

The Effect of Marketing Ability In Turbulence Environments In The Fast Food Industry

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Abstract

This study describes the influence of marketing capabilities on Critical marketing responsiveness capabilities (CMRcap) and company performance in a turbulent environment in the fast food industry PT. Cipta various tastes in East Java. The sample in this study were all Cbezt restaurant managers in the East Java region, a total of 154 respondents using the structural equation modeling (SEM) analysis technique. The conclusion of this study is first, marketing ability has a significant effect on Critical marketing responsiveness capabilities (CMRcap). Second, marketing capability has a significant effect on the Turbulence Environment. Third, company performance has no significant effect on company performance. Fourth, Critical Marketing Responsiveness Capabilities (CMRcap) has a significant effect on company performance. And fifth, the Turbulence Environment has a significant effect on Company Performance. The results of this study indicate that the importance of the role of marketing ability in industrial environmental turnover so that it can be considered how companies deal with changes and challenges that arise in the world of competition.

Keywords: *marketing capability, critical marketing responsiveness capabilities (CMRcap), turbulence environment, company performance.*

Background

According to BPS and BI, the growth trend of the eating and drinking industry from 2010 to 2021 shows several significant declining phenomena in 2020-2021 caused by the COVID-19 pandemic, both globally and nationally, which has caused crises in various business sectors. The performance of the food and beverage industry, based on the graph above, experienced an extraordinary contraction due to the impact of Covid 19 on this industry. The industry's GDP contribution has contracted starting in 2019-2021, from 7.72% to 1.58%, while the industry market growth is the same at 8%, down to 1.5%. This is where the challenges that must be faced by companies engaged in this industry (BPS, 2021).

Changes in the business environment are the starting point for discussing the emergence of the marketing capability concept gap. Key factors for industrial success are determined by how the company's strategy is able to cope with changes in the turbulent environment (suharyono, 2020). Superior business strategies are usually based on superior resources (core resources) and superior capabilities (core competences), meaning that changes in the business environment will cause superior resources and capabilities to become obsolete. Thus companies must be able to develop dynamic capabilities that depend on the dynamic conditions and uncertainties of the business environment they face (Vorhies et al., 2011). In relatively stable environmental conditions, it is enough for a fast food company to make adjustments and increase its capabilities (incremental dynamic capabilities). The capability adjustment

process is carried out through continuous improvement activities.

The definition of environmental turbulence or environmental shocks according to Suharyono (2020) is the dynamics of the movement of the business environment which can originate from within the business environment itself (internal) and from the business environment (external). Environmental turbulence in fast food companies is one of the driving factors for changes in organizational capabilities and marketing strategies implemented by companies. Why are some companies able to anticipate and take advantage of opportunities created by technological advances and market changes that are so fast, while others still have to try or even go out of business (Day, 2011). Making decisions in a volatile environment is a challenge because managers must decide and act quickly. In a turbulent environment, the concept of dynamic capability, namely an ability to integrate, build, configure internal and external competencies so that they can cope with rapid environmental changes has been seen as the right tool to manage in a turbulent environment (Protogerou et al., 2012)

Since the late 1980s, strategic issues related to resource- and capability-based views of firms have received increasing attention in the marketing strategy literature (Baden-Fuller & Teece, 2020). Studies consistently show that marketing capabilities can enhance a company's ability to source and deploy resources, help build sustainable competitive advantage, and contribute to long-term growth. As a result, how to develop these enterprise capabilities has become an increasingly important issue in an increasingly competitive market. According

to Vorhies & Morgan (2005) marketing capabilities are capabilities designed to apply collective knowledge, skills and company resources to needs related to business markets, and enable them to add value to goods and services, adapt to market conditions, take advantage of opportunities market and meet competitive threats.

The ability of companies under operational marketing capabilities (marketing mix) to use their internal resources and capabilities to satisfy current customers, by exploiting products, distribution channels and advertising existing brands (Abidemi et al., 2017). However, operational marketing capabilities tend to ignore market changes or place too much emphasis on implementing marketing mix capabilities. The company is trapped in the company's efforts to reduce costs and set lower prices to win the competition, especially competition among local brands and multinational brands in the food and beverage industry. Then design exaggerated advertising campaigns to gain high market reputation, or redesign packaging to improve product quality. These implications can generate sales growth in the short term, but to maintain long-term growth, companies need to continue to invest large amounts of money, such as the allocation of operational costs simultaneously with marketing activities, of course in the long term it will be detrimental to the company (Acikdilli, 2015)

Dynamic marketing capabilities address gaps in operational marketing capabilities, helping companies develop specifications in core competencies to cope with changing environments by moving from stationary processes to constant levels and integration of market knowledge (Wang & Miao, 2013). Dynamic capabilities enable companies to create products and new business processes and quickly respond to changing market conditions. Dynamic marketing capabilities help companies create and deliver superior customer value through responsive and efficient marketing processes and establish and maintain competitive advantage and superior performance (Wang & Kim, 2017)

The Concept Gap The change from static to dynamic marketing capabilities & traditional CRM to social CRM is rooted in the studies of several marketing scientists on the basis of competitive advantage from a resource-based view (Barney, 1991). Increasing environmental change challenges the original proposition of the RBV as a static capability and ignores its influence on market dynamics (Eisenhardt and Martin, 2000). As a result, a number of dynamic concepts, such as absorptive capacity, integrative capacity, construction capacity, higher order capacity, and so on, have been developed to explore and explain the path to success. In this regard, (Teece, 2009) extends the RBV to a dynamic environmental context, proposing that firms must constantly adapt, reconfigure, and update their resources and capabilities to cope with changing environments.

Dynamic capability theory is an extension of resource theory (RBV) which can be used in dynamic situations and shows how a company's advantage is maintained over time (Ambrosini & Bowman, 2009). Dynamic capability means that organizations that have built, managed, and maintained the process of finding solid foundations and advantages that are difficult to imitate by other organizations so that they have competitiveness (Teece, 2009) provide empirical evidence that organizations that emphasize flexibility require different resources from organizations that emphasize flexibility. on efficiency. Efficiency is more suitable to be applied in a stable business environment, while flexibility is more appropriate to be applied in a dynamic environment

PT. Cipta Aneka Selera is a company with the name "CBEZT" which operates in the fast food industry. Fried chicken

was established in 2011. This company has developed its business using a franchise strategy with regional business partners in the national territory consisting of: East Java, Central Java, Bali, Sulawesi. And Borneo. This company in the last three years from 2019-2021 has actually experienced a decline in the number of restaurants nationally due to the Covid pandemic.19. The government, as the regulator in the health sector, to control viruses that endanger citizens, makes regulations that make it difficult for the business sector to survive. Regulations on social distance, PPKM, etc. cause marketing activities: exploiting existing products and distribution channels, and advertising brands not working effectively. Even though at the beginning of 2022 the covid 19 case had been sloping (new normal) the transition from the pandemic era to endemic. An empirical study on the significant impact of the Covid 19 pandemic on the food and drink SME industry in the East Java region (Soetjipto, 2020), shows that food and beverage SMEs in the East Java region have experienced a decline in sales turnover from 18 million/month to 7 million/month.

The turbulence of the business environment at PT. Cipta Aneka Selera caused by the Covid.19 Pandemic to enter the new normal requires dynamic marketing capabilities within the company. Current management capabilities, namely operational marketing capabilities, must be reviewed to adjust to the development of the current turbulent business environment, with responsive capabilities in the field of marketing. This concept emphasizes the ability of cross-functional enterprise process change to respond to market changes by exploring and reactively integrating resources. In other words, dynamic marketing capabilities can help companies respond to environmental changes by adapting their cross-functional processes, such as product development management, supply chain management, and customer management (Guo et al., 2018).

The research gap in this study is related to the company's resource capabilities, namely marketing capabilities and social customer relationship management on company performance in Cbest fast food industry companies in the East Java region. The different research results in this dissertation encourage researchers to conduct further research in order to enrich empirical studies in marketing strategy research. Previous studies that have been conducted have yielded inconsistent results with regard to company resources, namely marketing capabilities and social customer relationship management on company performance. Several research results show that there is a significant influence between marketing ability on company performance; (Takata, 2016); (Ferreira et al., 2017); (Arunachalam et al., 2018); (Song et al., 2018); (Guo et al., 2018); Huiling Guo, et al., (2018); (I Alnawas & Hemsley-Brown, 2019); (Ibrahim Alnawas & Farha, 2020); (Liang & Gao, 2020); (Yuan et al., 2021). On the other hand, the research results show that there is no significant effect between marketing ability on company performance; Adriana Roseli Wunsch Takahash (2016); Ralf Wilden (2017), Ibrahim Alnawas and Allam Abu Farha Qatar University (2020)

Contribution of this research; first, the concept of operational marketing capability (marketing mix) in a turbulent environment, namely competition in the local branding industry with competitive multinational brand competition and environmental changes outside of competition in the Indonesian market are very caseistic, where external company changes are out of control due to factors outside competition (the Covid Pandemic). .19 until entering NEW NORMAL) is still not much researched. The turbulence environment in this study is a mediator variable in this research model. Many studies in this field examine more

in the context of market competition and technology. Researchers want to add indicators of the impact of the Covid 19 pandemic in a turbulent environment as a novelty in this study. Researchers want to offer a new concept, namely: responsive capabilities in critical marketing are able to help companies respond to environmental changes by adjusting their cross-functional processes, such as product development management, supply chain management, and customer management (Guo et al., 2018).

Second, the study of the grand theory of static capabilities/RBV (Barney, 1991) and Dynamic Capabilities (Teece, 2009) in the context of SME & Retail companies is still limited, mostly dominated by companies that carry out cross-border business activities/export-import activities. The theoretical study of static resources and dynamic capabilities is dominated by the concept of new product innovation and new market development in business. The relevance of the theory of resources and company dynamic capabilities is always related to how to win competition in business (competitive advance), while this research wants to add an analysis to what extent the above theory is also implemented in the context of non-competitions, namely the impact of the Covid 19 pandemic on the company's dynamic capabilities in dealing with environmental turbulence. business (Mu et al., 2018)

Third, we developed a new concept of Critical Marketing Responsiveness Capabilities, a synthesis of Resource Theory (Barney, 1991) and Dynamic Capabilities Theory (Teece, 2009). This concept offers the idea of responsive dynamic capabilities in marketing which is critical for companies to deal with turbulence in the business environment in the context of winning competition, and includes elements outside the competitive context, namely the impact caused by the Covid Pandemic.19 to enter NEW NORMAL in the Fredcicken CBEZT fast food industry in Java. east.

Theoretical basis and hypothesis development

The Grand Theory of this study is the Dynamic Capability View, stating that companies must exploit external and internal competencies in an effort to respond to environmental changes (Teece, 2009; Wang & Wang, 2017). This view is appropriate when the industry or environment changes significantly (Teece, 2009; Wang & Wang, 2017). The proposition of this research is the development of the concept of dynamic capabilities into an effort for companies to respond to dynamic environmental changes that occur, when the company's capabilities are static according to the Resource-Based Theory theory such as operational marketing capabilities: product planning capabilities, market serving capabilities, capabilities, developing promotions intensive and distribution channels are unable to respond to dynamic environmental turbulence (Guo et al., 2018).

Hypothesis development

Huiling Guo's research study, 2018 concluded that static marketing capabilities not only do not help improve performance, but too much actually hinders company performance. Too much emphasis on traditional marketing (eg, advertising and promotion) can blind a company's foresight to an uncertain future. When the market environment changes dynamically, static marketing capabilities must change to be responsive and adaptive in response to rapid market changes.

Hangjun Xu's research, 2018 builds strong marketing capabilities in response to rapid market changes by having dynamic marketing capabilities from the perspective of external factors (inter-organizational relations) and internal (entrepreneurship orientation). David Roach's 2018 paper discusses how relatively static marketing capabilities, especially basically market orientation, work synergistically with other organizational capabilities to form dynamic marketing capabilities that improve business performance. The findings show that tight integration between technical and marketing functions is able to create fertile transformation points, where market orientation embeds innovation processes.

Ha1; Marketing ability has a significant effect on company performance.

Capability of marketing resources based on responsiveness to partners' value chains with potential competitors, ability to develop strategic marketing plans & implementation, marketing exploitation & exploration capabilities, ability to change cross-functional processes, ability to study market carefully and open marketing capabilities, in dealing with changes in a dynamic business environment is expected to be able improve company performance (Guo et al., 2018).

Empirical study of responsive capabilities in critical marketing, enables organizations to pay attention to the market, anticipate possible opportunities, release strategies, adapt proactively in terms of future market developments, as well as help build more stable relationships through more open marketing, active in various social networks frequented by the company resulting in superior performance than its competitors (Mu et al., 2018)

Ha2; Critical marketing responsiveness capabilities (CMRcap) have a significant effect on company performance

Relatively static marketing capabilities, especially on a market-oriented basis, product development works synergistically with other organizational capabilities to establish dynamic marketing capabilities that improve business performance. The findings show that close integration between technical and marketing functions is able to create fertile transformation points, where market orientation embeds innovation processes resulting in dynamic marketing capabilities responsive to changes in the marketing environment (Mu et al., 2018)

Jorge Ferreira and Arnaldo Coelho (2017), with the research title Dynamic capability, managerial and marketing capabilities and their influence on competitive advantage and company performance. This research concludes that dynamic capabilities are able to mediate a positive relationship between marketing capabilities and company performance

ha3; Marketing ability has a significant effect on company performance by mediating Critical marketing responsiveness capabilities (CMRcap)

In a fast-changing market/turbulence environment if managers rely on their own knowledge and experience to manage internal resources instead of listening to the market, they are likely to miss market opportunities and ignore potential risks, which can lead to market failures and financial losses. As a result, operational/static marketing capabilities may even become a burden for the company, having a negative impact on the company's performance under high environmental turbulence (Mohamud & Sarpong, 2016).

Research studies compare static marketing capabilities with

dynamic and adaptive capabilities, finding things: relative dynamics due to the effect of changing when the market environment becomes more or less volatile. (Guo et al., 2018) Under low environmental turbulence, both static and dynamic marketing capabilities important effect on company performance while adaptive marketing ability has a different effect. On the other hand, when the turbulence environment is high, dynamic and adaptive marketing capabilities become much more critical. In such a situation, static marketing capabilities not only do not help improve performance, but actually hinder company performance (Huiling Guo. 2018)

Ha4; Marketing ability has a significant effect on company performance with moderation of the Turbulence Environment

Research methods

Research sample

The sample in this study were all Cbezt restaurant managers in the East Java area unit with a total of 154 respondents. According to (Hair, 2011), which states the ideal number is 5-10 respondents for each indicator used in all latent variables. The

total number of indicators in this study is 28, if the minimum number is set, the number of respondents is 140 with the calculation of (5×28) respondents, and vice versa if the maximum number is set, the size of the respondents is 280 with the calculation (10×28) . The number of samples in this study amounted to 150 respondents.

The sampling technique in this study used Proportional Random Sampling which is said to be proportional because the taking of subjects at each restaurant is determined in proportion to the number of subjects from each restaurant and is said to be random because each subject in the population has the same opportunity to be selected as a sample (Sugiono, 2016). In the next stage, the sample will be divided proportionally according to the population size. .

Results of Structural Equation Modeling Analysis

Analysis of the direct effect between variables is used. Based on the results of data processing using AMOS SEM analysis, the model is obtained as follows

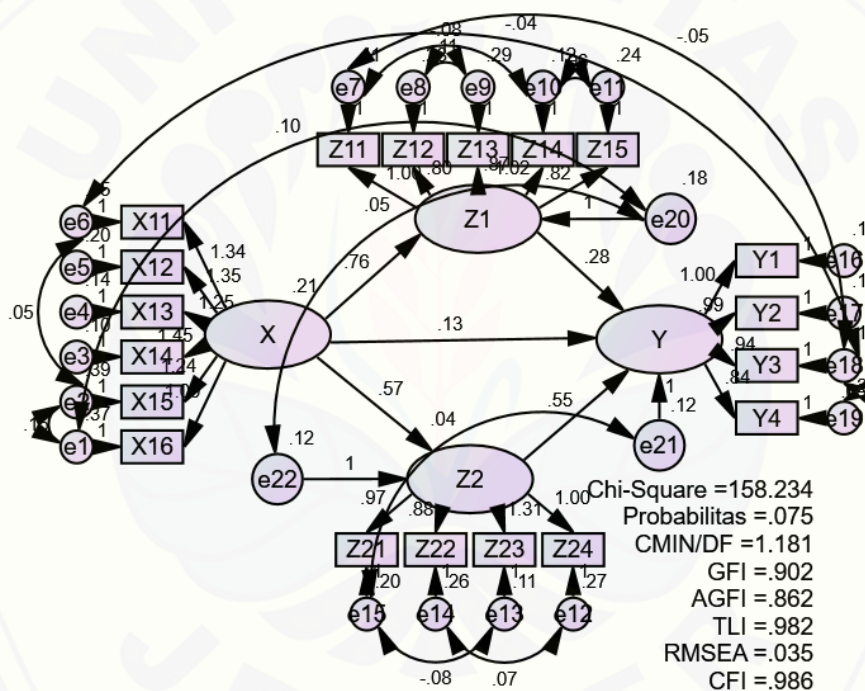


Figure 1 SEM model
Source; Data processed, 2022

Based on Table 3 it can be stated that the results of the path coefficient test for the influence of Marketing Ability (X) on Critical Marketing Responsiveness Capabilities (Z1) have a positive path of 0.763 with a CR of 7.225 and a probability (p) of 0.000 which means that Marketing Ability (X) has an effect significant to Critical Marketing Responsiveness Capabilities (Z1). So the hypothesis which states that marketing capability has a significant effect on Critical marketing responsiveness capabilities (CMRcap) is proven true (H1 is accepted). This means that the better the Marketing Ability, the better the Critical Marketing Responsiveness Capabilities will be.

The results of the path coefficient test for the influence of

Marketing Ability (X) on the Turbulence Environment (Z2) have a positive path of 0.574 with a CR of 4.770 and a probability (p) of 0.000 which means that Marketing Ability (X) has a significant effect on the Turbulence Environment (Z2). So the hypothesis which states that marketing ability has a significant effect on the Turbulence Environment is proven true (H2 is accepted). This means that the better the Marketing Ability, the better the Turbulence Environment will be.

The results of the path coefficient test for the influence of Marketing Ability (X1) on Company Performance (Y) have a positive path of 0.129 with a CR of 1.165 and a probability (p) of 0.244 which means that Marketing Ability (X1) has no significant

effect on Company Performance (Y) . So the hypothesis which states that company performance has a significant effect on company performance is not proven true (H3 is rejected). This means that marketing capabilities do not directly affect company performance.

The results of the path coefficient test for the effect of Critical Marketing Responsiveness Capabilities (Z1) on Company Performance (Y) have a positive path of 0.279 with a CR of 2.904 and a probability (p) of 0.004 which means that Critical Marketing Responsiveness Capabilities (Z1) has a significant effect on Company Performance (Y). So the hypothesis which states that Critical Marketing Responsiveness Capabilities (CMRcap) has a significant effect on company performance is proven true (H4 is accepted). This means that the better the Critical Marketing Responsiveness Capabilities, the better the Company's performance.

The results of the path coefficient test for the influence of the Turbulence Environment (Z2) on Company Performance (Y) have a positive path of 0.554 with a CR of 3.912 and a probability (p) of 0.000 which means that the Turbulence Environment (Z2) has a significant effect on Company Performance (Y). So the hypothesis which states that the Turbulence Environment has a significant effect on Company Performance is proven true (H5 is accepted). This means that the better the Turbulence Environment, the better the Company's Performance.

Discussions

The Influence of Marketing Capabilities on Critical Marketing Responsiveness Capabilities (CMRcap)

The test results state that marketing capabilities have a significant effect on critical marketing responsiveness capabilities (CMRcap). This means that the better the Marketing Ability, the better the Critical Marketing Responsiveness Capabilities will be. Relatively static marketing capabilities, especially on a market-oriented basis, product development works synergistically with other organizational capabilities to establish dynamic marketing capabilities that improve business performance. The findings show that close integration between technical and marketing functions is able to create fertile transformation points, where market orientation embeds innovation processes resulting in dynamic marketing capabilities responsive to changes in the marketing environment (Mu et al., 2018).

Jorge Ferreira and Arnaldo Coelho (2017), with the research title Dynamic capability, managerial and marketing capabilities and their influence on competitive advantage and company performance. This research concludes that dynamic capabilities are able to mediate a positive relationship between marketing capabilities and company performance.

The Effect of Marketing Capability on Turbulence Environment

The test results state that marketing ability has a significant effect on the Turbulence Environment. This means that the better the Marketing Ability, the better the Turbulence Environment will be. In a fast-changing market/turbulent environment if managers rely on their own knowledge and experience to manage internal resources instead of listening to the market, they are likely to miss market opportunities and

ignore potential risks, which can lead to market failures and financial losses. As a result, operational/static marketing capabilities may even become a burden for the company, having a negative impact on the company's performance under high environmental turbulence (Mohamud & Sarpong, 2016).

Research studies compare static marketing capabilities with dynamic and adaptive capabilities, finding things: relative dynamics due to the effect of changing when the market environment becomes more or less volatile. (Guo et al., 2018) Under low environmental turbulence, both static and dynamic marketing capabilities important effect on company performance while adaptive marketing ability has a different effect.

The Influence of Marketing Capabilities on Company Performance

The results of the study state that company performance has no significant effect on company performance. This means that marketing capabilities do not directly affect company performance. To improve business performance, companies must integrate and leverage various components of operational/static marketing capabilities, such as advertising, product development, and channel management, and pricing to help realize their strategic competitive advantage and improve performance (Day, 2011)

Previous studies that have been conducted have yielded inconsistent results related to company resources, namely marketing capabilities and social customer relationship management on company performance.

The results of the study showing that there is no significant effect between marketing ability on company performance are in accordance with and support the results of the research of Ibrahim Alnawas and Allam Abu Farha Qatar University (2020); Ralf Wilden, Siegfried Gudergan (2017); Adriana Roseli Wünsch Takahashi (2017).

The Effect of Critical Marketing Responsiveness Capabilities (CMRcap) on Company Performance

The test results state that Critical Marketing Responsiveness Capabilities (CMRcap) has a significant effect on company performance. This means that the better the Critical Marketing Responsiveness Capabilities, the better the Company's Performance The use of social media increases the CRM effect on customer and institutional relations which also improves company performance. In addition, there is a positive relationship between the use of social media and customer relations with customers and it is a vital factor of high company performance (Fazziki et al., 2017) The use of social media provides an easy and most convenient assessment of the institution in its place of origin which increases interaction customers with companies and more company engagement and performance (Hudson et al., 2016)

According to the literature, the firm performance of an organization depends on social CRM capabilities. In addition, social CRM capability is a key factor that enhances institutional performance. Moreover, a positive relationship has been exposed by previous studies between social CRM capabilities and institutional performance. Furthermore, along with the increase in social CRM capabilities, company performance also increases and vice versa (Wittwer et al., 2016).

Research on social customer relationship management (eCRM), on company performance with significant results; Fransizco Tores, et al (2021); Shampy Kamboj, et al (2016); Zhan Wang & Hyun Gon Kim (2017); Kittisak Jermsittiparsert, et al (2018); Soltani, et al (2018); Shampy Kamboj, et al (2018); Moreno, et al (2018); Muhammad Azhar Bhatti, et al (2019).

e. The Effect of Environmental Turbulence on Company Performance

The test results state that the Turbulence Environment has a significant effect on Company Performance. This means that the better the Turbulence Environment, the better the Company's Performance. Environmental turbulence refers to changes in the industry structure and competitive environment, including market turbulence, changes in competitive intensity, and technological turbulence (Trainor et al 2014). Traditionally, managers prefer a low level of environmental turbulence because a stable environment is more predictable. With the development of information technology and social media, the business environment has become increasingly complex and volatile. In such an environment, competitive advantage as a priority for achieving company performance can easily be eroded.

An empirical study by Trainor et al (2014) found that e-Marketing capability has a positive effect on performance results, while unstable environmental conditions have a negative effect. Companies that have equipped themselves with these capabilities are actually better able to navigate turbulent business flows to achieve higher levels of success. It seems that in highly volatile markets, companies can leverage their new capabilities to help drive rich interactions with customers (Charoensukmongkol & Sasatanun, 2017).

Conclusion

From the results of the analysis, the first conclusion is that marketing ability has a significant effect on Critical marketing responsiveness capabilities (CMRcap). Second, marketing capability has a significant effect on the Turbulence Environment. Third, company performance has no significant effect on company performance. Fourth, Critical Marketing Responsiveness Capabilities (CMRcap) has a significant effect on company performance. And fifth, the Turbulence Environment has a significant effect on Company Performance.

The results of this study indicate that the importance of the role of marketing ability in industrial environmental turnover so that it can be considered how companies deal with changes and challenges that arise in the world of competition.

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