted that strategic customer response capability is not influenced by the size of a firm. Moreover, strategic customer response capability is also not influenced by the ages of a firm.

The Moderating Role of Competitive oriented

From the findings in Table 13, the moderating effect of competitive oriented on the relationships among three antecedents and each of four dimensions of strategic customer response capability are as follows. It can be seen that competitive oriented has significant, moderating effects on the relationship between survival vision and operational speed focus ($\beta_{50}=0.163$, $p < 0.10$). This finding reflects that the increase of changing customer need and preferences are highly involved in highly competitive condition because of its heterogeneity, uncertainty and changing over time. For example, customer demand is highly uncertain, firms effort to improve their ability to adapt to demand change and modify products and services, (Zhou and Li, 2010). **Thus, Hypotheses 10b is supported.** On the other hand, this research did not find a significant, intervening effect of competitive oriented on the relationships among survival vision and organizational expertise orientation ($\beta_{41}=-0.110$, $p > 0.10$), customer oriented product development ($\beta_{59}=-0.025$, $p > 0.10$), and customer value awareness ($\beta_{68}=0.130$, $p > 0.10$). It is possible that firms that focus on providing organization-related information to employees in efficient way tend to achieve more effective in adjusting to environmental change. Especially, when firms put effort to

survival vision together with organizational expertise orientation, operational speed focus and customer orientated product development, they can be successful in improving customer responsiveness capability. Corresponding with DeVito (2008) who suggest that firms have direction of communication and channel of communication are important to help understanding between members of the organization. Thus, it contributes to greater ability in adjustment to situation. Meanwhile, survival vision has a very low influence on increasing of the competitive pressure adaptability competency relationships. Therefore, the role of communication in synergistic effect with competitive environment is not clear whether it is a moderator. However, the results of moderating effect of survival vision efficiency need to be verified in the future because it is only partial moderators of the relationships. **Thus, Hypotheses 10a, 10c, and 10d are not supported.**

Next, the result indicates that competitive oriented has significant, moderating effects on the relationship between customer oriented culture and organizational expertise orientation ($\beta_{42} = 0.313$, $p < 0.05$). This result is consistent with Slater, Olsen, and Finnegan (2011) who indicated that the distinctive culture of the firm when matched to firm's strategy is a valuable resource, and thus to create competitive advantage. In addition, the nature of the culture of service firm is greatly important and appropriately attention in terms of service quality due to the unique characteristics of service firms (Webster, 1995). For the meantime, in terms of visions as the anticipated mental image of the products and service with regards practically organization aspiring (Bennis and Nanus, 1985), and to determine organization's culture initially in terms of provoke employee that affects strategy (Brush, 2008).

Thus, Hypotheses 11a is supported. Competitive oriented has significant, moderating effects no significant, moderate relationship between customer oriented culture and operational speed focus ($\beta_{51} = 0.027$, $p > 0.10$). However, the result indicates that competitive oriented has no significantly, negative moderate relationship between customer oriented culture and customer oriented product development ($\beta_{60} = 0.098$, $p >$

0.10). Though, the result indicates that competitive oriented has no significantly, negative moderate relationship between customer oriented culture and customer value awareness ($\beta_{69}=0.096$, $p > 0.10$). This finding reflects that firms competing in a situation of competitive oriented climate are challenged to keep their customers and to assess the impact of their decisions on current and future outcomes (Kohli and Jaworski, 1990). The firm will need to engage in risk-taking and proactive activities, at least in the short-term and firms will also need to respond to and counter competitive behavior (Auh and Menguc, 2005). Without this balance, firms run the risk of losing their current position through diverting their resources. ***Thus, Hypotheses 11b, 11c, 11d are not supported.***

Finally, the result indicates that competitive oriented has significantly, negative moderate relationship between customer diversity and organizational expertise orientation ($\beta_{43}=-0.018$, $p > 0.10$). Additionally, competitive oriented has significant, moderating effects no significant, negative moderate relationship between customer diversity and operational speed focus ($\beta_{52}=-0.123$, $p > 0.10$). Nevertheless, the result indicates that competitive oriented has no significantly, moderate relationship between customer diversity and customer oriented product development ($\beta_{61}=-0.066$, $p > 0.10$). Though, the result indicates that competitive oriented has no significantly, moderate relationship between customer diversity and customer value awareness ($\beta_{70}=-0.121$, $p > 0.10$). This finding reflects that the firm has a high ability of marketing utilization and may have a greater firm leader with the ability of adaptation or adjustment under an uncertain environment and changing market demand. For this reason, the firm may have little interest in environmental condition munificence from a government back-up (Reid, Brentani, and Kleinschmidt, 2014).

Thus, Hypotheses 12a, 12b, 12c, 12d are not supported.

Table 13 Results of the Regression Analysis for the Effects of Antecedents on Strategic Customer Response Capability and Moderating Effects of Competitive oriented

Independent Variables	Dependents Variables										
	OEO			OSF			CPD			CVA	
	Equation 4	Equation 5	Equation 6	Equation 7	Equation 8	Equation 9	Equation 10	Equation 11			
SVZ (H7a-d)	0.448** (0.083)	0.390** (0.098)	0.142 (0.088)	0.254** (0.106)	0.362** (0.089)	0.330** (0.108)	0.073 (0.087)	0.098 (0.105)			
COZ (H8a-d)	0.226* (0.117)	0.324*** (0.121)	0.437*** (0.124)	0.411** (0.131)	-0.068 (0.125)	-0.043 (0.134)	0.363** (0.123)	0.358** (0.130)			
CDI (H9a-d)	0.056 (0.099)	0.079 (0.101)	0.069 (0.105)	0.070 (0.110)	0.366*** (0.106)	0.337** (0.112)	0.200 (0.104)	0.165 (0.108)			
CCZ		-0.040 (0.088)		-0.120 (0.095)		0.044 (0.097)		0.024 (0.094)			
SVZ*CCZ (H10a-d)		-0.110 (0.083)		0.163* (0.090)		-0.025 (0.092)		0.130 (0.088)			
COZ*CCZ (H11a-d)		0.313** (0.134)		0.027 (0.145)		0.098 (0.148)		0.096 (0.143)			
CDI*CCZ (H12a-d)		-0.018 (0.100)		-0.123 (0.108)		-0.066 (0.110)		-0.121 (0.107)			
FSS	-0.175 (0.188)	-0.242 (0.187)	-0.209 (0.199)	-0.124 (0.203)	0.377 (0.201)	0.361 (0.208)	0.394 (0.198)	0.430 (0.201)			
FAG	0.065 (0.132)	0.138 (0.133)	-0.203 (0.140)	-0.229 (0.144)	-0.250 (0.141)	-0.215 (0.148)	-0.034 (0.139)	0.004 (0.143)			
Adjusted R ²	0.417	0.449	0.346	0.352	0.305	0.323	0.356	0.368			
Maximum VIF	3.778	5.765	3.778	5.765	4.886	5.765	3.778	5.765			

Summary

This chapter describes the results of data analysis in this research. There are two main parts. The first part indicates the respondent and sample characteristics. These characteristics are explained by a percentage. Also, correlations among all variables are analyzed and presented as a correlation matrix and are explained by using descriptive statistics such as mean and standard deviation. Another part points out the results and discussions of hypotheses testing in combination with specific correlation analysis and multiple regression analysis. The results reveal that organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness are treated as dimensions 1, 2, 3 and 4 respectively; and are important determinants to yield higher customer commitment and customer loyalty. In addition, customer commitment and customer loyalty have a positive relationship with marketing performance.

On the part of the antecedents of strategic customer response capability, customer oriented culture seems to be the most influential determinant of strategic customer response capability. For the moderating role of competitive oriented, it does not play a moderating role well in order to impact the relationships among antecedents and each dimension of strategic customer response capability. However, it moderates best on the relationships due to competitive oriented and the antecedents of strategic customer response capability. To summarize, Hypotheses 1, 2, 3, 4, 5,6 are significantly supported; Hypotheses 7, 8, 9, 10, 11 are partially-supported; and Hypotheses 12 is not significantly supported. This research provides the summary of the results of hypotheses testing as presented in Table 14.

Table 14 A Summary of the Results of Hypotheses Testing

Hypotheses	Description of Hypothesized Relationships	Results
H1a	Organizational expertise orientation has a positive influence on customer commitment	Support
H1b	Organizational expertise orientation has a positive influence on customer loyalty	Support
H2a	Operational speed focus has a positive influence on customer commitment	Support
H2b	Operational speed focus has a positive influence on customer loyalty	Support
H3a	Customer oriented product development has a positive influence on customer commitment	Support
H3b	Customer oriented product development has a positive influence on customer loyalty	Support
H4a	Customer value awareness has a positive influence on customer commitment	Support
H4b	Customer value awareness has a positive influence on customer loyalty	Support
H5	Customer commitment has a positive influence on marketing performance	Support
H6	Customer loyalty has a positive influence on marketing performance	Support
H7a	Survival vision has a positive influence on organizational expertise orientation	Support
H7b	Survival vision has a positive influence on operational speed focus	Not Support
H7c	Survival vision has a positive influence on customer oriented product development	Support

Table 14 A Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of Hypothesized Relationships	Results
H7d	Survival vision has a positive influence on customer value awareness.	Not Support
H8a	Customer oriented culture has a positive influence on organizational expertise orientation	Support
H8b	Customer oriented culture has a positive influence on operational speed focus	Support
H8c	Customer oriented culture has a positive influence on customer oriented product development	Not Support
H8d	Customer oriented culture has a positive influence on customer value awareness	Support
H9a	Customer diversity has a positive influence on organizational expertise orientation	Not Support
H9b	Customer diversity has a positive influence on operational speed focus	Not Support
H9c	Customer diversity has a positive influence on customer oriented product development	Support
H9d	Customer diversity has a positive influence on customer value awareness	Not Support
H10a	Competitive oriented will positively moderates the relationship between survival vision and organizational expertise orientation	Not Support
H10b	Competitive oriented will positively moderates the relationship between survival vision and operational speed focus	Support
H10c	Competitive oriented will positively moderates the relationship between survival vision and customer oriented product development	Not Support

Table 14 A Summary of the Results of Hypotheses Testing (Continued)

Hypotheses	Description of Hypothesized Relationships	Results
H10d	Competitive oriented will positively moderates the relationship between survival vision and customer value awareness	Not Support
H11a	Competitive oriented will positively moderates the relationship between customer oriented culture and organizational expertise orientation	Support
H11b	Competitive oriented will positively moderates the relationship between customer oriented culture and operational speed focus	Not Support
H11c	Competitive oriented will positively moderates the relationship between customer oriented culture and customer oriented product development	Not Support
H11d	Competitive oriented will positively moderates the relationship between customer oriented culture and customer value awareness	Not Support
H12a	Competitive oriented will positively moderates the relationship between customer diversity and organizational expertise orientation	Not Support
H12d	Competitive oriented will positively moderates the relationship between customer diversity and operational speed focus	Not Support
H12c	Competitive oriented will positively moderates the relationship between customer diversity and customer oriented product development	Not Support
H12d	Competitive oriented will positively moderates the relationship between customer diversity and customer value awareness	Not Support

CHAPTER V

CONCLUSION

The prior chapter exposes respondent characteristics, descriptive statistics, correlation matrix, and the results of hypotheses testing. Therefore, this chapter aims to designate the conclusion, the theoretical and managerial contributions, limitations and suggestions for further research.

Summary of Results

This research studies the relationships among strategic customer response capability including organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness and the following consequences: customer commitment, customer loyalty and marketing performance in the cosmetic businesses in Thailand. Further, survival vision, customer oriented culture and customer diversity are assigned as the antecedents of strategic customer response capability. The moderating effect of competitive oriented is also tested as the moderator of the relationship between antecedents and each dimension of strategic customer response capability in this study.

It can be stated that the key research question is, “how does strategic customer response capability have an influence on marketing performance?” In detail, there are four specific research questions as follows: 1) How does each dimension of strategic customer response capability affect customer commitment and customer loyalty? 2) How does customer commitment and customer loyalty have an influence on marketing performance? 3) How does survival vision, customer oriented culture, customer diversity have an influence on the dimensions of strategic customer response capability? 4) How does competitive oriented moderate the relationships among the relationships of survival vision, customer oriented culture, customer diversity, and each dimension of strategic customer response capability?

This research applies two theories to draw the conceptual model, including the dynamic capability and the contingency theory. The dynamic capability is used to describe the relationship between strategic customer response capability and its outcomes, including customer commitment, customer loyalty and marketing performance. Moreover, the contingency theory is used to describe the relationship between each dimension of strategic customer response capability and its antecedents including survival vision, customer oriented culture and customer diversity and the moderating effect of competitive oriented on the relationship between each dimension of strategic customer response capability and its antecedents.

For research investigation, cosmetic businesses in Thailand are selected as the research population due to the concern of customer orientation that tends to change the behavior of the customer, competitor and industry structure which is suitable with the high change trend industries. Thus, the cosmetic industry is appropriate for investigating the relationships of this study because the cosmetic industry is a part of the high change trend industries industry which relates to fast-rate fashion changes. Additionally, cosmetic business firms have to adjust their marketing strategy to be suitable with changes or create new marketing activities and customer demand from the fast-rate fashion changes. The sample of this research is obtained from the list of registered cosmetic businesses firm provided the database online of the Department of Business Development which is accessed in April 2016, where there are 1,050 cosmetic businesses firms. The questionnaire instrument is implemented from a marketing scholar assortment that has validity and reliability, and also checked, utilizing a pre-test approach. Both exploratory factor analysis and confirmation factor analysis are examined to verify scale validity and reliability.

The questionnaires were directly distributed to the marketing executive and marketing director as the key informant via a mailed survey. The questionnaires were directly distributed to cosmetic businesses in Thailand; the number of successful mailings was 683, and 172 mailing were undelivered caused by changes of address or a business closing down. After eight weeks, a total of 167 responses were received. Five of the returned surveys were removed because of they were incomplete. Finally,

162 questionnaires were usable. The effective response rate was approximately 23.72 percent. For statistical analysis, the multiple regression is used to analyze the data. It can be concluded that the majority of the hypotheses tested are partially supported. The results of each hypothesis, according to each specific research question, are described as follows:

According to the first research question, the results found that organizational expertise orientation, operational speed focus, customer oriented product and customer value awareness has a positive influence on customer commitment and customer loyalty.

In the second research question, the results demonstrated that customer commitment and customer loyalty have a positive influence on a marketing performance. For the findings in the third research question, survival vision has a positive influence on organizational expertise orientation and customer orientation product development. customer oriented culture has a positive influence with organizational expertise orientation, operational speed focus and customer value awareness. Moreover, customer diversity has a positive influence with customer value awareness.

For the four research question found the result indicated that competitive oriented will positively moderates the relationship between survival vision and operational speed focus. Moreover, competitive oriented will positively moderate the relationship between customer oriented culture and organizational expertise orientation. Surprisingly, competitive oriented does not play a significant moderating role on the relationships between customer diversity and all dimension of strategic customer response capability. The results are concluded and provided in Table 13, and are also provided in Figure 7.

Figure 8 Summary of the Results of the Hypotheses Testing

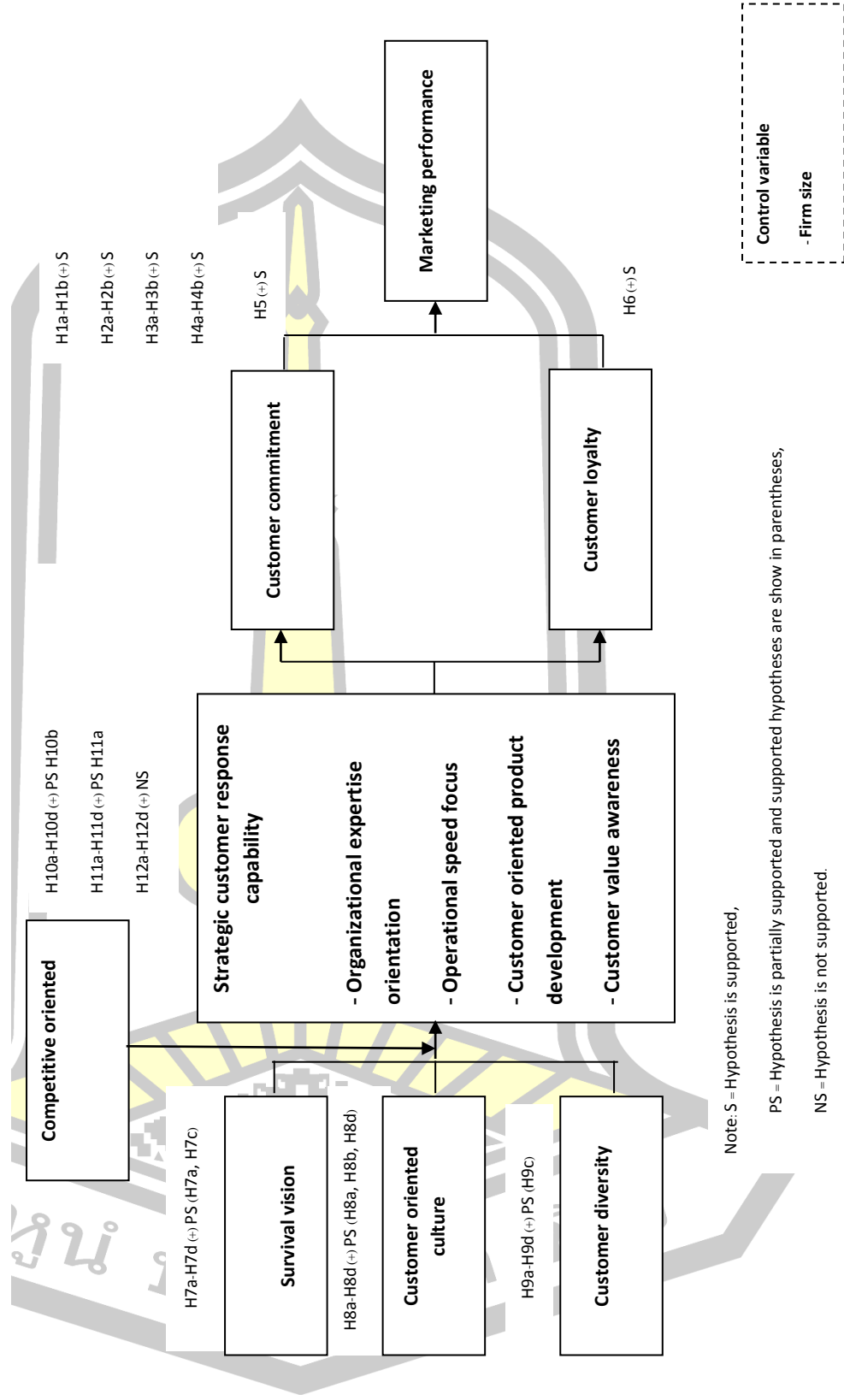


Table 15 Summary of Results in All Hypotheses Testing

Research Questions	Hypotheses	Results	Conclusions
(1) How does each dimension of strategic customer response capability affect customer commitment, customer loyalty and marketing performance?	H1a-H1b, H2a-H2b, H3a-H3b, H4a-H4b	organizational expertise orientation has a positive influence on customer commitment, organizational expertise orientation has a positive influence on customer loyalty, operational speed focus has a positive influence on customer commitment, operational speed focus has a positive influence on customer loyalty, customer oriented product development has a positive influence on customer competitiveness, customer oriented product development has a positive influence on customer loyalty, customer value awareness has a positive influence on customer commitment, customer value awareness has a positive influence on customer loyalty.	Fully Supported
(2) How does customer commitment and customer loyalty have an influence on marketing performance?	H5, H6	customer commitment has a positive influence on marketing performance, customer loyalty has a positive influence on marketing performance.	Fully Supported

Table 15 Summary of Results in All Hypotheses Testing (continued)

Research Questions	Hypotheses	Results	Conclusions
(3) How does survival vision, customer culture and customer diversity have an influence on the dimensions of strategic customer response capability?	H7a, H7c, H8a, H8b, H8d, H9c	survival vision has a positive influence on organizational expertise orientation, survival vision has a positive influence on customer oriented product development, customer oriented culture has a positive influence on organizational expertise orientation, customer oriented culture has a positive influence on operational speed focus, customer oriented culture has a positive influence on customer value awareness, customer diversity has a positive influence on customer oriented product development.	Partially Supported
(4) How does competitive oriented moderate the relationships among the relationships of survival vision, customer culture, customer diversity, and each dimension of strategic customer response capability?	H10b, H11a	competitive oriented will positively moderates the relationship between survival vision and operational speed focus, competitive oriented will positively moderates the relationship between customer oriented culture and organizational expertise orientation.	Partially Supported

Theoretical and Managerial Contributions

Theoretical Contribution

This research attempts to gain more understanding of the relationships between strategic customer response capability and marketing performance, its antecedents and moderators. It can be stated that this research provides four unique theoretical contributions.

Firstly, some dimensions of strategic customer response capability are newly developed in order to clarify its concept which will be useful for further research. According to previous research, a holistic framework and empirical study of market-driven concepts are fewer than market-driving concepts. This research proposes four dimensions of strategic customer response capability which comprises organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness. It provides an important theoretical insight which develops from the positive relationships among each dimension of strategic customer response capability and its outcomes. The findings reveal that four dimensions of strategic customer response capability encourage customer commitment, customer loyalty.

Secondly, the relationships among strategic customer response capability, its consequences, antecedents and the moderators have been empirically investigated through quantitative testing by collecting the data from cosmetic businesses in Thailand as the sample, while most past research has proposed these as exclusively conceptual relationships. In addition, this research also expands the previous knowledge and literature of strategic customer response capability of cosmetic businesses in Thailand.

Thirdly, the scale in each dimension of strategic customer response capability, antecedents, and its consequences are both new scales that adapted from the prior literature review. With regard to measurement, these scales have been verified and accomplished a high level of validity and reliability. Consequently, these items scale could apply in various future studies.

Finally, in terms of the dynamic capability and contingency theories, the results in this research confirmed the dynamic capability and the contingency theory and support the overall relationships of the variables in this model. From the dynamic capability aspect, strategic customer response capability is a factor to create advantage in market segments and marketplace positions of competitive advantage of cosmetic business in Thailand by modifying markets such as customer to create new market segments or imitable marketplace position and gain benefits to the firm from being a market-pioneer leads to higher marketing performance. Thus, the dynamic capability explains the relationships among each dimension of strategic customer response capability which newly develop (organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness) and the consequences (customer commitment, customer loyalty and marketing performance). These relationships are potentially supported by the dynamic capability. Also, the relationships among the antecedents (survival vision, customer oriented culture, customer diversity) and strategic customer response capability are confirmed to the contingency theory. Additionally, the moderating effect of competitive oriented on the relationships between each dimension of strategic customer response capability and its antecedents are also supported by the contingency theory.

Managerial Contribution

The research provides useful contributions and implications to executives, top managers, marketing managers, and marketing directors for creating strategic customer response capability into the organization. Strategic customer response capability is marketing alternatives for creating higher marketing performance through marketing activities, including organizational expertise orientation, operational speed focus, customer oriented product development and customer value awareness. The strategic customer response capability makes business firms attain higher customer success and higher marketing performance from creating new values or modifying marketing components and competitor behaviors. Consequently, strategic customer response capability is one of the most important tools for creating

superior performance, especially, with the high fashion firm that is related to fast-rate fashion changes and has made firms to have many tools for creating new values or modifying marketing components.

In the context of cosmetic industry, it has continuity develop and has more competitors as well as the occurrence of the new marketing possibilities. Thus, marketing executives have to more conduct marketing activities such as customer orientation which conclusive customers to participate in a firm's products and service over competitors to facilitate firms to dominate markets for enhancing customer commitment, customer loyalty and marketing performance. Moreover, marketing executives have to facilitate firm to develop higher level of organizational expertise orientation by understand and utilize the advantages and shortcomings of past events or practices, being most beneficial to the organization intensively for enhancing the effectiveness of market expansion, outperform competitors in term of marketing strategy, create customer loyalty and customer commitment. In addition, the implementation of operational speed focus leads firm to enhancing customer commitment, customer loyalty and marketing performance.

Further, the result indicates that customer oriented product development also increasing customer commitment. Hence, marketing executives should plan and allocation budget for the process of recognizing and creating new products that focus on customers and the results of that process in order to achieve the company's objectives in developing new products. Thus, marketing executives should have higher degree of the progression and decision making actions on seeking for opportunity, acquiring of new marketing technique, method, and procedure and allocating resources for the marketing techniques. For these reasons, marketing executives should pay more attention with these marketing activities when create strategic customer response capability for attaining higher sustainable competitive advantages and higher performance.

In addition, top management and executives must pay attention to activities and capabilities that support firms for successful of strategic customer response capability, such as survival vision, by supporting firms to obtain marketing vision

with firms sense and react for enhancing a firm's strategic customer response capability activities. In addition, top management and executives should stimulate and build radical changes into the behaviors of followers by changing the marketing strategies, customer oriented culture and organizational expertise orientation. These changes will make firms sense and react with new marketing possibilities, and transform a firm's market activity to be suitable with new marketing possibilities and lead a firm to achieve competitive advantage and higher performance. Additionally, the result of this research indicates that a working environment and climate, such as a competitive oriented can subsidize successful strategic customer response capability.

Limitations and Future Research Directions

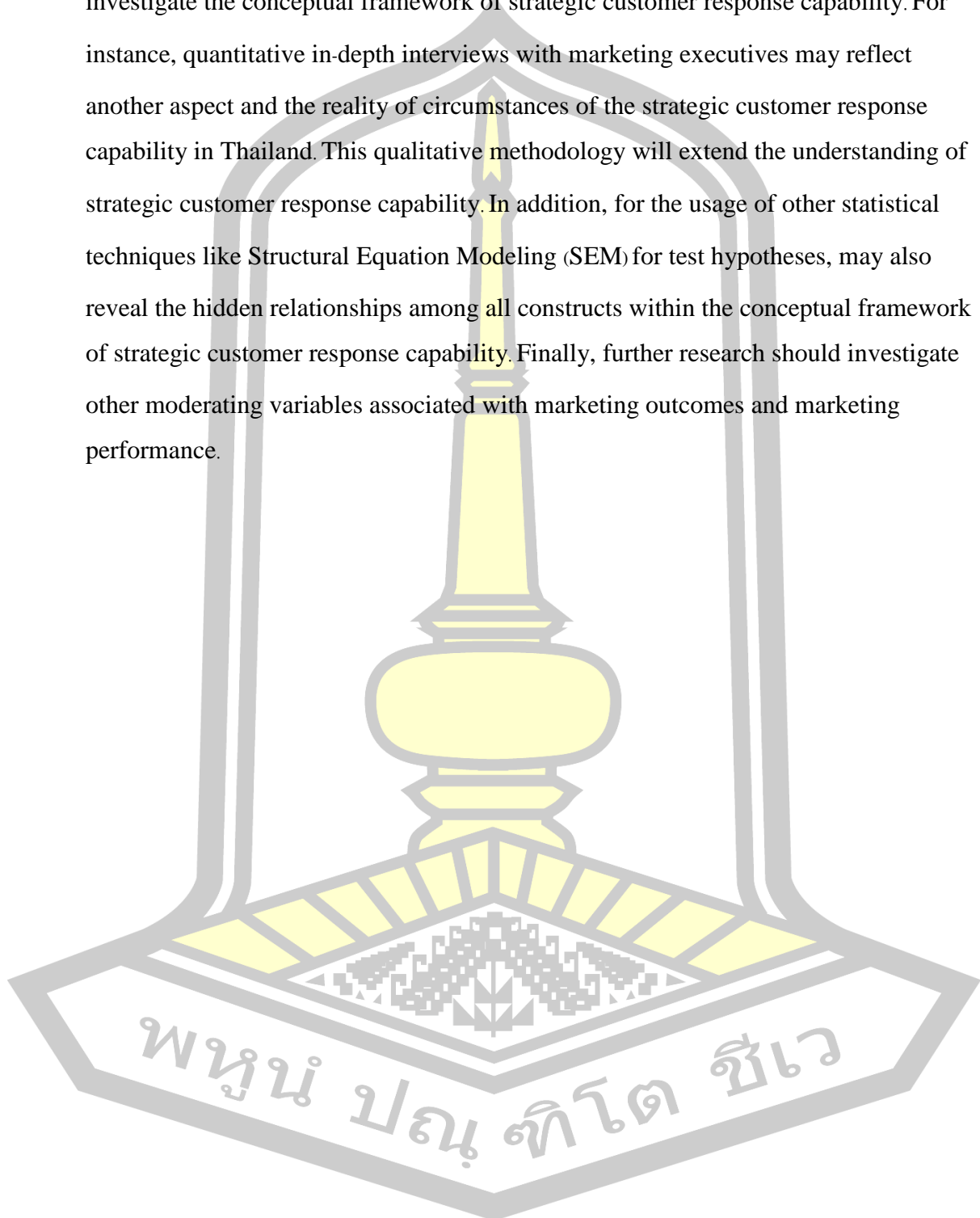
Limitations

In this research, some limitations are provided as follows: Firstly, the results of this analyzed research from a single population (the cosmetic businesses in Thailand), might be insufficient for the generalizability of results of this research into other populations. Secondly, this research used only quantitative research and statistical techniques such as multiple regression for testing hypotheses, which may still have hidden relationships among all constructs within the conceptual framework of strategic customer response capability. Finally, 253 undelivered mail surveys are approximately 24.09 percent, in that firm were both out of business and relocated indicating that the addresses in the database online of the Department of Business Development are not updated and the absent samples might be a key answer to support more of the hypotheses, if the questionnaires were returned.

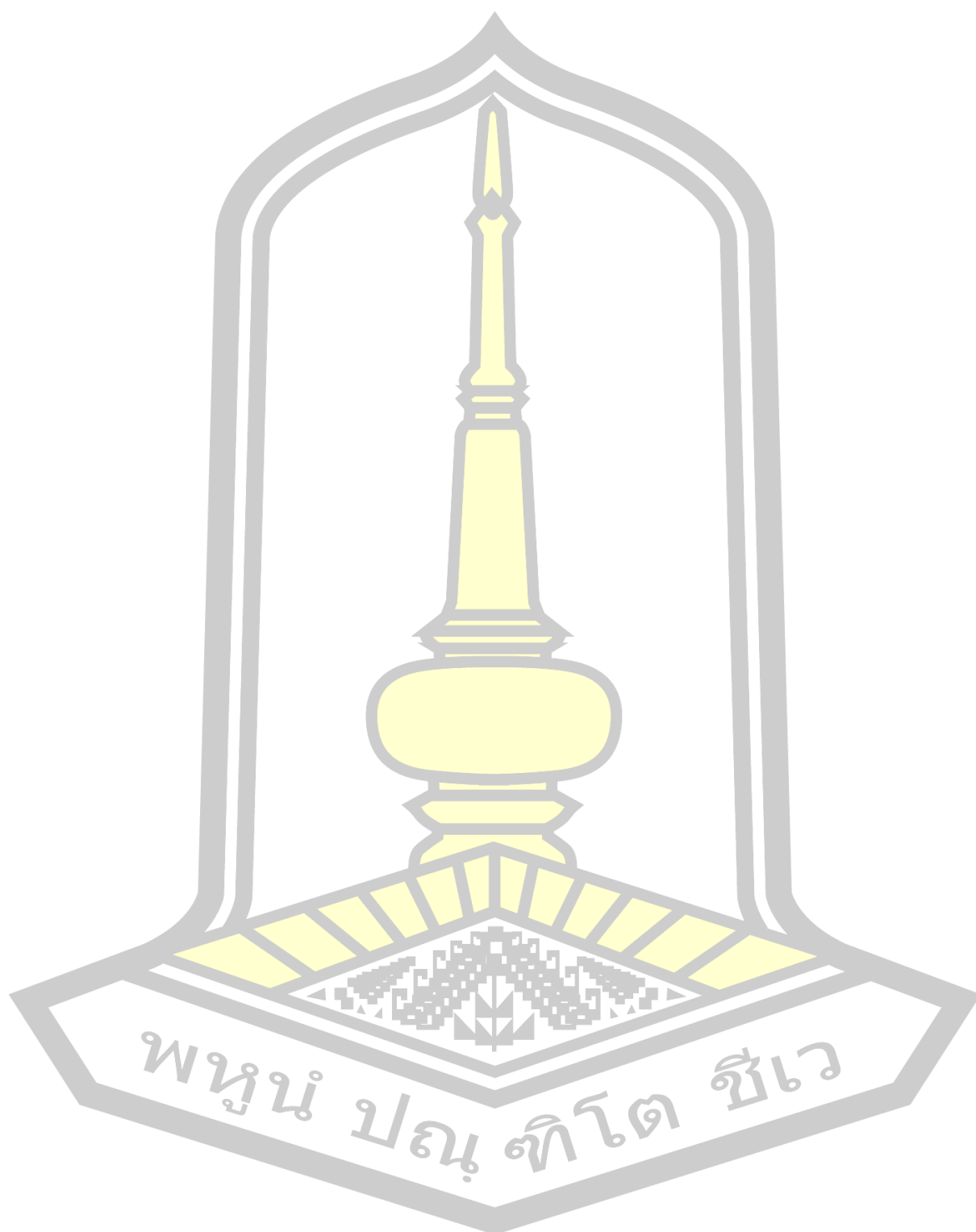
Future Research Directions

According to the limitations, some suggestions for further research are provided as follows: Firstly, future research should study other populations that are dissimilar in both characteristics and types of business, for comparing results with this research; and increase both the research generalizability and research credibility at the

same time. Secondly, future research might apply other research methodologies to investigate the conceptual framework of strategic customer response capability. For instance, quantitative in-depth interviews with marketing executives may reflect another aspect and the reality of circumstances of the strategic customer response capability in Thailand. This qualitative methodology will extend the understanding of strategic customer response capability. In addition, for the usage of other statistical techniques like Structural Equation Modeling (SEM) for test hypotheses, may also reveal the hidden relationships among all constructs within the conceptual framework of strategic customer response capability. Finally, further research should investigate other moderating variables associated with marketing outcomes and marketing performance.



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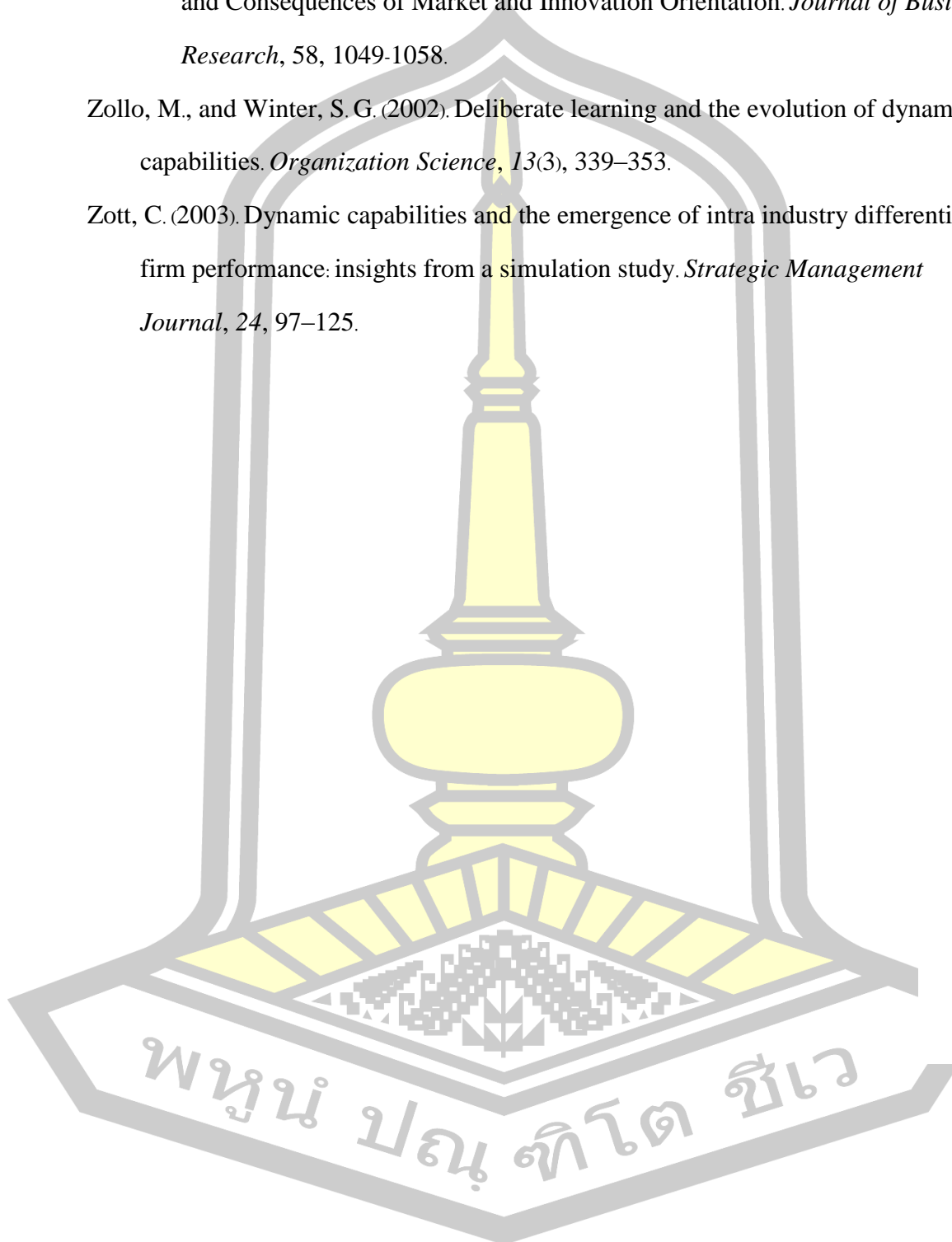
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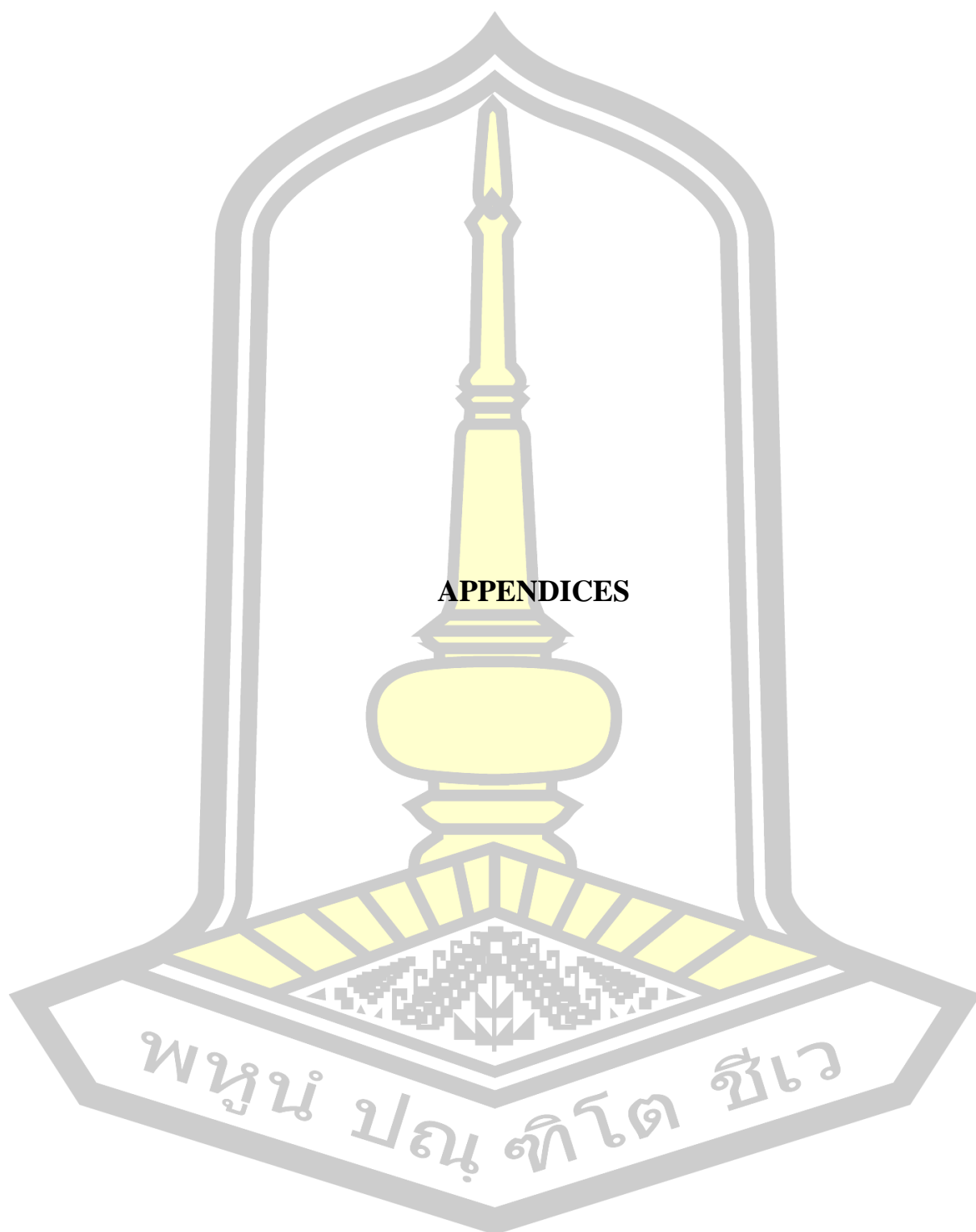
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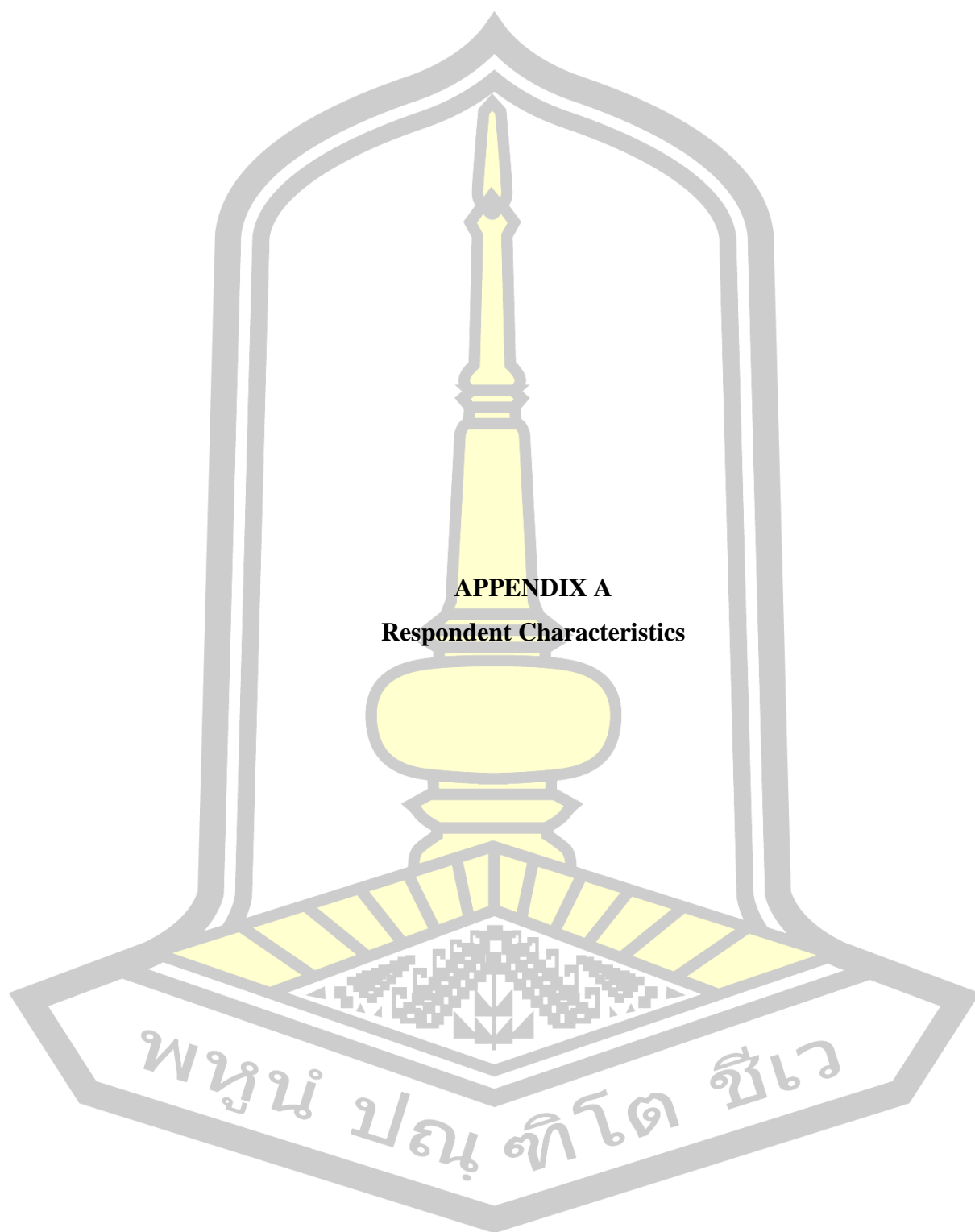
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APPENDICES

พญาน์ ปณฺ ทิตฺโต ชีเว



APPENDIX A
Respondent Characteristics

พหุจน์ ประดิษฐ์ ชัยเว

Table A1 Demographic Characteristics of Respondents

Descriptions	Categories	Frequencies	Percent (%)
1. Gender	Male	60	37.0
	Female	102	63.0
Total		162	100
2. Age	Less than 30 years old	21	13.0
	30 - 40 years old	56	34.6
	41 - 50 years old	66	40.7
	More than 50 years old	19	11.7
Total		162	100
3. Marital status	Single	86	53.1
	Married	75	46.3
	Divorced	1	0.6
Total		162	100
4. Level of education	Bachelor's degree or equal	82	50.6
	Higher than Bachelor's degree	80	49.4
Total		162	100
5. Working experience	Less than 10 years	69	42.6
	10 - 15 years	51	31.5
	16 - 20 years	17	10.5
	More than 20 years	25	15.4
Total		162	100
6. Average salary per month	Less than 50,000 Baht	45	27.8
	50,000 - 100,000 Baht	65	40.1
	100,001 - 150,000 Baht	23	14.2
	More than 150,000 Baht	29	17.9
Total		162	100

Table A1 Demographic Characteristics of Respondents (Continued)

Descriptions	Categories	Frequencies	Percent (%)
7. Current position	Marketing Director	38	23.5
	Marketing Manager	65	40.1
	Others	59	36.4
Total		162	100

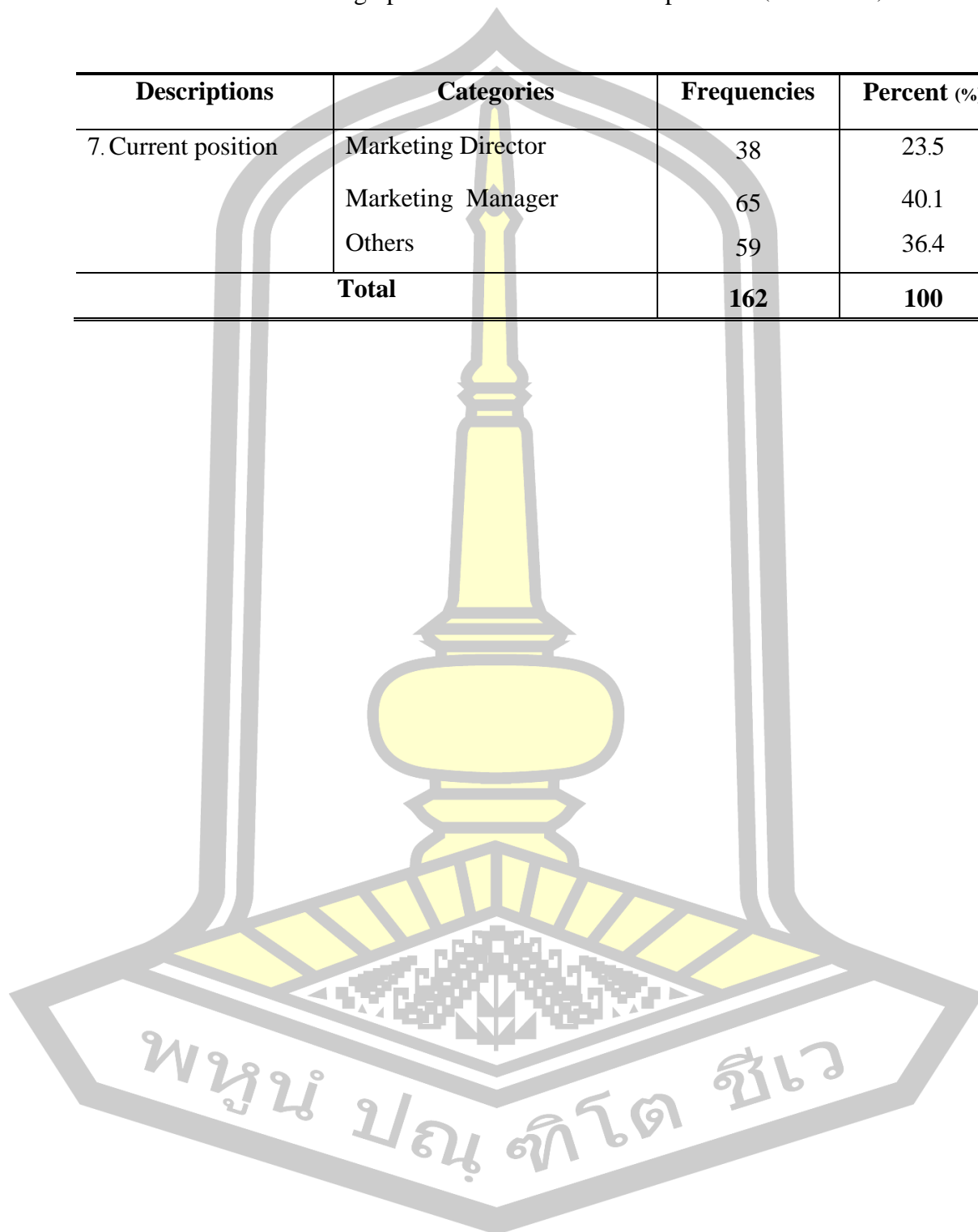


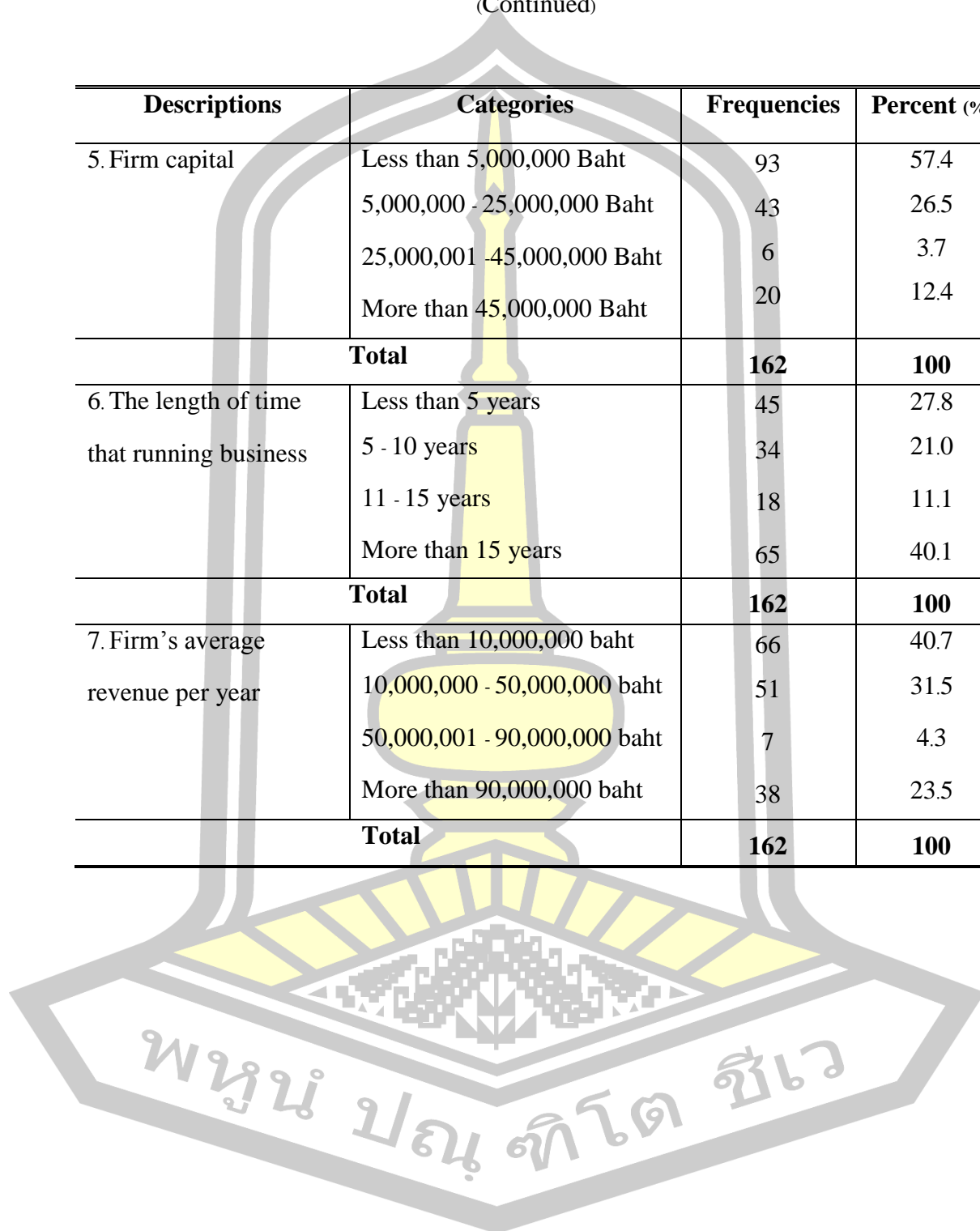
Table A2 Demographic Characteristics of Cosmetic Businesses in Thailand

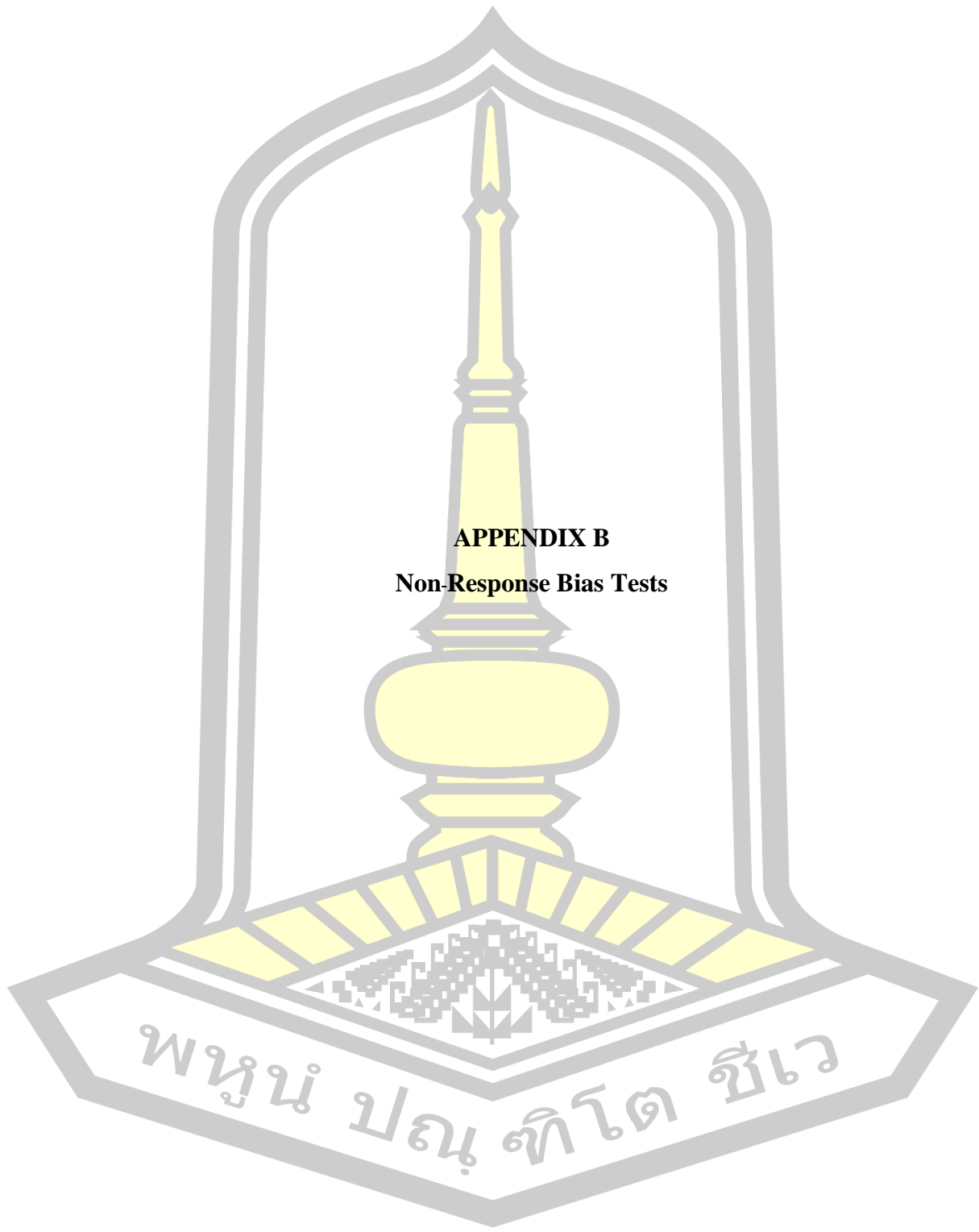
Descriptions	Categories	Frequencies	Percent (%)
1. Forms of business	Limited company	140	86.4
	Partnership	22	13.6
Total		162	100
2. Types of business	Distribute for others entrepreneurs	40	24.7
	Distribute for consumers directly	11	6.8
	Distribute for both entrepreneurs and customers	111	68.5
Total		162	100
3. Location of business	Bangkok	108	66.7
	Northern region	12	7.4
	Central region	14	8.6
	Eastern region	12	7.4
	Northeastern region	2	1.2
	Southern region	4	2.5
	Western region	10	6.2
Total		162	100
4. Number of full-time employees	Less than 50 persons	112	69.1
	51 – 100 persons	27	16.7
	101 – 150 persons	2	1.2
	More than 150 persons	21	13.0
Total		162	100

Table A2 Demographic Characteristics of Software Businesses in Thailand

(Continued)

Descriptions	Categories	Frequencies	Percent (%)
5. Firm capital	Less than 5,000,000 Baht	93	57.4
	5,000,000 - 25,000,000 Baht	43	26.5
	25,000,001 - 45,000,000 Baht	6	3.7
	More than 45,000,000 Baht	20	12.4
Total		162	100
6. The length of time that running business	Less than 5 years	45	27.8
	5 - 10 years	34	21.0
	11 - 15 years	18	11.1
	More than 15 years	65	40.1
Total		162	100
7. Firm's average revenue per year	Less than 10,000,000 baht	66	40.7
	10,000,000 - 50,000,000 baht	51	31.5
	50,000,001 - 90,000,000 baht	7	4.3
	More than 90,000,000 baht	38	23.5
Total		162	100





APPENDIX B
Non-Response Bias Tests

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Table B1 Non-Response Bias Tests

Comparison	N	Mean	S.D.	t	p-value
Form of business:					
-First group	81	1.12	.331	.456	.649
-Second group	81	1.15	.357		
Types of business:					
-First group	81	2.43	.851	.091	.928
-Second group	81	2.44	.880		
Location of business:					
-First group	81	1.89	1.666	.889	.375
-Second group	81	2.14	1.862		
Numbers of full-time employees:					
-First group	81	1.56	1.012	.305	.760
-Second group	81	1.60	1.045		
Capital of business operation:					
-First group	81	1.72	.990	.077	.938
-Second group	81	1.70	1.042		
Duration of running this business:					
-First group	81	2.60	1.262	.310	.757
-Second group	81	2.67	1.275		
Average annually income of business:					
-First group	81	2.07	1.138	.333	.710
-Second group	81	2.14	1.222		

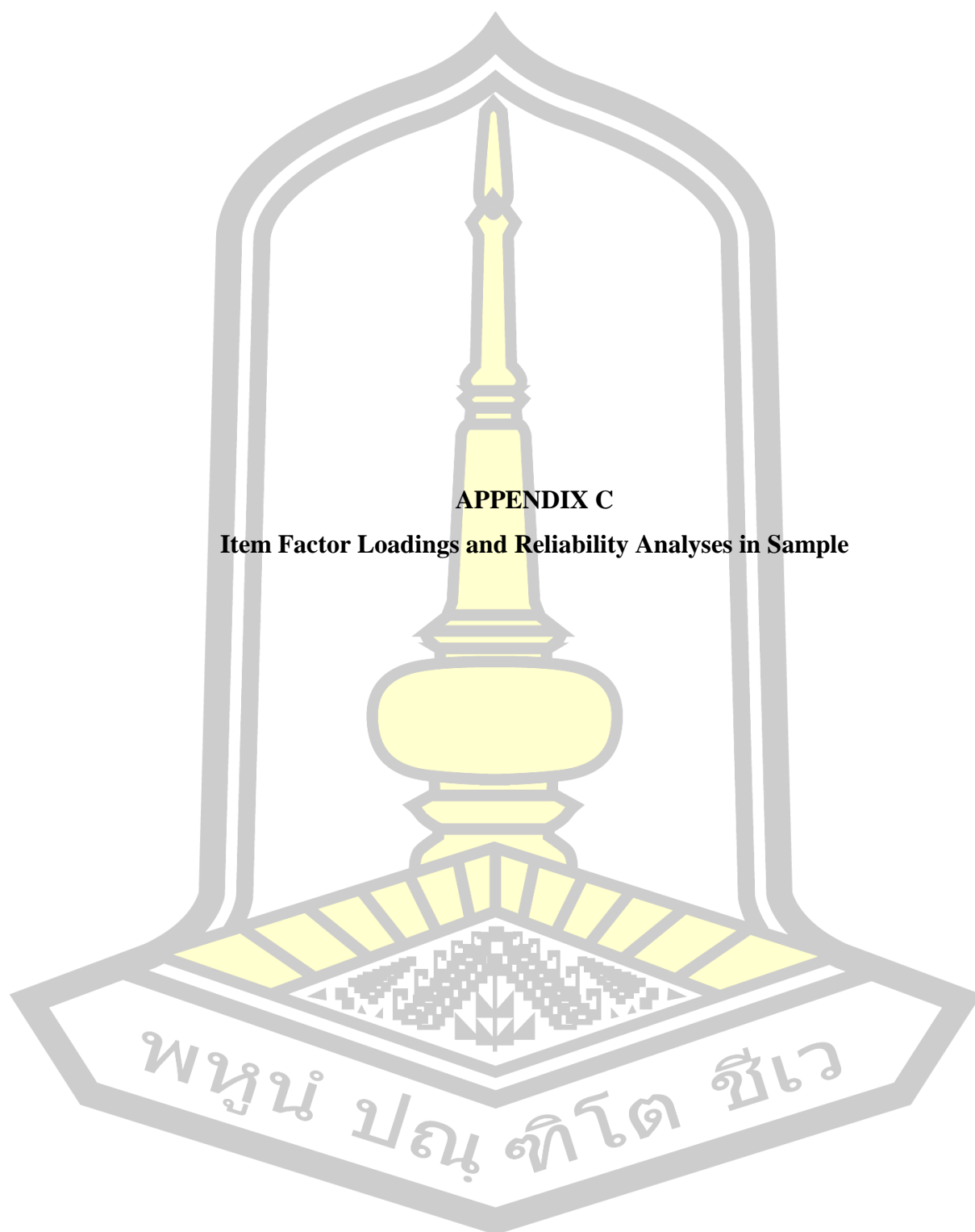
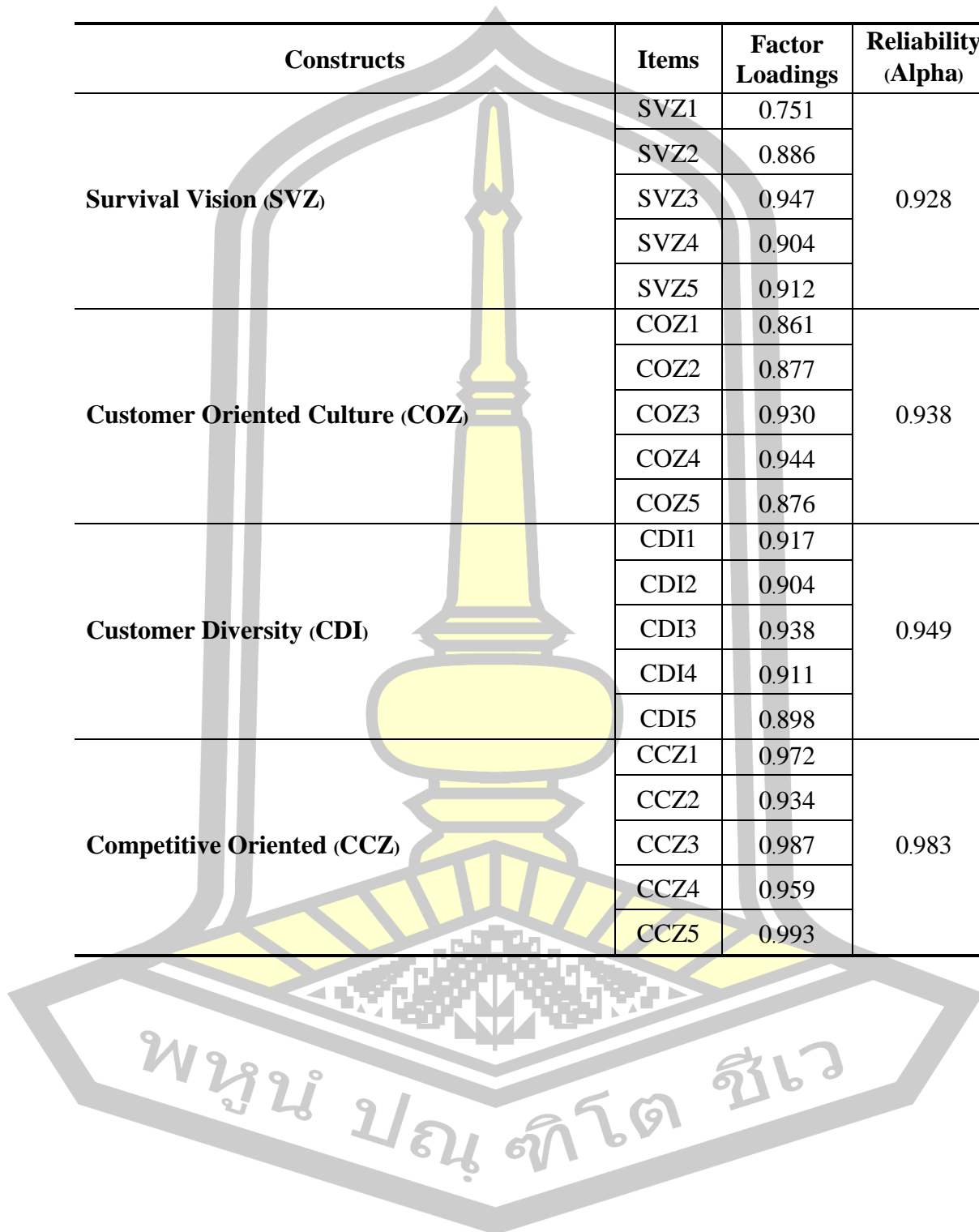


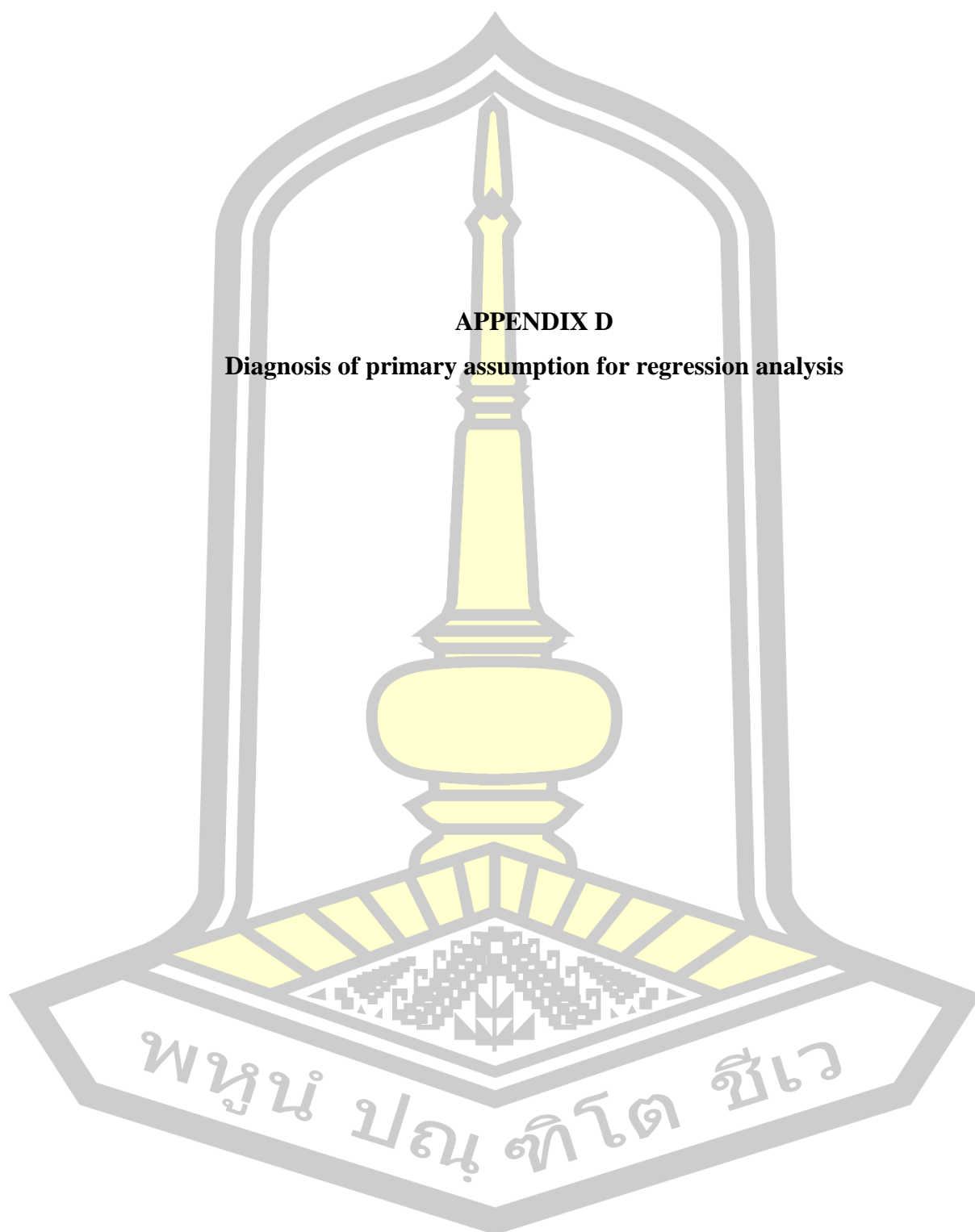
Table C1 Item Factor Loadings and Reliability Analyses in Sample

Constructs	Items	Factor Loadings	Reliability (Alpha)
Organizational Expertise Orientation (OEO)	OEO1	0.837	0.846
	OEO2	0.903	
	OEO3	0.823	
	OEO4	0.752	
Operational Speed Focus (OSF)	OSF1	0.829	0.814
	OSF2	0.765	
	OSF3	0.897	
	OSF4	0.786	
	OSF5	0.516	
Customer Oriented Product Development (CPD)	CPD1	0.542	0.794
	CPD2	0.893	
	CPD3	0.874	
	CPD4	0.816	
Customer Value Awareness (CVA)	CVA1	0.899	0.952
	CVA2	0.969	
	CVA3	0.969	
	CVA4	0.822	
	CVA5	0.930	
Customer Commitment (CMZ)	CMZ1	0.607	0.785
	CMZ2	0.773	
	CMZ3	0.759	
	CMZ4	0.861	
	CMZ5	0.665	
Customer Loyalty (CLZ)	CLZ1	0.964	0.942
	CLZ2	0.841	
	CLZ3	0.940	
	CLZ4	0.899	
	CLZ5	0.869	
Marketing Performance (MKP)	MKP1	0.907	0.939
	MKP2	0.945	
	MKP3	0.883	
	MKP4	0.895	
	MKP5	0.857	

Table C1 Item Factor Loadings and Reliability Analyses in Sample (Continued)

Constructs	Items	Factor Loadings	Reliability (Alpha)
Survival Vision (SVZ)	SVZ1	0.751	0.928
	SVZ2	0.886	
	SVZ3	0.947	
	SVZ4	0.904	
	SVZ5	0.912	
Customer Oriented Culture (COZ)	COZ1	0.861	0.938
	COZ2	0.877	
	COZ3	0.930	
	COZ4	0.944	
	COZ5	0.876	
Customer Diversity (CDI)	CDI1	0.917	0.949
	CDI2	0.904	
	CDI3	0.938	
	CDI4	0.911	
	CDI5	0.898	
Competitive Oriented (CCZ)	CCZ1	0.972	0.983
	CCZ2	0.934	
	CCZ3	0.987	
	CCZ4	0.959	
	CCZ5	0.993	





AUTOCORRELATION

Dubin and Watson statistic is used to detect the presence of autocorrelation (a relationship between values separated from each other by a given time lag) in the residuals from a regression analysis. Critical values 1.50 – 2.50 indicating autocorrelation is not a problem. From the results in Table 1E below, these values are in the acceptable range so autocorrelation is not found.

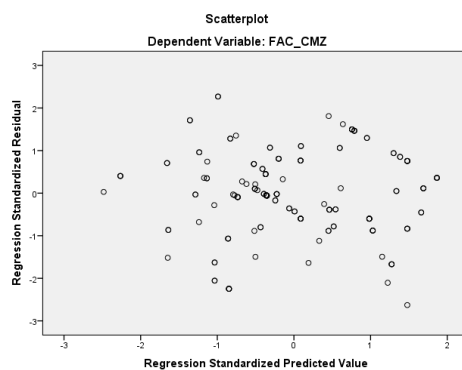
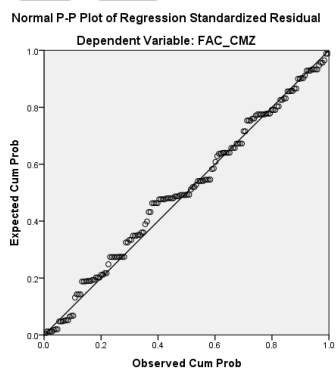
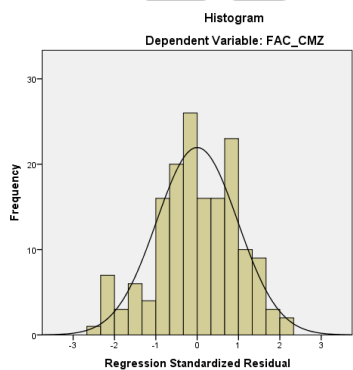
Table1E Dubin and Watson Statistic

Equation	R	R Square	Adjusted R Square	Durbin-Watson Value
1	0.719	0.517	0.498	1.715
2	0.645	0.416	0.393	2.005
3	0.498	0.248	0.228	1.529
4	0.660	0.435	0.417	1.962
5	0.596	0.356	0.335	1.532
6	0.597	0.357	0.336	2.162
7	0.614	0.376	0.356	1.903
8	0.692	0.479	0.449	2.105
9	0.613	0.376	0.339	1.547
10	0.601	0.361	0.323	2.150
11	0.635	0.403	0.368	1.900

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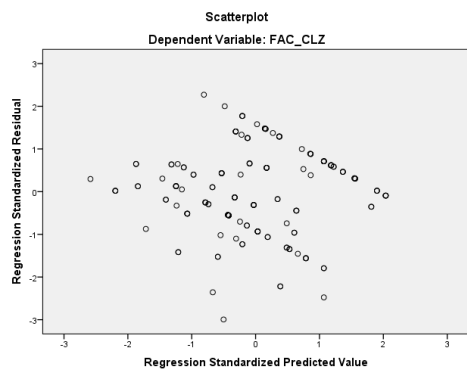
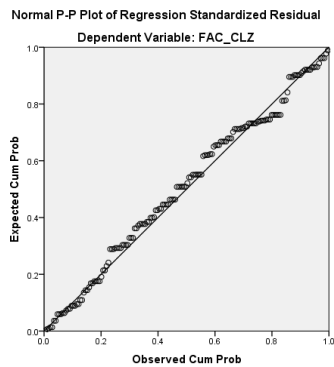
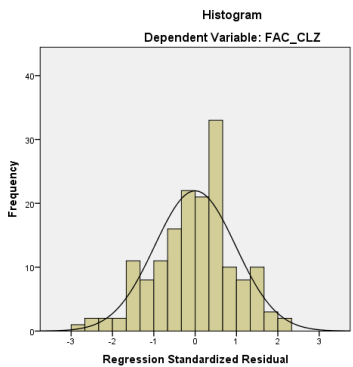
Normality and Heteroscedasticity

$$\text{Equation 1: } CMZ = \alpha_{001} + \beta_1 OEO + \beta_2 OSF + \beta_3 CPD + \beta_4 CVA + \beta_5 FSS + \beta_6 FSA + \varepsilon_1$$

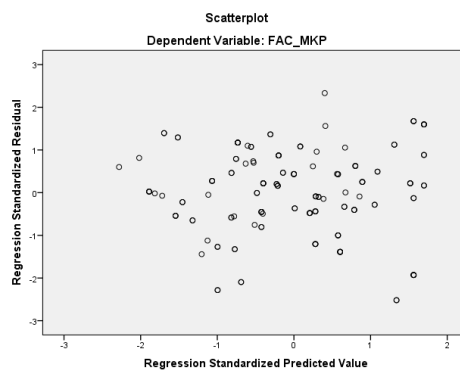
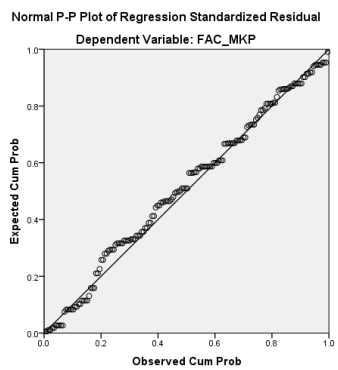
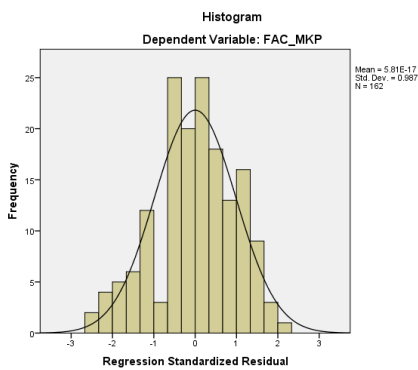


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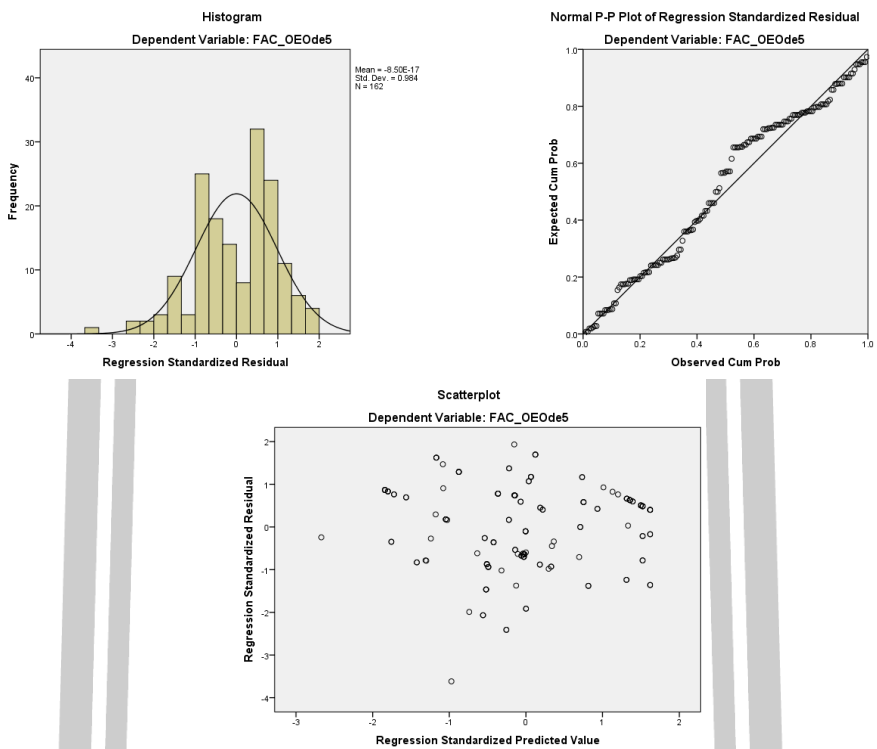
$$\text{Equation 2: } CLZ = \alpha_{002} + \beta_7 OEO + \beta_8 OSF + \beta_9 CPD + \beta_{10} CVA + \beta_{11} FSS + \beta_{12} FAS + \varepsilon_2$$



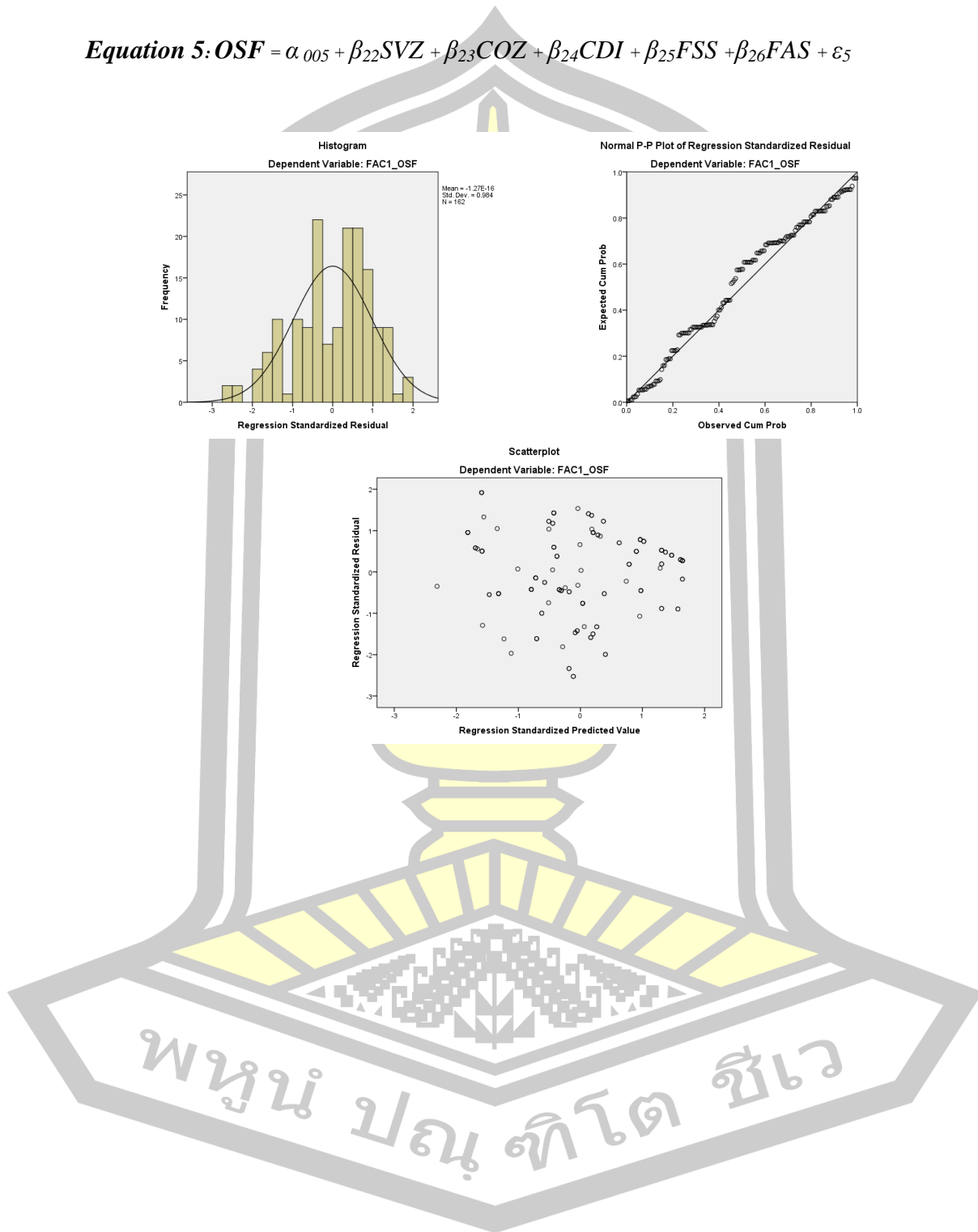
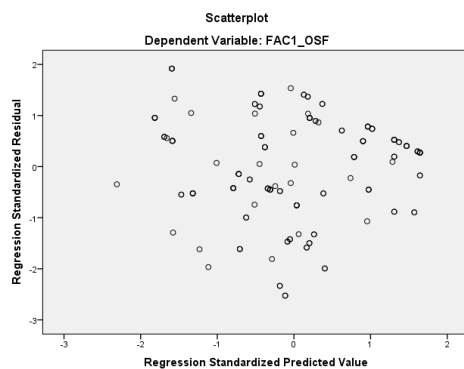
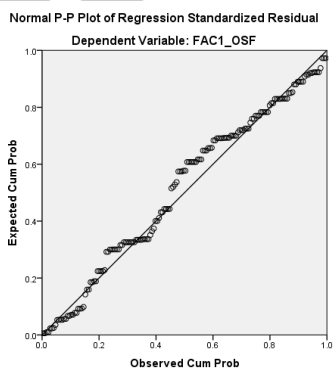
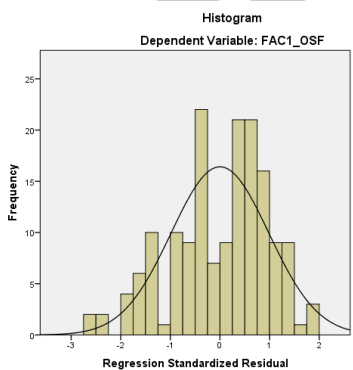
$$\text{Equation 3: MKP} = \alpha_{003} + \beta_{13}CMZ + \beta_{14}CLZ + \beta_{15}FSS + \beta_{16}FAS + \varepsilon_3$$



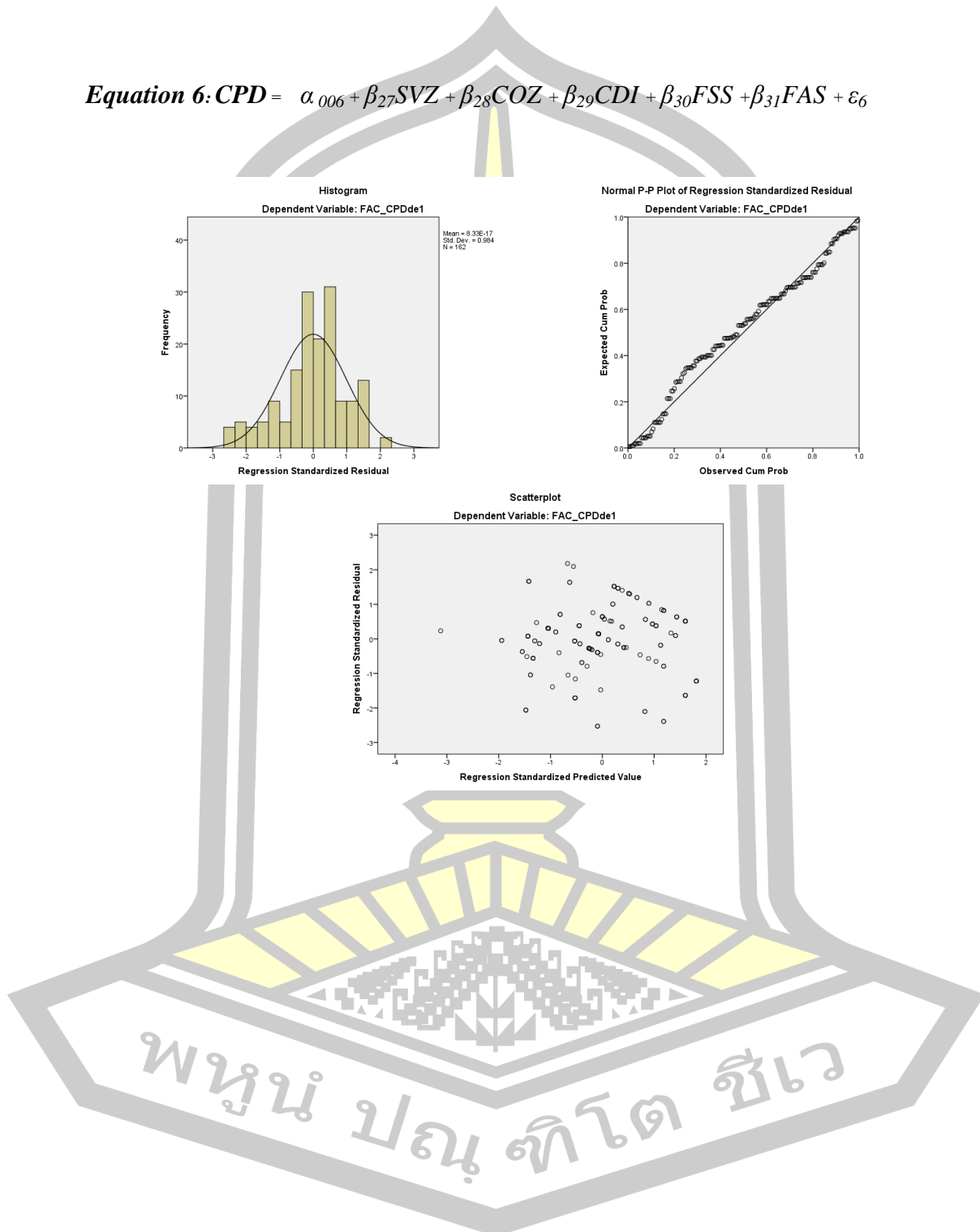
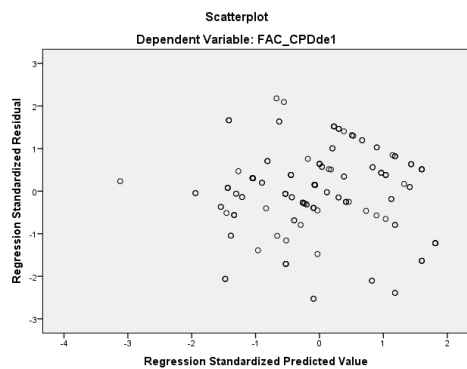
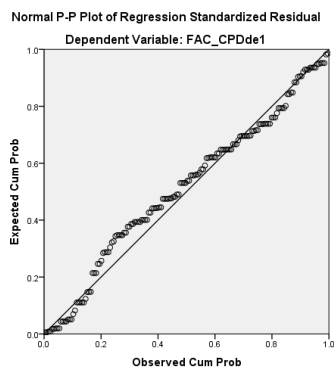
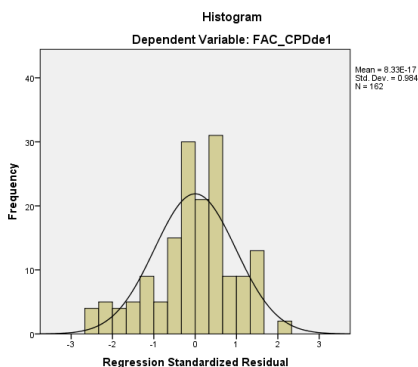
$$\text{Equation 4: } OEO = \alpha_{004} + \beta_{17}SVZ + \beta_{18}COZ + \beta_{19}CDI + \beta_{20}FSS + \beta_{21}FAS + \varepsilon_4$$



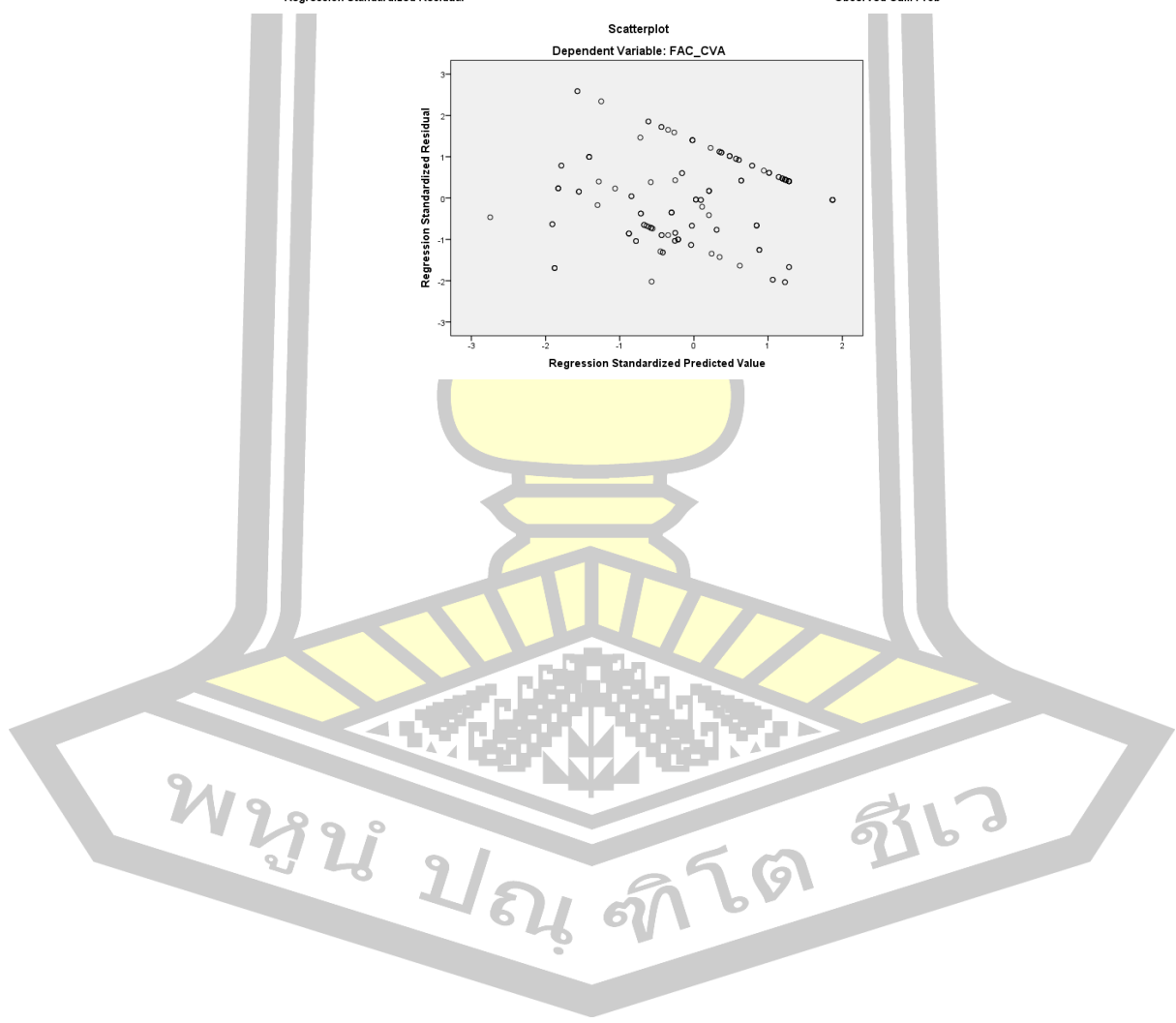
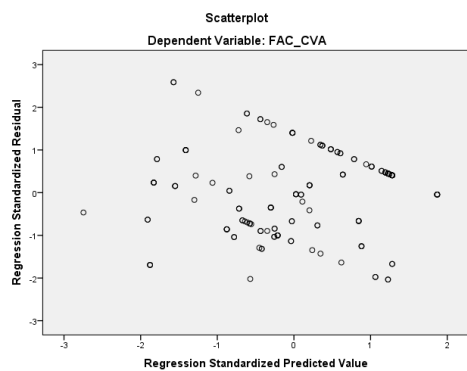
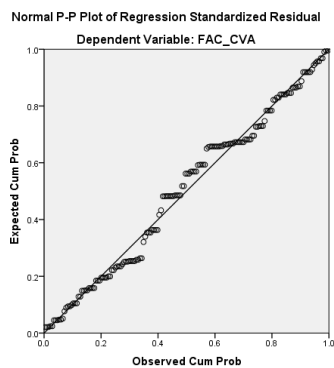
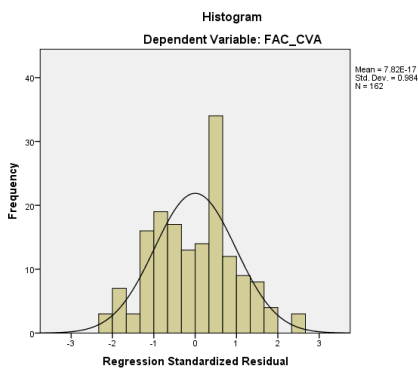
$$\text{Equation 5: } OSF = \alpha_{005} + \beta_{22}SVZ + \beta_{23}COZ + \beta_{24}CDI + \beta_{25}FSS + \beta_{26}FAS + \varepsilon_5$$



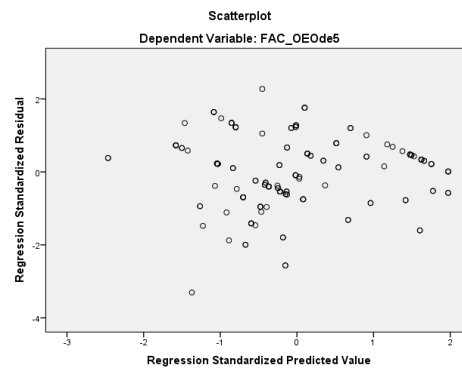
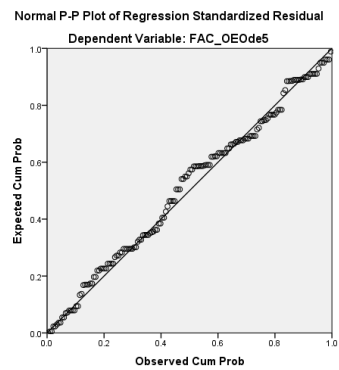
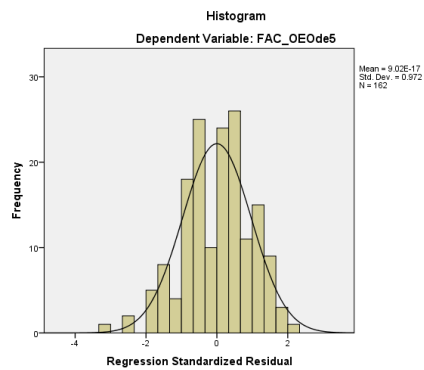
$$\text{Equation 6: } CPD = \alpha_{006} + \beta_{27}SVZ + \beta_{28}COZ + \beta_{29}CDI + \beta_{30}FSS + \beta_{31}FAS + \varepsilon_6$$



$$\text{Equation 7: } CVA = \alpha_{007} + \beta_{32}SVZ + \beta_{33}COZ + \beta_{34}CDI + \beta_{35}FSS + \beta_{36}FAS + \varepsilon_7$$

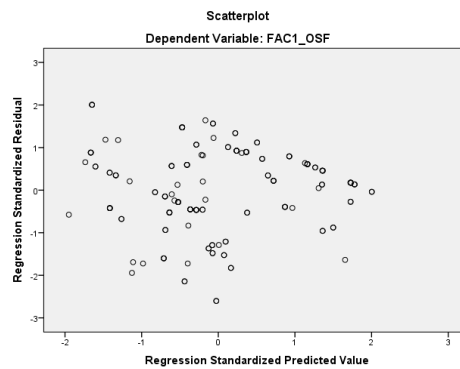
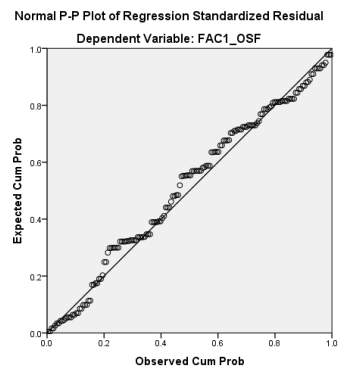
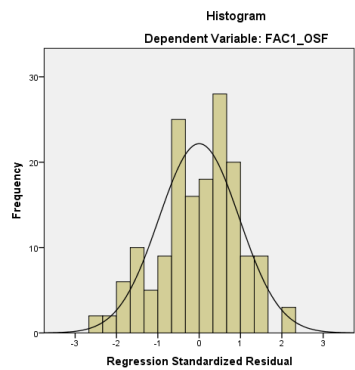


$$\begin{aligned}
 \text{Equation 8: } OEO &= \alpha_{008} + \beta_{37}SVZ + \beta_{38}COZ + \beta_{39}CDI + \beta_{40}CCZ \\
 &+ \beta_{41}(SVZ*CCZ) + \beta_{42}(COZ*CCZ) + \beta_{43}(CDI*CCZ) + \beta_{44}FSS \\
 &+ \beta_{45}FAS + \varepsilon_8
 \end{aligned}$$

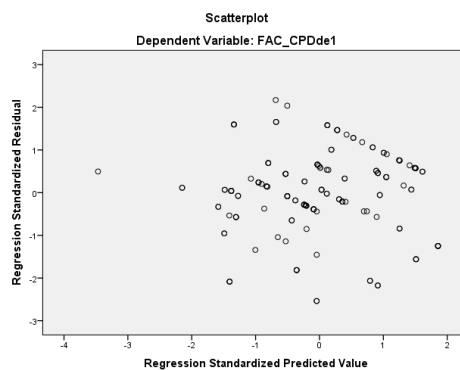
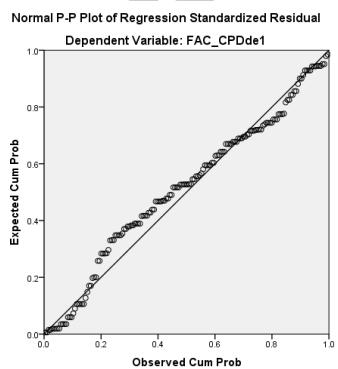
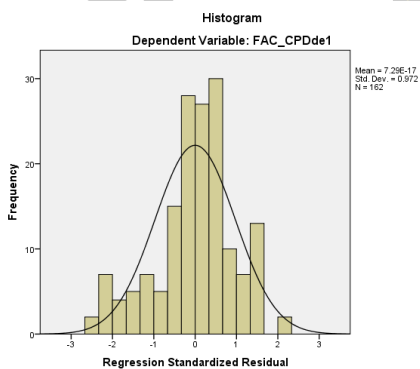


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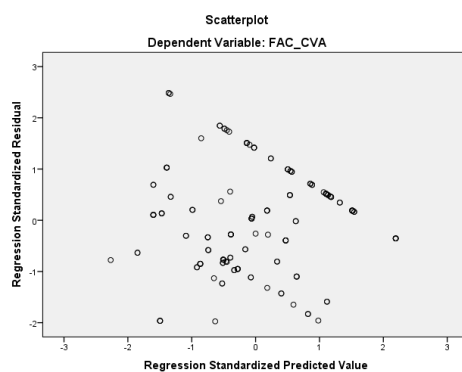
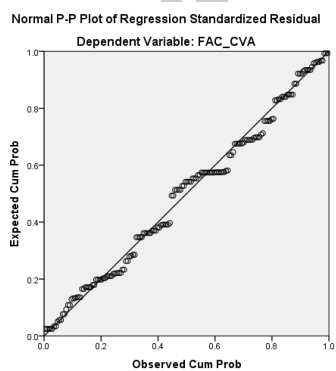
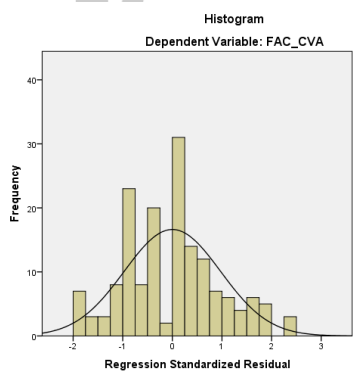
$$\begin{aligned}
 \text{Equation 9: } OSF &= \alpha_{009} + \beta_{46}SVZ + \beta_{47}COZ + \beta_{48}CDI + \beta_{49}CCZ \\
 &+ \beta_{50}(SVZ*CCZ) + \beta_{51}(COZ*CCZ) + \beta_{52}(CDI*CCZ) + \beta_{53}FSS \\
 &+ \beta_{54}FAS + \varepsilon_9
 \end{aligned}$$



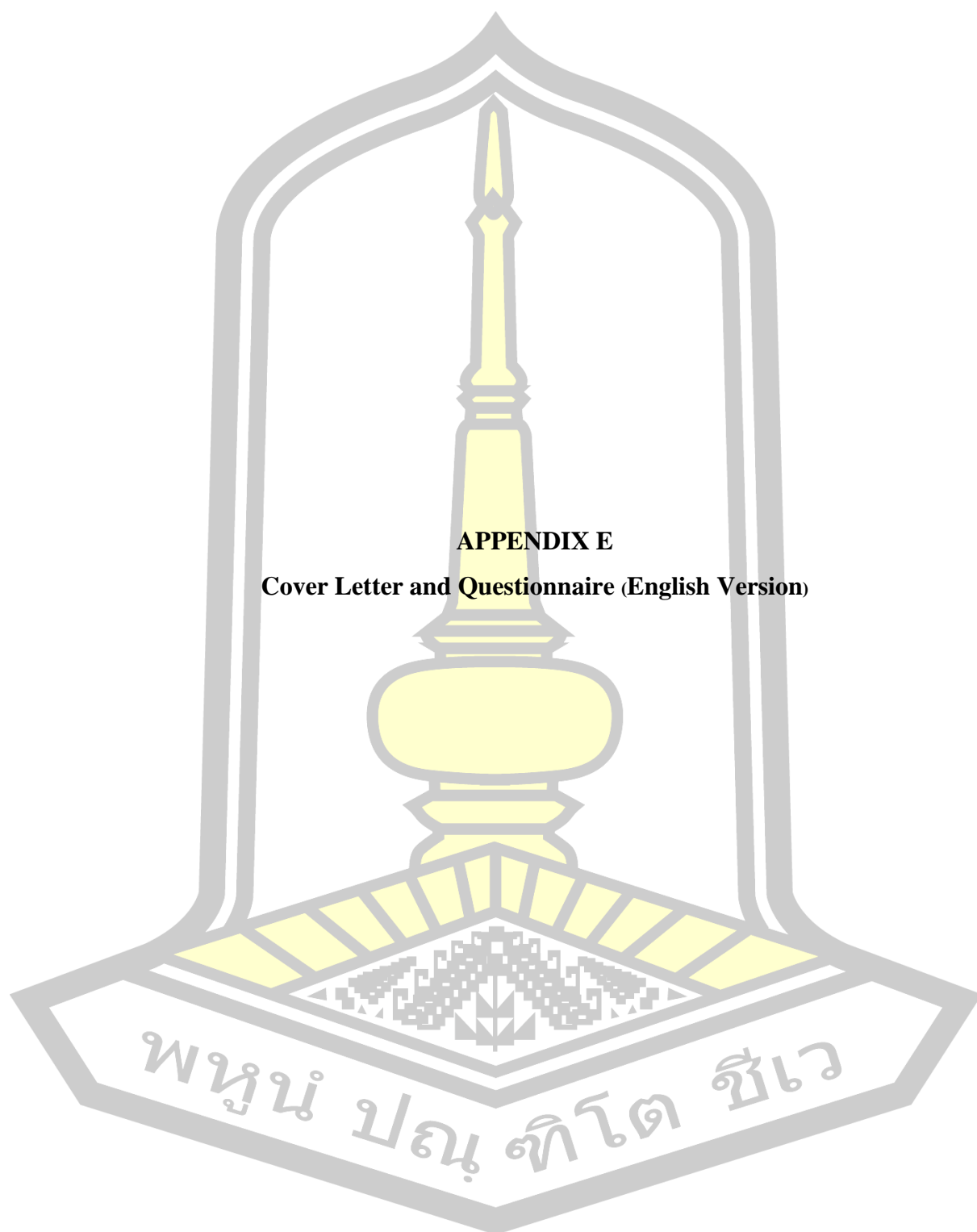
$$\begin{aligned}
 \text{Equation 10: CPD} &= \alpha_{010} + \beta_{55}SVZ + \beta_{56}COZ + \beta_{57}CDI + \beta_{58}CCZ \\
 &+ \beta_{59}(SVZ*CCZ) + \beta_{60}(COZ*CCZ) + \beta_{61}(CDI*CCZ) + \beta_{62}FSS \\
 &+ \beta_{63}FAS + \varepsilon_{10}
 \end{aligned}$$



$$\begin{aligned}
 \text{Equation 11: } CVA = & \alpha_{011} + \beta_{64}SVZ + \beta_{65}COZ + \beta_{66}CDI + \beta_{67}CCZ \\
 & + \beta_{68}(SVZ*CCZ) + \beta_{69}(COZ*CCZ) + \beta_{70}(CDI*CCZ) + \beta_{71}FSS \\
 & + \beta_{72}FAS + \varepsilon_{11}
 \end{aligned}$$



พหุ ประถมศึกษา



APPENDIX E

Cover Letter and Questionnaire (English Version)

Questionnaire to the Ph.D. Dissertation
“Strategic Customer Response Capability and Marketing Performance: An Empirical Investigation of Cosmetic Business in Thailand.”

Dear Sir/Madam,

The objective of this research is to “Strategic Customer Response Capability and Marketing Performance: An Empirical Investigation of Cosmetic Business in Thailand.” This information is data research which is a part of doctoral dissertation of researcher, department of marketing management, Mahasarakham Business School of Mahasarakham University, telephone number 043-754333.

Please fill out the form below as completely and accurately as you can. The details of questionnaire is composed with 7 parts;

- Part 1:** General information about executives of cosmetic businesses in Thailand,
- Part 2:** General information about cosmetic businesses in Thailand,
- Part 3:** Opinion on strategic customer response capability and marketing performance: an empirical investigation of cosmetic business in Thailand,
- Part 4:** Opinion on business performance of cosmetic businesses in Thailand,
- Part 5:** Opinion on internal factor affecting operation of cosmetic businesses in Thailand,
- Part 6:** Opinion on external factor affecting operation of cosmetic businesses in Thailand, and,
- Part 7:** Recommendations and suggestions regarding operation of cosmetic businesses in Thailand.

Your answer will be kept as confidentiality and your information will not be shared with any outsider party without your permission.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for this investigation. If you have any questions with respect to this questionnaire, please contact Miss Chochat Satjaviriya via 082-3131396 or E – mail : chorchat.sj@gmail.com

Sincerely yours,

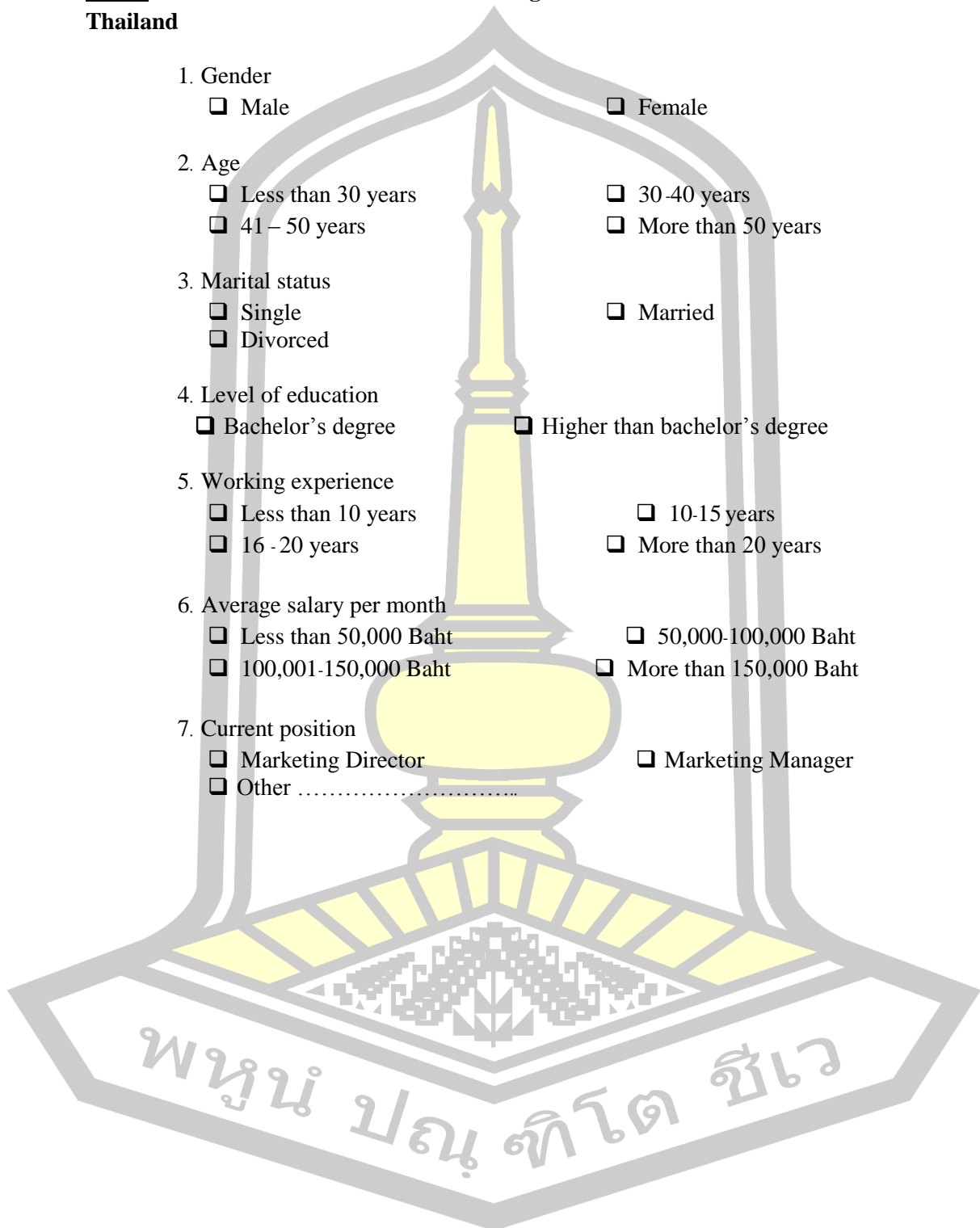
(Chorchat Sajjaviriya)

Ph. D. Student

Mahasarakham Business School
Mahasarakham University, Thailand

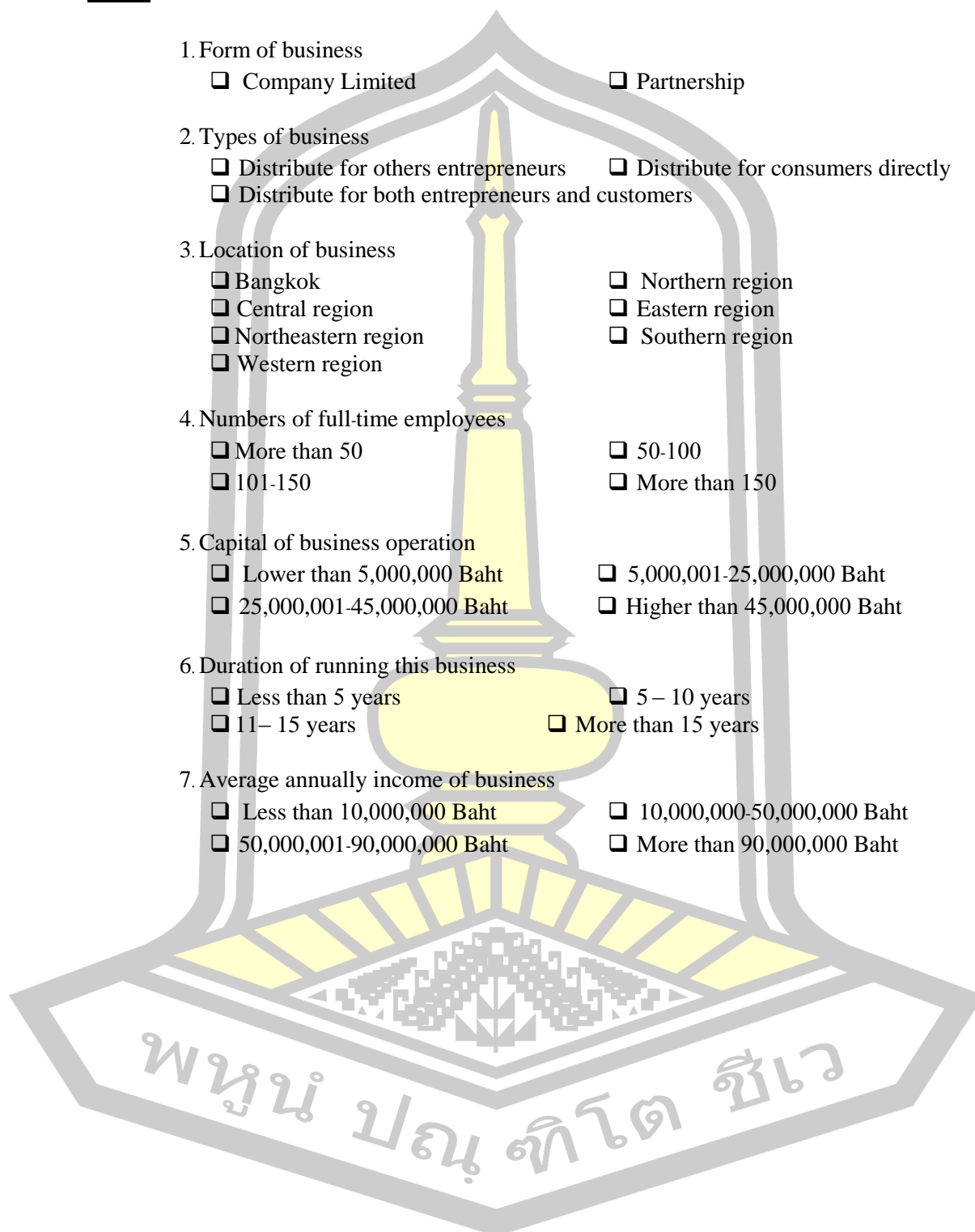
Part 1: General information about marketing executives of cosmetic businesses in Thailand

1. Gender
 - Male
 - Female
2. Age
 - Less than 30 years
 - 30-40 years
 - 41 – 50 years
 - More than 50 years
3. Marital status
 - Single
 - Married
 - Divorced
4. Level of education
 - Bachelor's degree
 - Higher than bachelor's degree
5. Working experience
 - Less than 10 years
 - 10-15 years
 - 16 -20 years
 - More than 20 years
6. Average salary per month
 - Less than 50,000 Baht
 - 50,000-100,000 Baht
 - 100,001-150,000 Baht
 - More than 150,000 Baht
7. Current position
 - Marketing Director
 - Marketing Manager
 - Other



Part 2: General information about cosmetic businesses in Thailand

1. Form of business
 - Company Limited
 - Partnership
2. Types of business
 - Distribute for others entrepreneurs
 - Distribute for consumers directly
 - Distribute for both entrepreneurs and customers
3. Location of business
 - Bangkok
 - Central region
 - Northeastern region
 - Western region
 - Northern region
 - Eastern region
 - Southern region
4. Numbers of full-time employees
 - More than 50
 - 50-100
 - 101-150
 - More than 150
5. Capital of business operation
 - Lower than 5,000,000 Baht
 - 5,000,001-25,000,000 Baht
 - 25,000,001-45,000,000 Baht
 - Higher than 45,000,000 Baht
6. Duration of running this business
 - Less than 5 years
 - 5 – 10 years
 - 11– 15 years
 - More than 15 years
7. Average annually income of business
 - Less than 10,000,000 Baht
 - 10,000,000-50,000,000 Baht
 - 50,000,001-90,000,000 Baht
 - More than 90,000,000 Baht



**Part 3: Opinion on strategic customer response capability and marketing performance:
an empirical investigation of cosmetic business in thailand.**

Strategic customer response capability	Levels of Agreement				
	Strongly agree	Agree	Neither	Disagree	Strongly disagree
Organizational Expertise Orientation					
1. Business believes that having proficient in orientating organization will help the business gain profit continuously.					
2. Business emphasizes on study and development the customers demand in order to reach succeed increasingly.					
3. Business supports in budget allocation that important in development of understanding the staffs' need for gaining more potential marketing orientation.					
4. Business focuses on seeking and developing of understanding the customer demand, that helps the business operate the marketing effectively.					
Operational Speed Focus					
5. Business believes in speedy operation will arouse the customers make the decision rapidly.					
6. Business emphasizes on presenting the new product and service quickly, that will distinguished persuade the customer over than other competitors.					
7. Business focuses on specifying plan in order to respond the customer demand immediately, which will help the business reach the success.					
8. Business emphasizes on ability development in operating for responding uncertain of customer demand rapidly, that have advantage over other competitors.					
9. Business promotes making research and developing for presenting new product and service into the market rapidly. That also help to respond the customer demand rapidly.					

Part 3 (continue)

Strategic customer response capability	Levels of Agreement				
	Strongly agree	Agree	Neither	Disagree	Strongly disagree
Customer Oriented Product Development					
10. Business supports that the customers present their idea to produce the product that direct to customer demand for keeping satisfaction of customer.					
11. Business supports in understanding customer demand for applying in production in order to gaining profit continuously.					
12. Business supports in understanding customer demand for applying in production in order to gaining profit continuously.					
13. Business emphasizes on human development for presenting new idea in product and design to get advantage in competition.					
Customer Value Awareness					
14. Business believes that preserving the satisfaction of customer will effect on success of the business.					
15. Business focuses on considering the importance of customer and also seeking benefit, which will make customer loyal continuously.					
16. Business supports staffs to understand the importance of customer, present product and service for preserving satisfaction of customer.					
17. Business emphasizes on staff realization from customer analysis in order to new way of presenting product that help to get reliability of customer.					
18. Business supports staffs realize on importance of customer and also present benefit regularly for getting customer reliability.					

Part 4: Opinion on business performance of cosmetic businesses in Thailand

Business Performance	Levels of Agreement				
	Strongly agree	Agree	Neither	Disagree	Strongly disagree
Customer Commitment					
1. Customer believes that business will regularly and continuously develop product and service.					
2. Customer believes that business has outstanding potential product and service, and also various to respond customer demand.					
3. Customer believes that suggestion of business will respond demand.					
4. Customer is glad for participating in business activities.					
5. Customer relies on relation preserving between business and customer regularly.					
Customer Loyalty					
6. Regular customer trusts in production and shipping of business continuously.					
7. Regular customer glad to suggest new customer for purchasing product and service continuously.					
8. Regular customer satisfies in repeat buy product of business.					
9. Customer satisfies in release product of business continually.					
10. Customer accepted that the business has popularity in highly quality production.					
Marketing Performance					
11. Business reaches and increases market share higher than previous years.					
12. Business has overall performance in high level and over other competitors.					
13. Business can increase profit better than previous operation continuously.					
14. Business continually increase sales higher than previous years.					
15. Business decrease cost by reducing worthless procedure in marketing process.					

Part 5: Opinion on internal factor affecting operation of cosmetic businesses in Thailand

Internal factor affecting operation	Levels of Agreement				
	Strongly agree	Agree	Neither	Disagree	Strongly disagree
Survival Vision					
1. Business believes that having survival vision policy in operating which help the business operate successfully.					
2. Business gives importance in budget allocation that should be enough for doing research and developing operation, which help the business survives in market continuously.					
3. Business pushes forward in studying about survival operation of the business, which help in marketing plan effectively.					
4. Business emphasizes on bringing survival vision as a future operation.					
5. Business supports staffs to present new concept that applied from survival experience in adjusting operation.					
Customer Oriented Culture					
6. Business believes that having customer oriented culture will help in future orientation.					
7. For reserving relationship of customer, business supports staffs to understand customer demand and realize of the importance.					
8. Business always realizes that having customer oriented culture and focuses on customer firstly will effect on success of operation in short term and long term goals.					
9. Business supports cooperative working between planning and setting policy for responding the change of customer demand effectively.					
10. Business believes that continuously following of customer demand result in responding completion rapidly. That will take advantage in competition.					

Part 5 (Continue)

Internal factor affecting operation	Levels of Agreement				
	Strongly agree	Agree	Neither	Disagree	Strongly disagree
Competitive Orinted					
11.Business believes that competition in company as a drive in internal development that results in responding customer demand successfully.					
12.Business always adjust process and strategy for handle complex internal competition for responding customer demand rapidly.					
13.Business considers the importance of internal competition result in specifying policy that response customer demand mostly.					
14.Business pushups to have achievement completion among staffs in order to get better performance.					
15.Business emphasizes on internal competition that help to have more effective business operation.					

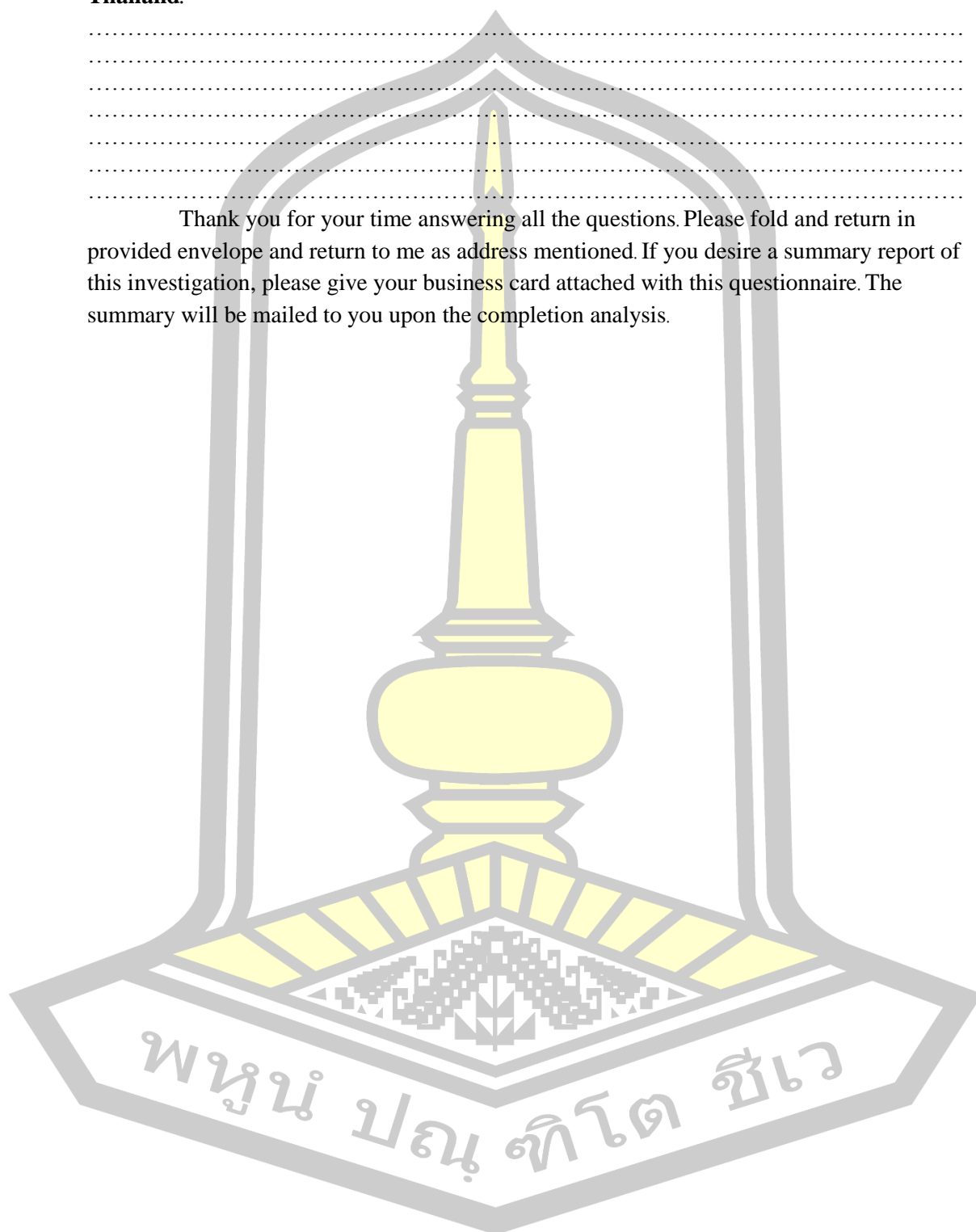
Part 6: Opinion on external factor affecting operation of cosmetic businesses in Thailand

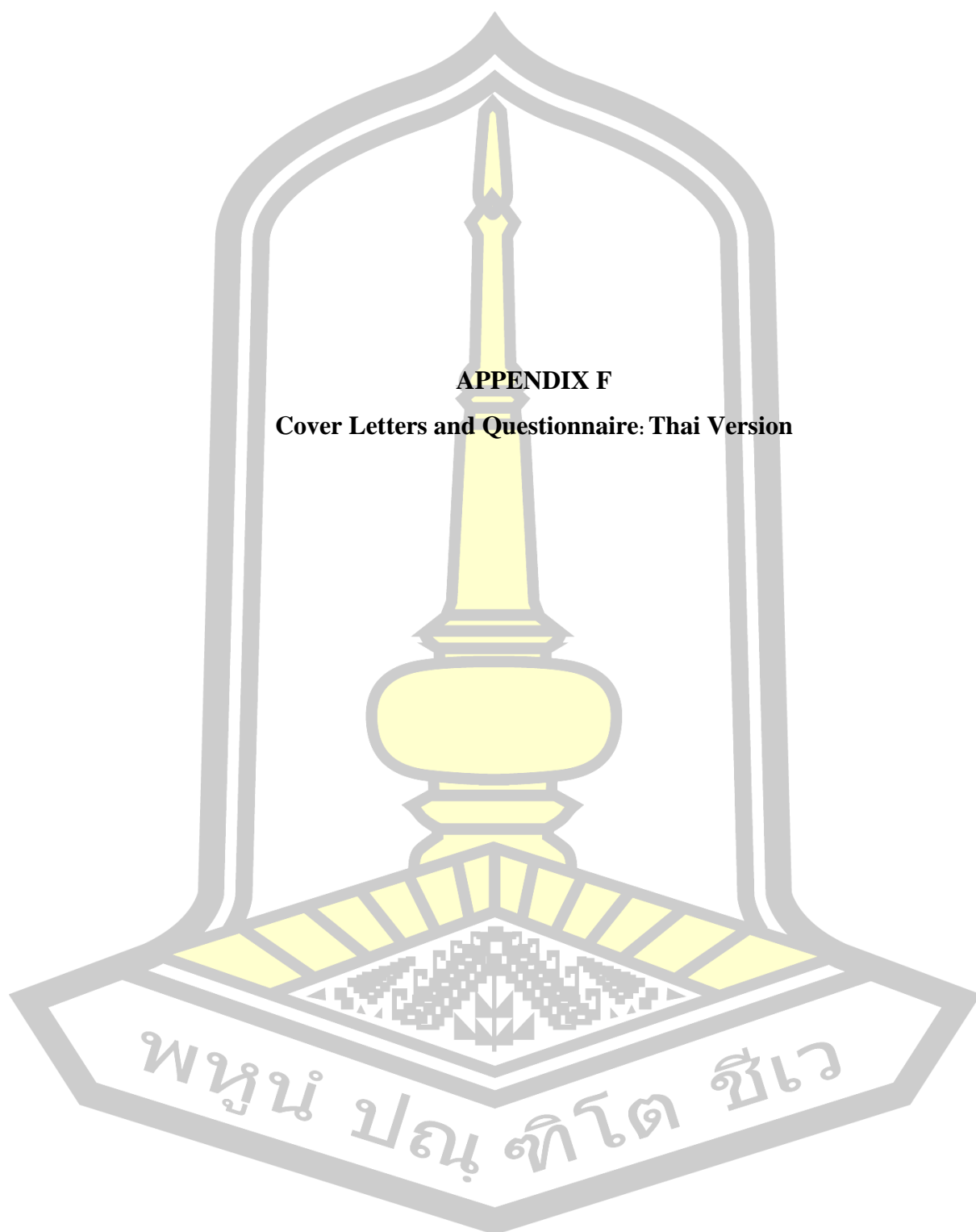
External factor affecting operation	Levels of agreement				
	Strongly agree	Agree	Neither	Disagree	Strongly disagree
Customer Diversity					
1.Business emphasizes on development of quality and service because of customer demand differently.					
2.Business focuses on better respond customer demand due to frequent change of customer demand.					
3.Business emphasizes on adjusting and developing of better operation for building up relationship because of customer demand differently.					
4.Business needs to adjust both proactive and relational management that correspond with different customer demand.					
5.Business needs to adjust operation and strategy for responding various customer demands rapidly.					

Part 7: Recommendations and suggestions regarding operation of cosmetic businesses in Thailand.

.....
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Thank you for your time answering all the questions. Please fold and return in provided envelope and return to me as address mentioned. If you desire a summary report of this investigation, please give your business card attached with this questionnaire. The summary will be mailed to you upon the completion analysis.





APPENDIX F

Cover Letters and Questionnaire: Thai Version



ที่ ศธ 0530.10/ 1419

คณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม
ตำบลขามเรียง อำเภอกันทรวิชัย
จังหวัดมหาสารคาม
44150

27 พฤศจิกายน 2560

เรื่อง ขอความอนุเคราะห์กรอกแบบสอบถาม

เรียน ผู้อำนวยการ/ผู้จัดการฝ่ายการตลาด

ด้วย นางสาวช่อฉัตร สัจจาวิริยะ นิสิตระดับปริญญาเอก คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “ความสามารถเชิงกลยุทธ์ในการตอบสนองลูกค้าและผลการดำเนินงานทางการตลาด : การสำรวจหลักฐานเชิงประจักษ์ของธุรกิจเครื่องสำอางในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการทำวิทยานิพนธ์หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด และการศึกษาในครั้งนี้ได้เน้นให้นิสิตศึกษาข้อมูลด้วยตนเอง ดังนั้น เพื่อให้การจัดทำวิทยานิพนธ์เป็นไปด้วยความเรียบร้อยและบรรลุวัตถุประสงค์ คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขออนุญาตให้ นางสาวช่อฉัตร สัจจาวิริยะ ศึกษาและเก็บรวบรวมในรายละเอียดตามแบบสอบถามที่แนบมาพร้อมนี้

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม หวังเป็นอย่างยิ่งว่าคงได้รับความอนุเคราะห์จากท่านในการให้ข้อมูลในครั้งนี้เป็นอย่างยิ่ง และขอขอบคุณมา ณ โอกาสนี้

ขอแสดงความนับถือ

(อาจารย์รวิราวุฒิ นกคณุนำ)

รองคณบดีฝ่ายประกันคุณภาพ รักษาการแทน
คณบดีคณะกรรมการบัญชีและการจัดการ
มหาวิทยาลัยมหาสารคาม

งานวิชาการระดับบัณฑิตศึกษา

คณะกรรมการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

โทรศัพท์ 0-4375-4333 ต่อ 3431

โทรสาร 0-4375-4422



แบบสอบถามเพื่อการวิจัย

เรื่อง “ความสามารถเชิงกลยุทธ์ในการตอบสนองลูกค้าและผลการดำเนินงานทางการตลาด: การสำรวจหลักฐานเชิงประจักษ์ของธุรกิจเครื่องสำอางในประเทศไทย”

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง “ความสามารถเชิงกลยุทธ์ในการตอบสนองลูกค้าและผลการดำเนินงานทางการตลาด: การสำรวจหลักฐานเชิงประจักษ์ของธุรกิจเครื่องสำอางในประเทศไทย” เพื่อใช้เป็นข้อมูลในการจัดทำวิทยานิพนธ์ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

- ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารฝ่ายการตลาดธุรกิจเครื่องสำอางในประเทศไทย
- ตอนที่ 2 ข้อมูลเกี่ยวกับธุรกิจเครื่องสำอางในประเทศไทย
- ตอนที่ 3 ความคิดเห็นเกี่ยวกับความสามารถเชิงกลยุทธ์ในการตอบสนองลูกค้าและผลการดำเนินงานทางการตลาด: การสำรวจหลักฐานเชิงประจักษ์ของธุรกิจเครื่องสำอางในประเทศไทย
- ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจเครื่องสำอางในประเทศไทย
- ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่มีผลต่อการดำเนินงานของธุรกิจเครื่องสำอางในประเทศไทย
- ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่มีผลต่อการดำเนินงานของธุรกิจเครื่องสำอางในประเทศไทย
- ตอนที่ 7 ข้อเสนอแนะ เกี่ยวกับการดำเนินงานของธุรกิจเครื่องสำอางในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใด ๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่าน ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการตอบแบบสอบถามชุดนี้อย่างถูกต้องครบถ้วน และหวังเป็นอย่างยิ่งว่าข้อมูลที่ได้รับจากท่านจะเป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ และขอขอบพระคุณอย่างสูงมา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นางสาวช่อฉัตร สัจจารีระ โทรศัพท์เคลื่อนที่ 082-3131396 หรือ E-mail : chorchat.sj@gmail.com

(นางสาวช่อฉัตร สัจจารีระ)

นิสิตปริญญาเอก สาขาวิชาการจัดการการตลาด
คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม

BIOGRAPHY

NAME	Miss Chorchat Sajjaviriya
DATE OF BIRTH	May 03, 1986
PLACE OF BIRTH	Khonkaen Province
ADDRESS	169/4 Moo4, Chatapadung Road, Nai Mueang District, Amphoe Mueang, Khonkaen Province, Thailand 40000
POSITION	Business Owner
PLACE OF WORK	2009 Siamtradingkhonkaen Co., Ltd. 169/4 Moo4, Chatapadung Road, Nai Mueang District, Amphoe Mueang, Khonkaen Province, Thailand 40000
EDUCATION	2003 Mathayom 6, Science - Math Program, Khonkaenwittayayon School, Khonkaen, Thailand 2007 Bachelor of Management Science in Accounting (B.M.S.) Faculty of Management Science, Ubon Ratchathani University, Ubon Ratchathani, Thailand 2012 Master of Business Administration (M.B.A.) University, Khon Kaen, Thailand 2019 Doctor of Philosophy in Marketing Management (Ph.D.) Mahasarakham University, Mahasarakham, Thailand
Research output	2015 Sajjaviriya, Chorchat and Ussahawanitchakit, Phaprukbaramee. 2015. Market Driving Strategy Orientation and Marketing Performance: An Empirical Investigation of Software Businesses in Thailand.

พหุบัณฑิต ชีเว