

การแข่งขันภายใต้ความร่วมมือกันระหว่างหน่วยการตลาดและหน่วยไอทีของเศรษฐกิจเกิดใหม่

The Coopetition of IT and Marketing Interface in Firms from Emerging Economy

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การศึกษาเชิงคุณภาพนี้มีวัตถุประสงค์เพื่อสำรวจปัจจัยภายในองค์กรของความสามารถด้านการตลาด ความสามารถด้านไอที ส่งผ่านตัวกลางด้านการแข่งขันภายใต้ความร่วมมือ (ความร่วมมือกันและการแข่งขัน) ต่อผลการดำเนินงานขององค์กรในมิติที่แตกต่างกันทางด้านทางการเงินและไม่ใช่ด้านการเงิน โดยการบูรณาการปัจจัยทั้งสี่ด้านของความสามารถด้านการตลาด ความสามารถด้านไอที การแข่งขันภายใต้ความร่วมมือกัน และผลการดำเนินงานขององค์กรเป็นตัวแปรหลักของการศึกษานี้ การทำวิจัยนี้ใช้ระเบียบวิธีวิจัยจากการอุปมัยโดยนำทฤษฎีฐานทรัพยากร และทฤษฎีเครือข่ายทางสังคมเป็นทฤษฎีรากฐานของการศึกษา จากนั้นใช้แนวความคิดว่าความสามารถขององค์กรจะดำเนินการได้จากมุมมองภายในองค์กร กรอบแนวความคิดที่นำเสนอแสดงให้ถึงการแข่งขันภายใต้ความร่วมมือจะปรับปรุงความสามารถในการปฏิบัติงานระหว่างหน่วยงานการตลาดและหน่วยงานไอทีในระบบเศรษฐกิจที่กำลังเติบโต การค้นพบนี้แสดงให้เห็นถึงหลักฐานของความเข้มแข็งของการแข่งขันภายใต้ความร่วมมือจะส่งผลการดำเนินงานขององค์กรทั้งด้านทางการเงินและไม่ใช่ด้านการเงิน งานวิจัยนี้มีส่วนสนับสนุนการศึกษาด้านการตลาดและด้านการจัดการ โดยขยายขอบเขตของทฤษฎีฐานทรัพยากรและทฤษฎีเครือข่ายทางสังคมจากการใช้ทรัพยากรหลักที่สำคัญเพื่อเพิ่มประสิทธิภาพการทำงานขององค์กรในระบบเศรษฐกิจเกิดใหม่ สำหรับประโยชน์ต่อนักปฏิบัติ ผู้บริหารระดับสูงขององค์กรจะส่งเสริมความร่วมมือและจัดการการแข่งขันของการประสานงานกันระหว่างหน่วยงานเพื่อให้ประสิทธิภาพขององค์กรดำเนินการได้อย่างเต็มศักยภาพ

คำสำคัญ : Coopetition, Marketing Capability, IT capability, Firm Performance

Abstract

This qualitative study aims to explore the effects of organizational internal antecedents such as marketing capabilities and IT capabilities mediated by cross-functional coopetition (cooperation and competition) on the different aspects of the organizational performance including economic performance and non-financial performance. Four areas of integration are a core premise of this study (i.e., marketing capabilities, IT capabilities, coopetition, and firm performance). As an inductive approach, based on the Resource-based View theory (RBV) and Social Network Theory (SNT), a conceptual design methodology of organization capability is conducted from the organization

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perspectives. The proposed framework deliberates that coopetition improves ability to perform between marketing function and IT function in this emerging economy. The findings provide the evidences that strengthening cross-functional coopetition has contributed in both financial and non-financial performance. The paper contributes to marketing and management discipline by extending the RBV and SNT theory on how key resource can be used to enhance firm performance in the emerging economy. For practical implications, top level executives may both foster the cooperation and manage the competition in cross-functional interaction for a firm's full performance potential.

Keywords: Coopetition, Marketing Capability, IT capability, Firm Performance

1. Introduction to the Study

1.1 Statement of the Problem/ Rationale for the Study

Over the past decades, the causes of interfunctional difference and overlap still remained within various firms. The functional units were interested in various directions and reactively dissimilar in order to reach to the same focal objective of the organization performance in the emerging economy or the dynamic environment. For the cross-functional units, the term "coopetition" was still scant and nascent. Notably, dynamic technology was increasing concentration which led to the interface between units and calling for more research. In such times, how should firms manage cross-functional "coopetition" to achieve performance outcomes? This is the main focal research question of this research paper.

In terms of marketing and IT units, managers were categorized these two facets of functions for marketing as a "high-touch" or "sales-driven" whereas information technology (IT) as a "hi-tech" or "technology-driven". However, there was shown the barriers to the cross-functional interface and the inconclusive effects of the

ineffectively interface between units (Luo, Slotegraaf, & Pan, 2006; Sahlan, Abu-Hussin, & Hehsan, 2019). In addition, the success of marketing strategy had still been on the limited attention and under development of the integration among these four areas (e.g., market capabilities, IT capabilities, coopetition, and firm performance).

1.2 Research Objectives

As the above discussion, this research focuses on implementing marketing capabilities, IT capabilities, coopetition, and firm performance. The purposes of this paper are three-folded, as followed.

1) To extend the in-depth understanding of the marketing capabilities and the IT capabilities for the implementing coopetition in marketing / business strategy discipline.

2) To examine the matter of coopetition between (1) marketing capabilities and firm performance and (2) IT capabilities and firm performance in addition to understand what conditions does coopetition lead to organization performance.

3) To develop a conceptual framework of marketing capabilities and IT capabilities on organization performance through coopetition.

1.3 Scope of the Research

This study covers the assessment of the nature of IT function (IT capabilities), and the extent to which the marketing function (Marketing capabilities), will be related to the outcomes of the firms (Performance), both directly and indirectly, being mediated by the cooperation and competition (Coopetition) of the interfacing between units or functions.

As an inductive approach, the qualitative study was conducted from reviewing the past extant researches. The research population consists of the list of Stock Exchange of Thailand (SET) listed companies and contact information for the year 2019, located throughout the regions of Thailand. The nature of the sample for the study was non-probability convenient sampling.

The main target respondents were six participants of the middle level of IT and marketing functions and six participants of top level management of the organization who willing to answer the questions for in-depth interview. The respondents were in sufficient knowledge and experiences about the related issues for 10 open-ended questions.

1.4 Research Hypotheses

The four alternative hypotheses and one research question were drawn from the conceptual framework are described below.

According to the past researches, marketing capabilities and coopetition were generally supported (Luo et al., 2006; Sahlan et al., 2019; Tsai, 2002). Thus, the associated relationship between marketing capabilities and the coopetition is predicted.

Hypothesis 1 : there is a positive relationship between marketing capabilities and the coopetition.

According to the past studies, IT capabilities and coopetition were found (Luo et al. 2006; Martell, 1988; Tsai, 2002). Thus, the associated relationship between IT capabilities and the coopetition is hypothesized.

Hypothesis 2 : there is a positive relationship between IT capabilities and the coopetition.

According to the review literature, the coopetition and the performance were supported (Barney 1991; Granovetter 1973; Luo et al., 2006; Sahlan et al., 2019; Tsai, 2002). Thus, the associated relationship between the coopetition and the performance is predicted.

Hypothesis 3: there is a positive relationship between the coopetition & the performance of the firms.

According to the past researches, many scholars supported the notion of interface of marketing capabilities and IT capabilities toward performance (Barney, 1991; Moorman & Rust, 1999; Song, Robert, and Di, 2008; Wernerfelt, 1984). Therefore, the interfacing of marketing capabilities and IT capabilities positively associated with the performance of the firms is predicted. The fourth proposition is derived as followed.

Hypothesis 4: the interfacing of marketing capabilities and IT capabilities is positively associated with the performance of the firms.

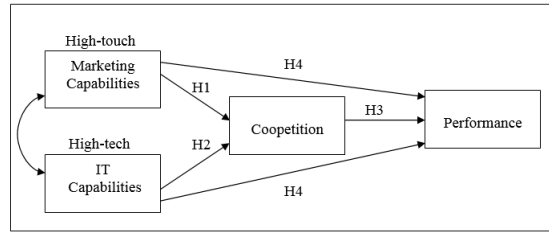
Based on the mediating role of coopetition, this was the first research question to extend the interface between marketing capabilities and IT capabilities mediated by coopetition for the marketing strategy literature. In the fifth level of this research, this proposition was defined by the indirect model. Some scholars suggested the notion that coopetition induced the firm performance (Luo et al., 2006). Thus, the interfacing of marketing and IT function related indirectly to the performance of the firms, being mediated by the assessment of the coopetition is expected. Then, the research question formulates, as followed.

Research Question 1: the interfacing of marketing capabilities and IT capabilities is related indirectly to the performance of the firms, being mediated by the assessment of the coopetition.

1.5 Conceptual Framework

The proposed framework is the assessment of the nature of IT function (IT capabilities), and the extent to which the marketing function (Marketing capabilities), will be related to the outcomes of the firms (Performance), both directly and indirectly, being mediated by the cooperation and competition (Coopetition) of the interfacing between units or functions within the firms as shown in the following section.

Figure 1: The Conceptual Model.



1.6 Significance of the Study

First, according the theoretical contributions, the Resource-based View theory (RBV) (Barney, 1991; Wernerfelt, 1984) and Social Network Theory (SNT) (Granovetter, 1973) are proposed as the theoretical framework to explain this phenomenon.

For the RBV theory of the firms (Barney, 1991), firms possessed various resources to gain competitive advantage and led to superior long-term performance. That advantage could be sustained over a longer period of time if the firms could be able to protect themselves from imitation, transfer, or substitution. In depth, Barney (1991, p.99) stated that “the potential of firms resources to generate sustained competitive advantage - value, rareness, imitability, and sustainability”. In addition, firms also maximized the scarce resources as the main objectives to reduce the internal cost, maximize profits, and gain competitive advantage. With this, between units, the effects of reward structure on performance were very significant which led to the intense competition.

Based on social network perspectives of organization coordination, SNT (Granovetter, 1973) posited social relationships in terms of

nodes and ties. Nodes were the individual actors within their social networks, and ties were the relationships between those actors. It could be different forms of nodes and ties in the social relationship. Tsai (2002) illustrated the social network perspective of coordination as a social structure of cooperation.

Second, for the managerial implications, the development of traditional marketing and IT units is needed to the professional movement and updated revolution of management inside the firm. The various organizations or professionals will become more productive with the cross-functional of marketing and IT resulted from tangible and intangible factors. Shareholders typically will gain value in terms of economic dividend, operating profit, revenues & cost, asset efficiency, managing risk, Return on Investment (ROI), etc. For customers, values will increase in terms of the efficiency, and timeliness. For the employees, value will be received by the salary and their extrinsic rewards of the jobs.

2. Research Methodology

This research was designed as an exploratory research to gain an in-depth understanding of the roles of marketing capabilities, IT capabilities, cooperation, and firm performance. Both of the business units (marketing and IT) among various firms were chosen for controlling factors that may have added extraneous variance to the study, and for

information to be collected from multiple respondents. To minimize the problem of common method bias (Luo et al., 2006; Podsakoff, MacKenzie, & Jeong-Yeon, 2003), the data were collected from two key informants within the firms. The qualitative approach was designed to gain a richer understanding of cross-functional units for organizational performance, to clarify and discover factors associated with cross-functional problems, and to investigate the alternative to higher organization performance.

Research Methodology of this study was divided into 4 phases, as followed.

Phase 1: Preliminary study --> researcher identified research problems, three research objectives, and research questions respectively.

Phase 2: Literature Review --> researcher specified the key constructs of the study including marketing capabilities, IT capabilities, cooperation, and organizational performance. Two of the theoretical background also pointed out such as SBV theory and SNT theory. Three exogenous variables were marketing capabilities, IT capabilities, and cooperation. An endogenous variable was organizational performance.

Phase 3: Research Design --> Qualitative research study (Interviews and Case studies) --> Application of the in-depth interviews included deciding on ten appropriated questions and their sequences, deciding on the interviewer's role, asking questions in an informative manner, using probes and prompts etc. The list of the

questions in the interview protocol was reviewed by both academics and practitioners to ensure the coverage and validity. After this, all detailed information was extracted to five major constructs based on their consensus.

Phase 4: Proposing the conceptual model --> The development of the multidimensionality of marketing capabilities, IT capabilities, and coopetition was formulated by considering the inter-relationship between ranges of antecedents (i. e. , marketing capabilities, IT capabilities, coopetition) and its consequence of organizational performance as depicted in Figure 1.

3. Discussions and Recommendations

3.1 Discussion

The qualitative findings provided the insight perspectives of the organization performance in terms of cross-functional units (Marketing and IT capabilities) through coopetition. The findings provided the evidences that coopetition has contributed in both financial and non-financial performance through strengthening cross-functional coopetition. The paper contributes to marketing and management discipline by extending the RBV and SNT theory on how key resources can be used to enhance firm performance in the emerging economy. For practical implications, top level executives may both foster the cooperation and manage the competition in cross-functional interaction for a firm's full performance potential.

3.2 Recommendations

For future research agenda, as with most research studies, this study contains limitations that indicate avenues for future research. To develop further cooperation of IT and marketing units' framework as shown in Figure 1, empirical work is needed to develop operational measures of key constructs and test the illustrative proposition and four hypotheses. Also, in order to test the direction of causal relationships, therefore future studies should utilize the longitudinal study designs. Given the individual level analysis to test the causal relationship of the study due to organization performance reflects many individuals other than the cross-functional interactions.

For the operationalization, marketing capability will be used the set of six scale items adopted from Song et al. (2008). IT Capability will be used the set of five scale items adapted from Song et al. (2008) . Coopetition is measured by multi-item scales in three dimensions (Luo et al., 2006). Performance is measured by multi-item scales in three dimensions adapted from Moorman and Rust (1999).

For data analysis, firstly, Cronbach's alpha (α) will be used to measure the reliability coefficient (Hair, William C. Black, & Barry, 2006; Ho, 2006). Secondly, model estimation will be suggested Analysis of Moment Structures (AMOS) as a Structural Equation Modeling (SEM) software solution from SPSS that extends standard multivariate analysis methods to perform Confirmatory Factor Analysis (CFA) of

the survey items based on the dimensions of all constructs. Next, the proposed model will be estimated by the path analysis option of AMOS (Ho 2006). Lastly, for the mediating effects (Baron & Kenny, 1986) of the cooperation, the data can be analyzed by using AMOS Graphic by conducting the multi-model analysis, the procedure is involved with the (1) defining the full direct model as in figure 1 and (2) defining the indirect model in which the two direct paths linking market capabilities and IT capabilities to cooperation will be constrained to zero (market capabilities → cooperation; IT capabilities → cooperation) (Ho 2006).

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