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研究課題名(和文) THE ROLE AND BENEFITS OF MARKETING COLLABORATION FOR INTERNATIONAL FIRMS

研究課題名(英文) THE ROLE AND BENEFITS OF MARKETING COLLABORATION FOR INTERNATIONAL FIRMS

研究代表者

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研究成果の概要(和文)：The results show that inter-firm market and brand orientation are two drivers of marketing and financial performance. The impact of inter-firm market on marketing and financial performance is significant when the brand orientation is favorable.

研究成果の学術的意義や社会的意義

The results show that inter-firm market and brand orientation are two drivers of marketing and financial performance. The impact of inter-firm market on marketing and financial performance is significant when the brand orientation is favorable.

研究成果の概要(英文)：While prior research has shown that market and brand orientation are the key contributors to successful business performance, research to date has not fully explored how inter-firm collaboration for these two key orientations can enhance business performance. The purpose of research is to investigate the relationship between IFMO and performance; to test for moderating role of brand orientation in that relationship. The results show inter-firm market and brand orientation are two antecedents of marketing and financial performance. The impact of inter-firm market on marketing and financial performance is significant when brand orientation is favorable. This study extends by examining moderating role of brand orientation on IFMO. Further research is indicated, to identify the key moderators of driving force of inter-firm market in relation to business performance and the reason why maintaining a strong brand presence is important in the international marketplace.

研究分野：Marketing

キーワード：brand orientation inter-firm market financial performance

1 . 研究開始当初の背景 Background at the beginning of research

Market orientation (MO) was originally developed in order to operationalize and test the marketing concept empirically (Kohli & Jaworski, 1990; Narver & Slater, 1990). It has been conceptualized as a philosophy or way of thinking that places the highest priority on the creation of superior customer value in the marketplace. Kohli and Jaworski (1990), for example, presented MO as a construct based upon three components: intelligence generation, intelligence dissemination and responsiveness. Several authors stress that there is very little knowledge on whether and how firms cooperate within business relationships in order to **strengthen their MO** (Hernández-Espallardo & Arcas-Lario, 2003; Hunt & Lambe, 2000). As suggested by Elg (2007), IFMO will refer to cooperative efforts performed together by different firms in order to respond to market forces. Based upon the conceptualization by Kohli and Jaworski (1990), we consider inter-firm intelligence generation, dissemination of market intelligence between the partners, and their possible joint responsiveness to market requirements. Another stream of research on marketing, largely distinct from the strategic marketing literature, has emphasized the role of brand orientation as the processes of the organization revolve around the creation, development and protection of brand identity in an ongoing interaction with target customers (Urde, 1999). The importance of developing and managing a strong brand has been stressed in the literature for a long time (Aaker, 2002; Keller, 1993). However, brand orientation (BO) has been conceptualized as a critical culture-level variable that emphasizes ongoing development of competitive advantages through offering relatively constant, consistent, relevant mark of distinction to the customer and clearly differentiated **from the competition** (Baumgarth, 2010; Brīdson & Evans, 2004). Evans, Brīdson, and Rentschler (2012) observe BO as a fusion of the brand concept derived from the RBV in which implies to an integrative device that aligns the organization's resources. Wong and Merrilees (2007) view BO as a basis for a firm's international marketing activities. This study develops the notion of BO by arguing that interactions with business partners and inter-firm activities may further develop and protect brand identity. Recent studies have also illustrated **how a firm's brand can govern inter-firm** collaboration and support external relationships (Altshuler & Tarnovskaya, 2010; Baumgarth, 2010). In this research, we thus introduce BO as interactions with business partners governed by the SMEs branding and aiming to strengthen brand identity. It is thus a concept for capturing how an SME can improve its brand and gain support for the different brand values through collaborations with business partners.

2 . 研究の目的 Purpose of research

This research discusses the nature of IFMO and brand orientation (BO) and examines their influence on business performance. To address these issues, using various firms operating internationally we investigate to determine (1) the effect of BO on IFMO, (2) the hypothesized effect of IFMO and on business performance, and (3) the role of BO in moderating the IFMO-business performance relationship. This research intends to shed new and important light on these concepts and the interrelationships among them.

3 . 研究の方法 Research method

To test these hypotheses, we conducted a field study using mailed questionnaires to collect our data in a cross-sectional design. This approach was chosen because it allows us to evaluate organizational processes in the settings where the researcher has minimal intrusion (McGrath, 1982). Burgelman (1983) suggests that determining organizational orientations requires gauging the resource allocations that support these activities. However, we were not able to access secondary source data which provided adequate details to accurately estimate constructs pertaining to different strategic orientations and to reflect the theoretical concepts we are employing. Despite some shortcomings, prior research (see Covin & Slevin, 1989; Naman & Slevin, 1993) indicates perceptual measures have high correlation with objective measures and facilitate comparisons among firms in different industries (Zahra, 1993; Zahra & Covin, 1993). A pool of items was generated for measuring each of the constructs using in depth relevant literature search. A questionnaire was designed to ask various managers and owners for their perceptions on a range of organizational variables including the nature of inter-firm market collaboration and the link with business

performance. This information was collected using a seven-point scale (1 = strongly disagree to 7 = strongly agree) in response to statements about these variables.

We informed respondents that there were no right and wrong answers and that they should answer questions as forthrightly and honestly as possible. In order to reduce the evaluation apprehension and made the subjects less likely to edit their responses to be more lenient, socially desirable, and consistent with how they think the researchers wanted them to respond (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), we did in a fashion similar to that used by Akgün, Keskin, and Byrne (2009) and developed a cover story to make it appear that the measurement of the predictor variable was not connected with or related to the measures of the criterion variable. The questionnaire was first pre-tested using three academics in order to ensure that the survey content and measurement scales were clear and appropriate.

Following some minor modifications, and to make sure that all the questions were relevant for respondents, a second pre-test was carried out with ten business managers. Senior executives (or CEOs), top managers and marketing managers were the target group of our study because of their knowledge and experience (see Auh & Menguc, 2005). In this regard the respondents were asked to evaluate the contents and meaningfulness of each item. Since industry-specific effects might limit the generalizability of effect sizes, and to facilitate external validity, we extended this line of research to include industries that vary in regulatory processes (e.g. chemical industry, international pharmaceutical markets, nonprescription drug markets, various unregulated markets), innovation cycles (e.g. semiconductors, electronics, paint), or concentration (e.g. auto manufacturing, optic manufacture). We deleted the 10 CEOs/senior executives whom we contacted for pre-testing from the master list. We then used the remaining firms (a total of 890 firms) for data collection. Over a period of several months a direct-mail questionnaire including three questionnaires were sent to the sample of 890 companies in three waves. An initial mailing along with three cover letters, three postcard reminders along with three fresh questionnaires were sent out in the first two waves. No explicit incentive was provided. One cover letter was used to explain the firms' CEOs regarding the aim of the study.

Of the total mailings, nine questionnaires were non-deliverable and twenty-six questionnaires were ineligible for reasons including: company policy of non-participation in survey, company liquidation, and inadequate completion of the survey instrument which have been removed. As a result, a total of 169 completed pairs of surveys were received resulting in a response rate of 19.81%, after accounting for undeliverable surveys. Additionally, we incorporated one informant competency dimension to the survey which assessed the respondent's knowledge/information to evaluate the firm's relationships and firm's performance. The results indicated that they all of the respondents were active in international business. Tests of bias due to non-response were conducted using a comparison of early to late respondents (Armstrong & Overton, 1977). Although we found a significant difference ($p < .05$) between the first and third quartiles of the respondents for firm age (with early respondents firms' averaging 16 years and late respondents averaging 43 years), the results of independent samples t tests showed no significant differences between these two groups ($p > .05$) on several variables, including inter-firm market orientation dimensions, brand orientation, firm size, and years of experience. Thus, non-response bias is unlikely to be an inhibitor in our analysis. Given the lack of bias, the rank of the respondent, the length and difficulty of the questionnaire, and comparable response rates in similar studies (e.g. Baker & Sinkula, 2007), the sample was judged to be adequate. The questionnaires were completed by managers who were CEOs or by those with an equivalent position (titles such as owner, marketing managers, strategic managers) from multiple industries (e.g. chemical products, watch industry, paper industry, optic industry, steel industry, automobile industry, household appliances, packaged products, machinery and equipment, textiles, chocolates, construction materials, machinery in mining, electronic).

4 . 研究成果 Research result

Our conceptual framework and results extend previous theories about market and brand orientation as well as organizational performance by investigating relationship marketing and external collaboration among firms which operate internationally. We thereby fill a significant

gap in the understanding of IFMO and BO in the firms operating internationally, the nature of relationships between IFMO and BO, the moderating effect of BO on IFMO and organizational performance. The results provide an initial benchmark for organizational strategy attributes apparent in conjunction with certain **contingencies in a firm's operating** environment. Several contributions to various research streams are noteworthy. First, previous attempts to consolidate research findings in IFMO include primarily qualitative reviews (Elg, 2007). The primary contribution of this research is that it validates new IFMO and BO scales. First, we reviewed the extant past relevant literature, operationalized inter-firm market and brand orientation. For the purposes of the current study, we altered the original semantic anchors of the scales to be consistent with inter-firm collaboration procedures for configuration analysis. This effort yields IFMO is a three dimensional construct that confirmed by a factor analysis. The three-factor solution explains 64.112% of the variation, while a one factor solution only explains 35.482% of variation. The results confirm that IFMO is a multi-dimensional construct. The validity of the BO scale was also supported by a factor analysis, which suggests that BO is a unidimensional construct. The analyses of dimensionality, reliability, and convergent, discriminant, and predictive validity of the IFMO and BO scales are satisfactory. This is an important point, in that few studies (e.g. Tajeddini et al., 2015) to date have operationalized and tested these two capabilities. Next, the theory testing approach pursued in this research is consistent with other research on the subject (Akyol & Akehurst, 2003; Baker & Sinkula, 2009; Merrilees et al., 2011; Wong & Merrilees, 2007). Hypotheses were scrutinized by regressing organization performance against the two orientation variables, the interaction between them, and the control variables. **The results advance our knowledge concerning a company's international marketplace** effectiveness, collaboration with trusted partners and, ultimately, competitive advantage. Empirical findings confirm IFMO and BO as two important determinants of organizations operating internationally. We have specifically found that IFMO positively affects financial (profit goal achievement, sales goal achievement, and ROI) and market performance (customer retention, service quality, and customer satisfaction). This implies that collaboration with trusted partners are generally important to the success of the organizations. In particular, this reflects that in order to enhance financial return and fulfill market objectives, international firms should work and collaborate with business partners to make them aware of the relevance of business engagement to enhance and enrich the delivery of products and services, and put resources into working with trusted partners. Our results suggest that such collaboration should involve partners in the process of generating ideas, allowing secure data sharing, formulating and developing business strategies and how act upon market intelligence and trends quickly. These findings also show that the collaboration may **raise the firm's awareness to realize that customers do not purchase the core products but the augmented values that they perceive** (e.g. Baker & Sinkula, 1999; Elg, 2008; Kohli & Jaworski, 1990; Narver & Slater, 1990).

Additionally, the results support the prior research (e.g. Cambra-Fierro et al., 2011; Elg, 2007) regarding the possible link between IFMO and the **firm's market** performance. Our outcomes also reinforce the argument of Morgan and Hunt (1999) who note that inter-firm relationships, coupled with different types of resources, are the main prescriptions for creating a sustainable competitive advantage and thereby leading to higher performance. In general, the findings of the current research indicate that international firms are required to consistently modify and update their portfolio mix to enhance their relational capabilities and network competences to meet the changing needs and wants of their target market segments in order to achieve a sustainable competitive advantage, particularly if they intend to operate globally (see for example, Freeman, Edwards, & Schroder, 2006; Gummesson, 1998). In addition, in the earlier literature there are only a few empirical studies examining the effect of brand orientation on organizational performance or brand performance (e.g. Napoli, 2006; Wong & Merrilees, 2008). Brand orientation is conceived to encompass both a mindset and a process of creating, developing, and protecting brand identity in an ongoing interaction with target groups (Balmer, Greyser, & Urde, 2006) and can be applied among partners. Although previous studies (e.g. Cano et al., 2004; Shoham, Vigoda-Gadot, Ruvio, & Schwabsky, 2006) have not highlighted brand orientation explicitly as an approach for achieving higher business performance, the results of this research show that finance and marketing performance are driven by BO in different international firms. Indeed, these findings suggest that brand orientation -as a mindset- ensures the brand is recognized, featured and favored in the marketing strategy (Wong & Merrilees, 2008) in international firms. The main effect of IFMO and BO on both marketing and financial performance are significant and positive. As earlier noted the current research stresses that each of these two orientations individually is critical for the success of international firms. In other words, either the firm takes an outside-in approach, with brand image as a primary concept (market orientation) or takes an inside-out approach, with brand identity as a key concept (brand orientation) (Urde et al.,

2013), the results also confirm that these both orientations contribute to an improved business performance. This finding is an important extension of recent views of the role of higher order market and brand orientation on building competitive advantage (see for example, He & Wei, 2011; Pelham, 2000; Wong & Merrilees, 2005). On the other hand, it can be argued that both IFMO and inter firm brand orientation are capable of delivering superior value in terms of market and financial performance (see for example, Ewing & Napoli, 2005; Napoli, 2006).

Furthermore, some scholars (e.g. Gromark & Melin, 2013; Reid et al., 2005) argue that a brand can be well developed only through a deep **understanding of the customers' preferences** and therefore customer orientation can be conceived as a central part of both market orientation and brand orientation. Earlier empirical research (Mulyanegara, 2011; O'Cass & Voola, 2011) shows that there is a connection between IFMO and BO. Indeed, Wong and Merrilees (2007) have further underscored the assumption that brand orientation can be built on the foundations of market orientation. We theorized that BO is a critical strategic hub that can increase the effect of IFMO while harnessing the benefits of such relationship. BO is expected to enhance salient the fullest potential of IFMO. Our results were generally supportive of the role IFBO was expected to play in explaining the relationship between IFMO and marketing and financial performance. The results indicates that as BO increases, the effects of e IFMO on marketing and financial performance were positive and significant. This suggests that IFMO led to marketing and financial performance only under situations where BO was high. Our simple slope analysis supported this finding; the effect of IFMO on marketing and financial performance increased as BO increased. Although market orientation and brand orientation can be seen from two different strategic orientations (see for detail Gromark & Melin, 2013; Urde et al., 2013), these results reminiscent of **the Urde's (1999)** view on market orientation and brand orientation. He notes that market orientation can be seen as a more uncomplicated, short-term, and fundamental level which discusses about products and markets, whereas brand orientation is an additional degree of sophistication **and in fact to be brand oriented is market orientation 'plus'** (Urde, 1999, p. 118). Such contributions are important as they delineate the differences between inter firm marker orientation versus inter firm brand orientation.

The initial results have already been published in journal paper and some conferences:

Tajeddini, K, & Ratten, V., (2020). The moderating effect of brand orientation on inter-firm market and performance. *Journal of Strategic Marketing*, 28(3), 194-224.

Conference papers:

2017, December 13-15, Academic Conference, The 2nd International Conference on Recent Trends in Business Management, Bangkok, Thailand

2017, November 10-19, 5th Academic International Conference on Business, Marketing and Management Oxford, United Kingdom

2018, June 25-27, 7th International Conference on Innovation, Knowledge, and Management (ICIKM 2018) Bali, Indonesia

2018, December 21-22, 7th International Conference on Social Sciences, Humanities & Business 2018 (ICSSHB 2018) Bangkok, Thailand

2019, June 20-23, International Conference on Innovative Practices in Management, Engineering & Social Sciences, 2019 (IPMESS-2019) Singapore

5. 主な発表論文等

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3. 雑誌名 Int'l Journal of Hospitality Management	6. 最初と最後の頁 N/A
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〔学会発表〕 計5件 (うち招待講演 3件 / うち国際学会 3件)

1. 発表者名 Kayhan Tajeddini
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1. 発表者名 Kayhan Tajeddini
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1. 著者名 Patnaik, S., Tajeddini, K. & Jain, V	4. 発行年 2021年
2. 出版社 Switzerland, Springer Nature	5. 総ページ数 N/A
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〔産業財産権〕

〔その他〕

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6. 研究組織

氏名 (ローマ字氏名) (研究者番号)	所属研究機関・部局・職 (機関番号)	備考
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7. 科研費を使用して開催した国際研究集会

〔国際研究集会〕 計0件

8. 本研究に関連して実施した国際共同研究の実施状況

共同研究相手国	相手方研究機関
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