# Marketing Integration Strategy and Sustained Competitive Advantage: An Empirical Investigation of Antecedents and Consequences in The Exporting Firms From Gems and Jewelry Businesses in Thailand

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## Abstract

This study examined the influence two dimensional of marketing integration strategy (MIS) on sustained competitive advantage via mediating effects of marketing collaboration efficiency, product innovation capability, and marketing responsiveness. Moreover, two antecedent constructs were comprised of modern marketing vision and business network through moderating effect on marketing experience. Here, 219 gems and jewelry exporting businesses in Thailand were chosen as the sample. This paper reported that both dimensions of MIS had a significant impact on marketing collaboration efficiency and product innovation capability. Likewise, marketing collaboration efficiency and product innovation capability had a potential positive influence on marketing responsiveness leading to sustained competitive advantage. Additionally, the two factor antecedents had a significant positive effect on each dimension of MIS as expected while only the modern marketing vision had no significant effect on dynamic learning orientation. The findings indicated that the marketing experience did not moderate the relationships among antecedents and MIS. Accordingly, the potential discussion with the results is implemented in the study. Theoretical and managerial contributions were explicitly provided. Conclusion, suggestions and directions of the future research were also highlighted.

**Keywords :** Marketing Integration Strategy, Marketing Collaboration Efficiency, Product Innovation Capability, Marketing Responsiveness, Sustained Competitive Advantage

## 1. Introduction

Tendency of world economics has forced various organizations to develop business to enhance ability in response to market demands and to survive in the future. Moreover, assistance from other firms is important to operate business which collaborates with inter-firms to help firms succeed rapidly (Kearney and Lucey, 2004). Firm is implementing marketing strategy to connection between divisions which using it to react environment changing on market conditions and customer needs (Lyus, Roger, and Simms, 2011). Accordingly, firm is integrated variety marketing information together to analyze tendency of marketing such as price of tradable good and location which deemed as the great management and affect to business performance (Gluschenko, 2009). Likewise, marketing integration is emphasized on assemble various information to cover the needs of consumers namely, research and development, communication, manufacturing, distribution channel, and service which help firms understand consumers better (Tsai, 2005). In addition, marketing integration relies on ability of firm to blend marketing factors appropriately which employees has the role to perform for creating relations with client, supplier, and retain customer satisfaction causing sustainable competitive advantage (Mathew, Joglekar, and Desai, 2010). Moreover, expansion of the firm will focus on international trade which should be aware of the environment in competition that will have to be carefully studied. Crucially, the jewelry industry has grown continuously through effectiveness of flexible marketing and generate valuable of products from creative ideas that increase potential to respond to customers and are superior to rival within same industry (Kanchanda, Ussahawanitchakit, and Jhundra-indra, 2012). These are important factors of integrated marketing that supports the firm' success.

Challenge of firm is to determine the marketing integration as the strategy to use in competition. Principle of manager on each department if not to the same approach that, is difficult to build marketing integration strategy and inefficient (Lapierre and Henault, 1996). The firm has complication to manage marketing integration strategy in aspect of an attitude of staff, different culture, career goal and willingness to share reciprocal (Griffin and Hauser, 1996). Besides, the formal organizational structure as barrier on marketing integration strategy, particularly cross-functional and create team (Leenders and Wierenga, 2002).

Therefore, marketing integration strategy is the important role of operation business which to help firm has strength that occurred from cooperation and good relations of all divisions within the firm. While, marketing integration strategy is unclear about the several factors have influence to firm success and the instrument use to measure the constructs are complexity. This research is able to identify gap of marketing integration strategy that derived from previous research and literature review along with fulfill to the research more complete. In this case, researcher attempts to seek the antecedent constructs that associates with marketing integration strategy and its consequences lead to competitive advantage of the firm.

The main purpose of this paper is to examine the relationship between marketing integration strategy and sustained competitive advantage. In this study, the key research questions are: (1) How do two dimensions of marketing integration strategy have an influence on marketing collaboration efficiency, product innovation capability, marketing

responsiveness, and sustained competitive advantage?, (2) How do marketing collaboration efficiency, product innovation capability, and marketing responsiveness have an impact on sustained competitive advantage?, (3) How do modern marketing vision and business network enhance on both dimensions of marketing integration strategy?, and (4) How do modern marketing vision and business network have influence on two dimensions of marketing integration strategy via marketing experience as a moderator?.

## 2. Relevant Literature Reviews and Hypotheses Development

This research is presents the conceptual framework in Figure 1 which involves to the relationships among marketing integration strategy, it consequences, sustained competitive advantage, antecedent variables along with moderator variable, and then, propose that the positively relationship of all variables.

Accordingly, integration theory is utilized to explain the relation of conceptual model in aspects of collaboration and interaction of interpersonal that lead to uniqueness of the firm (Kahn and Mintzer, 1998). Moreover, integration theory focuses on combine various knowledge mutual to create the new way of marketing function to enhance capability in competition (Garrett, Buisson, and Yap, 2006) along with increase flexibility to perform and adaptation to consistent with environment change as well (Moenaert et al., 1994). In addition, integration theory concentrates on customer needs and market demands which firm should be understand of these needs and exchange the marketing information continuous to develop ability superior to the competitors lead to sustained competitive advantage (Ali et al., 2010). In this research is underlying on the integration theory to improvement marketing capability of the firm in holistic view which create coordinate inter-functional and prepare to adapt the

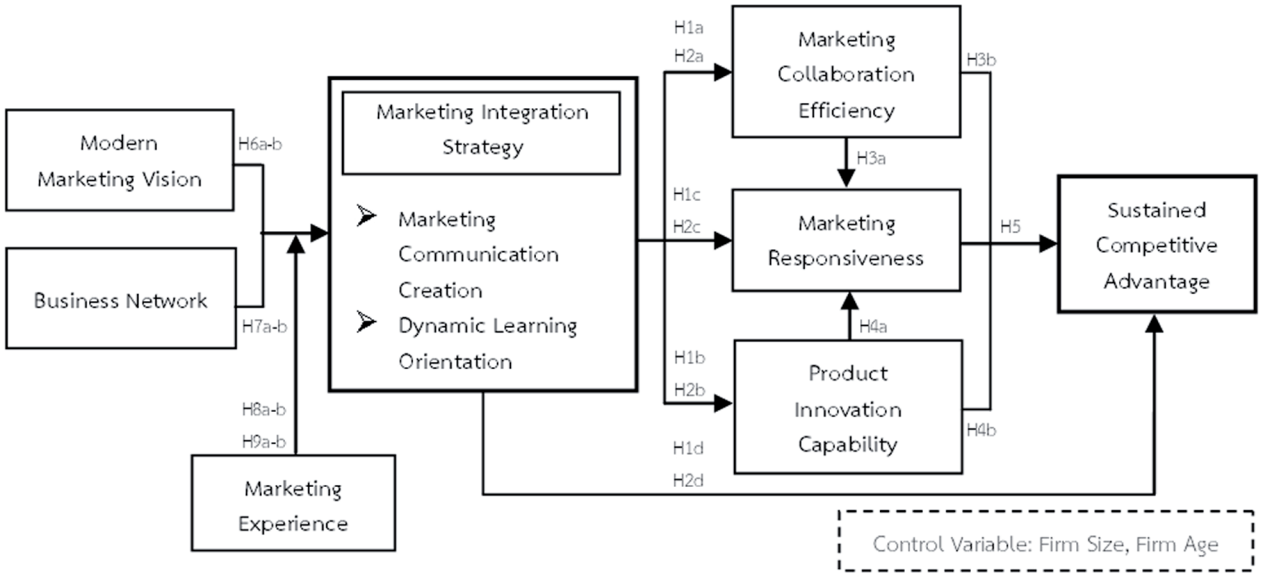



**Figure 1 :** Relationship Model of Marketing Integration Strategy and Sustained Competitive Advantage

operation together to modernity market approach that respond to competition effectively and continuously.

**2.1 Marketing Integration Strategy** is defined as the firms assign marketing approach by emphasizing on participation to perform, collaboration, and interaction cross-functional to enhance flexibility and capability to competition. The firm has awareness to research and development in marketing to continuously lead to offer new products to marketplace over the rivals (Griffin and Hauser, 1996). The firm then invents manufacturing process quality and modernity (Paiva, 2010). Accordingly, an ability of the firm is important role to collecting and incorporating all of marketing knowledge bring to set the operation approach that adheres to the marketing integration strategy as effectiveness. Moreover, the previous research suggests that integrated marketing capability will depending on learning various environmental factors and comparison between perform once of the firm and competitor for seeking the best practices and adapt to operational of firm should be done (Akdeniz, Gonzalez-Padron, and Calantone, 2010). Hence, this study has reviewed literature and develop new dimension of marketing integration strategy which encourage firm will gained competitive advantage are as following:

2.1.1 Marketing Communication Creation refers to determination a variety of channel to contacting and accessing all of market information for recognize product attribute and incur customer acceptance (Chen, Shen, and Chiu, 2007). Currently, marketing communication is developing rapidly which can help response to customer needs as well and more satisfy modern consumer (Dmitrijeva and Batraga, 2012). Firms are able to adopt technology to improve marketing communication to enhance competition capability. Thus, the aforementioned relationships are hypothesized as follows.

***Hypothesis 1:*** *Marketing communication creation will have a positively influence on (a) marketing collaboration efficiency, (b) product innovation capability, (c) marketing responsiveness, and (d) sustained competitive advantage.*

2.1.2 Dynamic Learning Orientation is defined as firms' emphasize on seeking marketing knowledge that have influence on product innovativeness to continuously invent new ways to service effectively (Rahab, 2012). Firm learning marketing is always going to make a difference superior competitor including the activities, advanced technology, market trends, environment and so forth (Jeffrey, 2009). Moreover, dynamic learning orientation is enhances competency of the firm to fill potential and get more marketing outcome (Liu, Luo, and Shi, 2002). Therefore, the aforementioned relationships are hypothesized as shown below.

***Hypothesis 2:*** *Dynamic learning orientation will have a positively influence on (a) marketing collaboration efficiency, (b) product innovation capability, (c) marketing responsiveness, and (d) sustained competitive advantage.*

**2.2 Marketing Collaboration Efficiency** is viewed as the firm has capable to coordinate and promote cooperate in marketing by participation in marketing activities and building the relations with customers and suppliers to increases potential on marketing to the firm. In addition, marketing collaboration is generated from experiences, attitude, and communicate between individual (Kravitz et al., 2011). Firm is focusing on coordinate with marketing and operation to share information and resource both internal and external which brings to success

(Tang, 2010). Thus, the aforementioned relationships are hypothesized as shown below.

***Hypothesis 3 :*** *Marketing collaboration efficiency will have a positively influence on (a) marketing responsiveness and (b) sustained competitive advantage.*

**2.3 Product Innovation Capability** refers to ability of the firm to bringing the resources required to create, upgrade, and improve production to launch new products to the market continuously and effectively (Figueiredo, 2010). Indeed, firms have innovation capability will stimulate the new idea to encourage the firms to survive in fluctuations environment (Calantone, Cavusgil, and Zhao, 2002). Accordingly, firms should emphasize on marketing and innovative to develop employee's attitude of operation which cause satisfaction and commitment in the future (Zhou et al., 2005). Therefore, the aforementioned relationships are hypothesized as follows.

***Hypothesis 4:*** *Product innovation capability will have a positively influence on (a) marketing responsiveness and (b) sustained competitive advantage.*

**2.4 Marketing Responsiveness** is defined as the potential of firms to access the resource specifics for developing product uniqueness to offers to marketplace and meet the needs of customer superior to its competitor leading to competitive advantage (Neill, McKee, and Rose, 2007). The strategy is important to pursue opportunity in international business which depend on adapting structure and enhance value creation process that increase capable to respond quickly and continuously (Breuning, Kvalshaugen, and Hydle, 2013). Marketing responsiveness deemed ability of firm competition when it understands various factors that might influence operation will respond immediately. Therefore, the aforementioned relationships are hypothesized as follows.

***Hypothesis 5:*** *Marketing responsiveness will have a positively influence on sustained competitive advantage.*

**2.5 Sustained Competitive Advantage** is viewed as achievement of the firm to profitability, competitiveness, which firm has outstanding product and able to dominate market share superior to its competitors and continuous customer acceptance (Weerawardena and O'Cass, 2004). Likewise, firms with capabilities to learning combined with developing technologies would affect sustained competitive advantage more than firms that neglect to learn something new (Camison and Villar-Lopez, 2011). Especially, marketing integration strategy is able to enhance flexibility in aspect of produce new product, good relationships both suppliers and customers although faced with uncertainty environment (Dreyer and Gronhaug, 2004).

**2.6 Modern Marketing Vision** refers to the goal to be successful with the new marketing approach creatively to incur product innovative to respond market demands effectively leads to competitive advantage (Syers, Ussahawanitchakit and Jhundra-indra, 2012). Indeed, modern marketing is developed for congruence with lifestyle that meet the customer needs and prefers product which promote great image to the firm (Scott, 2008). The executive should be aware to environmental factors that influence on assign performs modernity marketing and preparing for competition effectively. Thus, the aforementioned relationships are hypothesized as follows.

***Hypothesis 6:*** *Modern marketing vision will have a positively influence on (a) marketing*

*communication cr eation and (b) dynamic learning orientation.*

**2.7 Business Network** refers to ability of the firm to create, retain connection of business relationships including activities, resources throughout mutual exchange information (Bjorkman and Kock, 1995). Moreover, the relations have direct effect on business network and especially interacting individual level is of high importance (Nell and Andersson, 2012). Likewise, previous research suggested that balance business network is able to help the firms have plentiful great ideas to generate new products and services that utilize resource absolutely worth along with stable business (Mouzas, 2006). Therefore, the aforementioned relationships are hypothesized as shown below.

***Hypothesis 7:*** *Business network will have a positively influence on (a) marketing communication creation and (b) dynamic learning orientation.*

**2.8 Marketing Experience** is defined as firm's ability to learn and accumulate market knowledge that is essential to achieve competitiveness (Barreto and Kypreos, 2004). Firm that has marketing experience will assist to understand of operation meanwhile firm has been aware mistake and it has great capable to solve. In addition, firm has been marketing experience from various communication channel to be recognized and the impression product and service (Tsai 2005). Especially, marketing experience can help firm in decision making to offering products to the most pleasant customers (Braga, Humphrey, and Starmer, 2009). Thus, the aforementioned relationships are hypothesized as follows.

***Hypothesis 8:*** *Marketing experience will positively moderate the modern marketing vision on (a) marketing communication creation and (b) dynamic learning orientation.*

***Hypothesis 9:*** *Marketing experience will positively moderate the business network on (a) marketing communication creation and (b) dynamic learning orientation.*

## 3. Research Methods

**3.1 Sample Selection and Data Collection Procedure**

This paper selects exporting firms from gems and jewelry businesses in Thailand as sample. The population was obtained from the list on database of Thailand's exporter directory of Department of Export Promotion, Ministry of Commerce of Thai government as of October, 2013. In addition, the reason for interest in gems and jewelry exporting business because the first, characteristic of business has necessary to combine various marketing knowledge for competition and the second, this business has modify and create new idea continuity which is consistent with marketing integration strategy. The instrument of data collection is a questionnaire via mailing send directly to the directors, executive, or managers of marketing who are the key informant in this study. Perform follow-up questionnaire on the third week through sending postcard and provide duration of collected data is three months. Here, the questionnaire mailing, 42 surveys were undeliverable because some firms were closure of business or relocation which did not announce a new address. Deducting the undeliverable from the original 1,051 mailed, the valid mailing was 1,009 surveys, from which 223 responses were received. Of the surveys completed and returned, only 219 were usable. The effective response rate was approximately 21.70%. Accordingly, the response rate for a mail survey

at least 20% deemed to appropriately follow-up procedure (Aaker, Kumar, and Day, 2001).

Moreover, to evaluate potential non-response bias was appraisal by comparison with early and late response. With respect characteristics of the firm include business type, nature of production, and capital of operation because of key informant self-reported all constructs (Armstrong and Overton, 1977). Likewise, non-response bias was estimate by t-test statistic and the results indicated that no significant differences, which it is not considered with non-response bias of these data.

**3.2 Variables**

The instrument of data collection is prepared in a questionnaire that designed and developed the item as a new scale from relevant literature review, previous research, and definition of each variable. To measurement of all variables for evaluated with multiple-items and assign as five-point Likert-type scale which divided into ranging from 5 is strongly agree to 1 is strongly disagree. Indeed, this instrument has been verified by experts along with pre-test upon receiving responses of thirty mailed questionnaires from export businesses in Thailand to check validity and reliability. Hence, the measurement of dependent, independent, mediating, moderating, and control variables are described as follows:

**Sustained competitive advantage (SCA)** is the dependent variable of this study, which is measured by ability of the firm to profitability in generate the featured of new products that superior competitors and enabling customers acceptance have continued (Weerawardena and O'Cass, 2004). In order to the outcome is reflecting the achievement of the firm is on target. Hence, this construct is developed as a new scale including four-item scale. **Marketing integration strategy (MIS)** comprise of two dimensions as follow. **Marketing communication creation (MCC)** is assessed by the potential of firm to diverse market communication to incentive on recognize and facilitate to consume products and services (Chen, Shen, and Chiu, 2007). Moreover, firm has concentrate with develop of market information technology to allow customers to access the product thoroughly. This construct is developed from definition and literature including four-item scale. **Dynamic learning orientation (DLO)** is evaluated by firm's capability to pursuit of external knowledge to deploy with existing knowledge which lead to improved product innovation (Rahab, 2012). Firm has been encouraged to train new knowledge and accumulate business experience to be useful in continuous operation. This construct is developed as a new scale including three-item scale. **Marketing collaboration efficiency (MCE)** is estimated by the level of capability in coordination and participation to great relationship and achieved collectively (Kravitz et al., 2011). This construct is developed from definition and literature including four-item scale. **Product innovation capability (PIC)** is rated by the degree of ability to utilizes the resource to creating value of outstanding new product to offer in the market over the rival which intends to marketing leadership (Figueiredo, 2010). This construct is developed as a new scale including four-item scale. **Marketing responsiveness (MRE)** is measured by the level of competency to practices that flexible and preparedness to response market demand are immediately and effectively (Neill, McKee, and Rose, 2007). Firm focusing on customer satisfaction brings a competitive advantage. This construct is developed as a new scale including four-item scale. **Modern marketing vision (MMV)** is

assessed by firm's ability to determine the principle of marketing function which cause the potential of competition is consistent with situation effectiveness (Syers, Ussahawanitchakit and Jhundra-indra, 2012). This construct is developed from definition and literature including three-item scale. **Business network (BNE)** is evaluated by the level of capable to create a great relationship between customers, suppliers, and partnerships to benefit business (Bjorkman and Kock, 1995). Likewise, firm has emphasize on keeping original client and seeking new client to exchange knowledge and share the resources. This construct is developed as a new scale including three-item scale. **Marketing experience (MEX)** is measured by the degree of the potential to acquire and collect various market knowledge which applies in performance of the firm as efficiently (Barreto and Kypreos, 2004). This construct is developed as a new scale including three-item scale. **Firm size (FSI)** is estimated by number of employees are practices in present (Maltz, Souder, and Kumar, 2001). Also, firm size is referenced by dummy variable including 1 (less than 100 employees) and 0 (more than 100 employees). **Firm age (FAG)** is measured by period in operate business of the firm (Tsai, 2005). Firm age is represented by dummy variable including 1 (less than 15 years) and 0 (more than 15 years). Hence, firm size and firm age are appropriately chosen as control variable.

**3.3 Methods**

The factor analysis was conducted to examine the relationship of these constructs require to classification constructs with correlated closely together in same set. It is respect to confirmatory factor analysis (CFA) to test validation of constructs, this analysis demonstrate that a high potential to inflate the component loading. Also, factor loading are 0.696 – 0.924 as greater than 0.40 cut-offs and are statistically significant that the rule-of-thumb (Nunnally and Bernstein, 1994). Moreover, the reliability of the measurement was estimated by Cronbach's alpha coefficients. In the scale reliability, a value of Cronbach's alpha coefficients showed that the ranging from 0.757 to 0.889 which a higher that 0.7 cut-off value (Nunnally and Bernstein, 1994). These measures of scale are deemed appropriate for further analysis and accepted for validity and reliability of this study. Table 1 exhibits the results of evaluate validation both factor loading and Cronbach's alpha coefficients are follows.

**Table 1 :** Results of Measure Validation

| Items | Factor Loading | Cronbach's alpha |
|---|---|---|
| Marketing Communication Creation (MCC) | .768 - .772 | .757 |
| Dynamic Learning Orientation (DLO) | .837 - .863 | .795 |
| Marketing Collaboration Efficiency (MCE) | .850 - .893 | .889 |
| Product Innovation Capability (PIC) | .773 - .888 | .830 |
| Marketing Responsiveness (MRE) | .735 - .893 | .829 |
| Sustained Competitive Advantage (SCA) | .696 - .924 | .854 |
| Modern Marketing Vision (MMV) | .817 - .916 | .843 |
| Business Network (BNE) | .827 - .880 | .816 |
| Marketing Experience (MEX) | .879 - .917 | .875 |

The ordinary least squares (OLS) regression analysis applies to examine the hypothesized relationships and factors affecting each relationships of this conceptual model. Likewise, all variables including: dependent variable, independent variables, and control variables in this study were neither nominal data nor categorical data, OLS is an appropriate method for the regression model which is analyzed separate of each the dependent variables as below.

## 4. Results and Discussion

Table 2 demonstrates the descriptive statistics and correlation matrix for all variables. Likewise, it is respect to potential problems relating to multicollinearity. In term of regression analysis is concerned about the correlation between the independent variables should not related excessive. Variance inflation factors (VIFs) ranging from 1.014 to 3.588 which was below cut-off value of 10 as recommended by Neter, Wasserman and Kutner (1985), meaning these

$$\text{Equation 1 : } MCE = \alpha_1 + \beta_{01}MCC + \beta_{02}DLO + \beta_{03}FSI + \beta_{04}FAG + \varepsilon_1$$

$$\text{Equation 2 : } PIC = \alpha_2 + \beta_{05}MCC + \beta_{06}DLO + \beta_{07}FSI + \beta_{08}FAG + \varepsilon_2$$

$$\text{Equation 3 : } MRE = \alpha_3 + \beta_{09}MCC + \beta_{10}DLO + \beta_{11}MCE + \beta_{12}PIC + \beta_{13}FSI + \beta_{14}FAG + \varepsilon_3$$

$$\text{Equation 4 : } SCA = \alpha_4 + \beta_{15}MCC + \beta_{16}DLO + \beta_{17}MCE + \beta_{18}PIC + \beta_{19}MRE + \beta_{20}FSI + \beta_{21}FAG + \varepsilon_4$$

$$\text{Equation 5 : } MCC = \alpha_5 + \beta_{22}MMV + \beta_{23}BNE + \beta_{24}FSI + \beta_{25}FAG + \varepsilon_5$$

$$\text{Equation 6 : } DLO = \alpha_6 + \beta_{26}MMV + \beta_{27}BNE + \beta_{28}FSI + \beta_{29}FAG + \varepsilon_6$$

$$\text{Equation 7 : } MCC = \alpha_7 + \beta_{30}MMV + \beta_{31}BNE + \beta_{32}MEX + \beta_{33}(MMV*MEX) + \beta_{34}(BNE*MEX) + \beta_{35}FSI + \beta_{36}FAG + \varepsilon_7$$

$$\text{Equation 8 : } DLO = \alpha_8 + \beta_{37}MMV + \beta_{38}BNE + \beta_{39}MEX + \beta_{40}(MMV*MEX) + \beta_{41}(BNE*MEX) + \beta_{42}FSI + \beta_{43}FAG + \varepsilon_8$$

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

| Variables | MCC | DLO | MCE | PIC | MRE | SCA | MMV | BNE | MEX | FSI | FAG |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Mean | 3.90 | 3.63 | 3.53 | 3.80 | 3.72 | 3.38 | 3.83 | 3.90 | 3.70 | 1.22 | 3.25 |
| S.D. | 0.52 | 0.58 | 0.66 | 0.64 | 0.66 | 0.69 | 0.62 | 0.57 | 0.64 | 0.60 | 0.93 |
| MCC | 1.00 | | | | | | | | | | |
| DLO | .501*** | 1.00 | | | | | | | | | |
| MCE | .557*** | .384*** | 1.00 | | | | | | | | |
| PIC | .551*** | .503*** | .580*** | 1.00 | | | | | | | |
| MRE | .473*** | .380*** | .582*** | .783*** | 1.00 | | | | | | |
| SCA | .347*** | .283*** | .644*** | .525*** | .589*** | 1.00 | | | | | |
| MMV | .478*** | .383*** | .644*** | .503*** | .424*** | .578*** | 1.00 | | | | |
| BNE | .487*** | .483*** | .490*** | .531*** | .484*** | .423*** | .659*** | 1.00 | | | |
| MEX | .399*** | .510*** | .599*** | .569*** | .590*** | .620*** | .686*** | .615*** | 1.00 | | |
| FSI | -.007 | -.161** | -.128 | -.148** | -.275*** | -.173** | -.176** | -.248** | -.073 | 1.00 | |
| FAG | .041 | .149** | -.097 | .071 | -.087 | .000 | .008 | .037 | -.025 | .097 | 1.00 |

*** p<0.01, ** p<0.05

variables are independent of each other and ensured that this study is without multicollinearity problem.

**4.1 The effects of marketing integration strategy on marketing outcomes and sustained competitive advantage**

Table 3 presents the OLS regression analysis on each dimension of marketing integration strategy (i.e. marketing communication creation and dynamic learning orientation) and marketing outcomes (i.e. marketing collaboration efficiency, product innovation capability, marketing responsiveness, and sustained competitive advantage). The results exhibit that marketing communication creation has a significant positive effect on marketing collaboration efficiency ($b_{01}$ = 0.49, p<.01) and product innovation capability ($b_{05}$ = 0.41, p<.01). Congruence with Wang and Fesenmaier (2007) who describe that the destination marketing emphasize on develop relationship and motivation of business partnerships to cause cooperation lead to marketing outcomes along with survive even in volatile environment. Similarly, the finding of Chapman and Hyland (2004) suggest that successful product innovation has support via communication technology that assists to customer recognized and satisfied of the products. **Hence, Hypotheses 1a and 1b are supported.** On the contrary, marketing communication creation has no significant impact on marketing responsiveness and sustained competitive advantage because it depends on allocation resource, managing organizational structure

**Table 3 :** Results of Ols Regression Analysis

| Independent Variables | Dependent Variables | | | |
|---|---|---|---|---|
| | Model 1 | Model 2 | Model 3 | Model 4 |
| | MCE | PIC | MRE | SCA |
| MCC | 0.49*** | 0.41*** | 0.04 | -0.10 |
| | (0.06) | (0.06) | (0.05) | (0.07) |
| DLO | 0.14** | 0.28*** | -0.05 | -0.02 |
| | (0.67) | (0.06) | (0.05) | (0.06) |
| MCE | | | 0.15** | 0.50*** |
| | | | (0.05) | (0.07) |
| PIC | | | 0.68*** | 0.03 |
| | | | (0.05) | (0.09) |
| MRE | | | | 0.33*** |
| | | | | (0.09) |
| FSI | -0.25 | -0.29* | -0.43*** | -0.07 |
| | (0.16) | (0.16) | (0.12) | (0.15) |
| FAG | -0.26** | 0.05 | -0.20** | 0.17 |
| | (0.11) | (0.11) | (0.08) | (0.10) |
| Adjust $R^2$ | 0.34 | 0.37 | 0.67 | 0.48 |

[a] Beta coefficients with standard errors in parenthesis, *** p < 0.01, **. p <0.05, * p < 0.10

and information knowledge that are inappropriate (Busquets, Rodon, and Wareham, 2009). It caused the marketing decision that went wrong. Thus, **Hypotheses 1c and 1d are not supported.**

The finding shown that dynamic learning orientation has a significant positive influence on marketing collaboration efficiency ($b_{02}$ = 0.14, p<.05) and product innovation capability ($b_{06}$ = 0.28, p<.01). Consistent with Eriksson and Chetty (2003) who demonstrate that the firm has attempts to learning market knowledge to continuous gain a great relationship with customer and able to expand customer base extensively. Likewise, organizational learning may gain from accumulated market knowledge to cause expertise that brings to enhance new product as effectively (Takayama and Watanabe, 2002). Therefore, **Hypotheses 2a and 2b are supported.** In addition, dynamic learning orientation does not effect on marketing responsiveness and sustained competitive advantage. It might be possible that the intense market competition and technology change rapidly have affect to efficiency of learning and adopt short-term leading to weaken responsiveness (Wu, 2012). Hence, **Hypotheses 2c and 2d are not supported.**

The results demonstrate that marketing collaboration efficiency has a significant positive effect on marketing responsiveness and sustained competitive advantage ($b_{09}$ = 0.15, p<.05), ($b_{15}$ = 0.50, p<.01) respectively. Similarity, Kim et al., (2011) Indicate that sustained competitive advantage and marketing strategy have a positive influence reciprocal because interdependence helps occur closely and commitment which it is important factor to build perception marketing that reflects potential to meet and lead to positive image to the firm. Thus, **Hypotheses 3a and 3b are supported.**

Finding also show that product innovation capability has a significant positive influence on marketing responsiveness ($b_{12}$ = 0.68, p<.01). Congruence with Zhang et., al (2009) describe that firm has dominated market share caused it considers to condition market and intends to learn and understand with variety market factors which to perception of customer demand and meet pleasant as well. On the contrary, product innovation capability has no significant effect on sustained competitive advantage. The result of Meunier-FotzHugh and Piercy (2009) suggest that firm has not yet succeed in a long time because firm has structure complexity which may occurs mistake in collaborative internal function. **Therefore, Hypothesis 4a is supported but Hypothesis 4b is not.**

In addition, the result presents that marketing responsiveness has a significant positive influence on sustained competitive advantage ($b_{19}$ = 0.33, p<.01). Consistent with Dreyer and Gronhaug (2004) demonstrate that firm's flexibility is essential to cope in uncertainty environment which managing balanced forms conjunction with learning environmental change regularity. Because various factors have variation rapidly according to tendency of market demand and technology, thus, firm must learn continuity to retaliate effectively. **Hence, Hypothesis 5 is supported.**

4.2 The effect of antecedent variables on marketing integration strategy and the moderating role of marketing experience

**Table 4 :** Results of Ols Regression Analysis

| Independent Variables | Dependent Variables | | | |
|---|---|---|---|---|
| | Model 5 | Model 6 | Model 7 | Model 8 |
| | MCC | DLO | MCC | DLO |
| MMV | 0.28*** | 0.12 | 0.29** | -0.06 |
| | (0.08) | (0.08) | (0.09) | (0.09) |
| BNE | 0.33*** | 0.39*** | 0.31*** | 0.23** |
| | (0.08) | (0.08) | (0.09) | (0.09) |
| MEX | | | 0.02 | 0.40*** |
| | | | (0.09) | (0.09) |
| MMV x MEX | | | 0.07 | 0.09 |
| | | | (0.10) | (0.10) |
| BNE x MEX | | | -0.02 | -0.04 |
| | | | (0.10) | (0.09) |
| FSI | 0.35** | -0.16 | 0.35** | -0.26 |
| | (0.17) | (0.17) | (0.17) | (0.17) |
| FAG | 0.03 | 0.28** | 0.04 | 0.33** |
| | (0.12) | (.012) | (0.12) | (0.12) |
| Adjust $R^2$ | 0.28 | 0.25 | 0.28 | 0.32 |

[a] Beta coefficients with standard errors in parenthesis, *** p < 0.01, **. p <0.05, * p < 0.10

Table 4 exhibits the relationships among modern marketing vision, business network, marketing communication creation, and dynamic learning orientation via moderating effect on marketing experience. The finding demonstrates that modern marketing vision has a significant positive influence on marketing communication creation ($b_{22}$ = 0.28, p<.01). The result of Scott (2008) explain that the perspective of modern marketing will support ability of firm to apply advanced communication technology to dissemination marketing message and various techniques of goods for customer awareness and increased marketing growth rapidly. Beside, the modern marketing vision has no significant impact on dynamic learning orientation. The finding of Rhee, Park, and Lee (2010) suggest that firm need develop marketing capability must use advanced technology and learning management as systematic which might high cost and difficult to learning if firm is in environment complexity. **Thus, Hypothesis 6a is supported but Hypothesis 6b is not.**

Moreover, business network has a significant positive effect on marketing communication creation and dynamic learning orientation ($b_{23}$ = 0.33, p<.01), ($b_{27}$ = 0.39, p<.01) sequentially. Consistent with Welch and Wilkinson (2005) suggest that interfirm relationship in marketing helps eliminate conflict and create understand correctly. Furthermore, the finding of Henneberg, Naude, and Mouzas, (2010) demonstrate that business networks have organizational structure and operational processes are complexity, thus, firm would intends to exchange

relationship, knowledge, and resources for benefit to use in business effectively. **Hence, Hypotheses 7a and 7b are supported.**

Beside, the moderating role of marketing experience has impact on the relationships among modern marketing vision, business network, marketing communication creation, and dynamic learning orientation which, the results demonstrated that opposite to that hypothesized. Previous research describe that business relationship is inappropriate size and not understand in nature of network will caused inefficient to share knowledge and may be possible to unsuccessful (Parker, 2008). Likewise, firm has accumulated marketing knowledge but not able to utilized because disregard good chatting between individual which firm should be encourage further education and training (Ellis and Hopkinson, 2010). Finding indicate that marketing experience does not play a role of moderating effects in these relationships and in future study will attempt to investigate marketing experience in different role or develop new linkage of marketing. **Therefore, Hypotheses 8a, 8b, 9a, and 9b are not supported.**

## 5. Contributions and Future Directions For Research

### 5.1 Theoretical Contribution and Future Directions for Research

Marketing integration strategy is new marketing approach to encourage firm to build competitive advantage which relies on cooperation and interaction cross-functions. This study emphasize on participation of work that bring to holistic success. Especially, firm will have improvement marketing abilities in conjunction with other functions to understanding and willing to share resources, knowledge, and experience to enhance flexible and potential to perform as effective and efficiency as possible. This research is based on integration theory to explain a phenomenon that occurred of marketing in the past and considered as concept to investigation of marketing integration strategy in the present. In addition, three theoretical contributions of the research namely: (1) this study develops new dimension of marketing integration strategy which comprise of marketing communication creation and dynamic learning orientation that have an influence on sustained competitive advantage, (2) with respect literature of conceptual model has attempted linkage associations among mediator, consequence, antecedent, and moderator variables together to examine factors have involved potential of marketing integration strategy, and (3) the findings demonstrate new knowledge of marketing integration strategy in difference context which expands the boundaries of integration theory in international commercial that is consistent with current environment. Furthermore, the aforementioned is new concept of marketing integration literature and empirical research. Accordingly, integration theory focuses on primarily relationship and also important in reducing conflict which reflect effective teamwork.

Future research will seek new key success of marketing integration strategy to reinforce the firm achievement apart from the relation, communication, or learning to the discover factors that affect true success. Additional related literature review of integration theory and develop variables newly on other aspects that bring to great marketing outcome such as brand success, marketing values, marketing goal achievement, financial performance, expert performance, and so forth.

**5.2 Managerial Contribution**

Managerial contribution is important to marketing directors as to apply marketing integration strategy to decrease barriers in operation of the firm between departments. Marketing integration strategy is able to increase cooperation more effective along with anticipates to employee and organization brings to success together. In fact, the finding exhibits that an essential factor to generate marketing integration strategy relies on great relationships and communication efficiently of firm that bring to understand of work and collective success. In addition, marketing director has important role to encourage participation in various activities to create interaction between department and new idea of product innovation offering for customer satisfaction. Firm is able to utilize marketing integration strategy to expand commercial network extensive with development technology to facilitate contact and share existing resources which lead to competitive advantage. Furthermore, firm should be aware to seeking external knowledge include customer needs, tendency of market demand, competitor, and partnerships to continuously for brings various knowledge that applies on internal knowledge to enhance operational of the firm effectively. Especially, highlight of marketing integration strategy are collaboration, coordination, and participation that underlying good relations in individual level which able to assist firm and gain advantage in ongoing competition. Accordingly, the marketing integration strategy is marketing approach that is appropriate with operate business in currently environment. Marketing director able to apply this marketing integration strategy to reinforce strength to acquire opportunity business and solve weakness that might caused conflict problem within the firm to increase capabilities in perform to survival of the firm.

## 6. Conclusion

This study investigates the influence of each dimension of marketing integration strategy on sustained competitive advantage through mediating effects, antecedent constructs and throughout moderating effect. It is fully conceptual framework and underlying on integration theory. This research focused on gems and jewelry exporter businesses in Thailand and was selected as the sample to study. The finding reports that two dimensions of marketing integration strategy that have an influence on marketing collaboration efficiency and product innovation capability which, are encouraged to increase marketing responsiveness and brings sustained competitive advantage to the firm. Meanwhile, modern marketing vision and business network were essential factors to stimulate marketing communication creation and effective dynamic learning orientation. The results are clearer and understanding that firm has potential to operate business alone may be insufficient. Therefore firm must seek partnerships with utilization the marketing integration strategy which deemed instrument to create advantage and aware of market demand as well. Furthermore, in aspect of marketing experience, is not role of moderating effect because might be has direct effect rather than indirect effect in this framework. Apart from participation and relation, there are many factors that might influence the success of gems and jewelry export industry. The future research will additionally investigate new constructs in order to help the firm apply marketing integration

strategy to be consistent with environments that are easier and more effective.

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