Market-driving strategy orientation and marketing performance:
An empirical investigation of software businesses in Thailand

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Keywords

Market-Driving Strategy Orientation, Forward Market Sensing, Channel Structure Reconfiguration, Radical Product Innovation, Production Excellence, Customer Education, Marketing Moving Success, Competitive Influence Effectiveness, Transformational Leadership, Proactive Culture, Market Experience, Marketing Performance, Market Environment

ABSTRACT

Market-driving strategy orientation has been viewed as one of the key components. The objective of this study is to examine the antecedent and consequence of market-driving strategy orientation by using the market environment as a moderator. The model is tested using data collected from mail survey questionnaires of 82 software firm businesses in Thailand. The results show that forward market sensing has an important positive effect on production excellence, customer education, marketing moving success, and competitive influence effectiveness. In addition, transformational leadership has an important positive effect on radical product innovation. However, the market environment has a moderate effect on the relationship between transformational leadership and market-driving strategy orientation. Theoretical and managerial contributions are provided. Moreover, a conclusion, suggestions, and directions for future research are also highlighted.

1. Introduction

In recent years, the increasing globalization and also worldwide competition, innovation has become vital to the survival, profitability and growth of modern business entities (Tajeddini, 2009; Wuyts, Dutta and Stremersch, 2004). According to the development, adoption of new ideas and behaviors in the firm, there constitutes an integral element of the firm's strategic orientation (Hitt et al., 2001). In addition to the creativity in the firm's openness to innovative ideas and practices (Hurley and Hult, 1998) are similarly important. It is thus understandable that the focus has shifted to the study of conditions that are enabling and motivate innovative behavior within organizations. Then, the company must adapt to survive. The environment is changing rapidly. Market driving is influencing the structure of the market and / or behavior of market players in a direction that enhances the competitive position of the firm (Kohil and Jawoski, 2000).

Market-driving strategy orientation is defined as a technique the firms combine together around visionaries who saw opportunity where others did not – an opportunity to fill a latent need, inappropriate needs or to offer an unparalleled level of customer value (Kumar, Scheer, and Kotler, 2000). It is not surprising that the company focused on bringing the market to success. For example, in the world of the technology leaders who are creating the new trend, they focus the high technology for the company. They often wait until a product of their revenue for the company. But consumers are changing all the time and have a little patience. Various companies, they recognize consumer behavior on this issue for many years. Then, they look forward to the implementation of customer-specific data used more widely. For example, in the past, software entrepreneurs in India focused less on the software development market. The technical capabilities were the first concern about the products. Moreover, The software produced in the year 2010 to 2013 indicates a growth in good condition, showed the production value of 40,000 million Baht, were representing a growth rate of 22.2 percent that are classified by software packages that have production value of 8,000 million Baht, representing a growth rate of 35.5 percent and software services worth approximately 32,000 million Baht. They represent a growth rate of 19.3 percent. The author proposed the research question that: (1) how does each market-driving strategy orientation's dimension affect production

excellence, customer education, marketing moving success, and competitive influence effectiveness; (2) how are those consequences related to market performance; (3) how are the antecedents like transformational leadership, proactive culture, and market experience related to each dimension of market-driving strategy orientation; and finally, (4) how does relational market environment moderate the relationships between each antecedent of market-driving strategy orientation and itself. The aim of this study was to examine the relationships amongst the antecedents and consequences of market-driving strategy orientation by using relational market environment treated as a moderator between market-driving strategy orientation and its antecedents. This study outlines as the following. The first, the author reviews the relevant theory, important literature on this issue and proposes the hypotheses. The second, the author obviously reports particulars of the methodology, including data collection, measurements, and statistics. Finally, the author provides the results and discussions, contributions, future directions, and limitation of this study.

2. Relevant literature review and research hypotheses

This study attempts to conceptually link transformational leadership, proactive culture, market experience, market-driving strategy orientation, and production excellence, customer education, marketing moving success, competitive influence effectiveness, and marketing performance. Market-driving strategy orientation is a main determinant of driving marketing performance through mediating of marketing outcome. Moreover, transformational leadership, proactive culture, market experience is the antecedent of market-driving strategy orientation. Finally, the market environment is the moderating effects of this study. Therefore, the conceptual and linkage model present the relationship between all constructs, as shown in Figure 1 below.

a) Market-Driving strategy Orientation

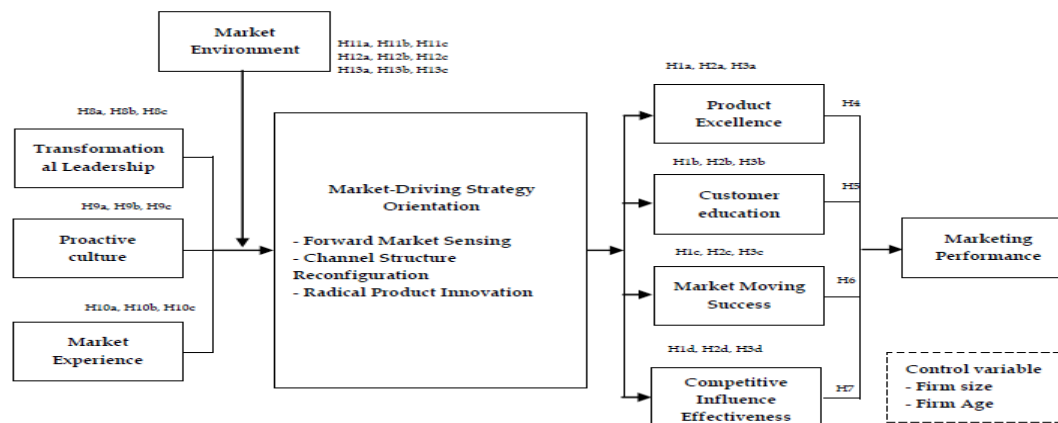Market-driving strategy orientation is defined as a technique the firms combine together around visionaries who saw opportunity where others did not – an opportunity to fill a latent need, unmet needs or to offer an unparalleled level of customer value (Kumar, Scheer, and Kotler, 2000). However, Hills and Sarin (2003) state that market-driving or proactive market orientation as a firm's ability to lead fundamental changes in the evolution of the industry conditions by influencing the value creation process at the product, market or industry levels. Market-driving is a firm's ability to drive a market and to change the roles and behaviors of the existing customer and players to develop a new composition of market participants, and can enhance a firm's competitive advantage and improve all over performance (Jaworski, Kohli, and Sahay, 2000). The three dimensions consist of forward market sensing, channel structure reconfiguration, and radical product innovation.

Forward market sensing (FMS). Forward market sensing refers to a firm that could learn about their market environment such as their customers, competitors, and the channel members in order to continuously sense and act events and trends in prospective markets and prospective customers. These learnings are ability of the firm (Day, 1994). Forward market sensing refers to the ability of firms to continuously sense and act on events and trends by learning about customers, competitors, and members in the channel (Day1994). Thus, we hypothesize the relationship as follows:

Hypothesis 1: Forward market sensing is positively related to (a) product excellence, (b) customer education, (c) marketing moving success, and (d) competitive influence effectiveness.
Channel structure reconfiguration (CSR).Channel structure reconfiguration has a critical role in generating the architectural innovation that results in a unique business system. Marketing driving firms have released a wide range of innovative distribution and channel management practices within their industries (Kumar, Scheer, and Kotler, 2000). For this study, we imply that the channel structure reconfiguration will have a positive effect on marketing change management and marketing performance. Thus, we hypothesize the relationship as follows:

Hypothesis 2: Channel structure reconfiguration is positively related to (a) product excellence, (b) customer education, (c) marketing moving success, and (d) competitive influence effectiveness.

FIGURE 1
RELATIONSHIP MODEL OF MARKET-DRIVING STRATEGY ORIENTATION OF THAI
SOFTWARE BUSINESS: AN EMPIRICAL INVESTIGATION OF THE ANTECEDENTS AND
CONSEQUENCES

Radical product innovation (RPI).Radical product innovation is very important in business. Furthermore, in view of market-driving strategy orientation, which requires the creation of new products, new product design and to develop new products different from those of the competitors in order to accomplish a superior competition advantage. Radical item development alludes to another thought, strategy or gadget or operation which is the procedure of presenting new items, generation is generally new to the business, to be created and promoted by firms; it might be a science/ innovation exists (through the extension or engineered) or new data (Parthasarthy and Hammond, 2002). For this study, we imply that radical product innovation will have a positive effect on marketing change management and marketing performance. Thus, we hypothesize the relationship as follows:

Hypothesis 3: Radical product innovation is positively related to (a) product excellence, (b) customer education, (c) marketing moving success, and (d) competitive influence effectiveness.

b) Product Excellence (PEX)

Bucklin and Sengupta (1993) are characterized item advancement incredibleness as the level of creation to be profitable and advantageous with the objective. The association's capacity for creating item was acquainting the new item with business constantly and cost diminishment, additionally item quality treatment magnificence more than focused. Also, former research on the point of new item has recognized the significance of driving business sector action endeavor to address client issues, additionally look for items that were the pioneer of new markets (Beverland, Eving, and Jekanyika Matanda, 2006). Thus, we hypothesize the relationship as follows:

Hypothesis 4: Product Excellence is positively related to marketing performance.

c) Customer education (CED)

Customer education as the capabilities of firm to learn the knowledge feedback contributed by customers (e.g., the thoughts, contemplations, and data a firm gets from its clients with respect to their inclinations, imagination, or utilization experience of particular items or administrations), which helps the firm to enhance its items or administrations or outline new items or administrations to better address client's requirements (Desouza and Awazu, 2004). For this study, we imply that customer education will have a positive effect on marketing performance. Thus, we hypothesize the relationship as follows:

Hypothesis 5: Product Excellence is positively related to marketing performance.

d) Marketing Moving Success (MMS)

Marketing Moving Success as the successful adaptation and changes some things in marketing activities and the learning process. For firm adaptation to element changes of the natural attention to the firm, the firm must demonstrate the improvement of business sector driving technique introduction in the firm promptly for the promoting fabulousness, initiative and showcasing point of preference (Garratt, 2007; Kester, Kirschner, and Corbalan, 2007; Alas, 2008).This suggests that when the firm has the marketing moving success it achieves marketing performance. For this study, we imply that marketing moving success will have a positive effect on marketing performance. Thus, we hypothesize the relationship as follows:

Hypothesis 6: Marketing Moving Success is positively related to marketing performance.

e) Competitive Influence Effectiveness (CIE)

Competitive Influence Effectiveness as the magnitude of effects that an organization has on its rival's life changes. An awake competitor is one that harms its rival's life changes only slightly, whereas strong competitors reduce their rival's life chances dramatically (Henderson and Mitchell, 1975). This suggests that when the firm has the Competitive Influence Effectiveness it achieves marketing performance. For this study, we imply that Competitive Influence Effectiveness will have a positive effect on marketing performance. Thus, we hypothesize the relationship as follows:

Hypothesis 7: Competitive Influence Effectiveness is positively related to marketing performance.

f) Transformational Leadership (TLD)

Transformational leadership is defined as pioneers additionally utilizes scholarly incitement to test their adherents' considerations and creative ability, innovativeness, and acknowledgment of their qualities, convictions, and attitude (Avolio, Zhu, Koh and Bhatia, 2004). Thus, the aforementioned relationships are hypothesized below.

Hypothesis 8: Transformational Leadership is positively related to (a) forward market sensing, (b) channel structure reconfiguration, and (c) radical product innovation.

g) Proactive Culture (PRC)

Proactive culture as the relationship an example of shared qualities and convictions that help people comprehend authoritative working and accordingly give them standards to conduct in the association (Deshpande and Webster 1998). Thus, the aforementioned relationships are hypothesized as below.

Hypothesis 9: Proactive Culture is positively related to (a) forward market sensing, (b) channel structure reconfiguration, and (c) radical product innovation.

h) Market Experience (MEX)

Marketing experience is a vital part of firms. Handling marketing activities abroad have a need to accumulate a large number of experiences toward knowledge internationally, including the laws, customs, cultures, and techniques or procedures of collaboration with partners abroad. At this point, marketing experience broadly refers to a firm's knowledge accumulated regarding marketing functions or activities and the firm can use to take more competitive advantage than its competitors. Marketing experience can be produced or made through adapting by watching how outer accomplices; for examples, introduce or provide valuable information to customers or how to perform each activity in the frame. In short, it can be incurred by other firms (Roberts and McEvily, 2005). However, firms can take benefit from experiences to be quality marketing planning together with the firms' plan. To take marketing experience regarding customers and competitors, for adapting to present guideline greatly and appropriately; the firms will need to motivate and support their employees or members to learn and allow those experiences to be a base for developing marketing policy toward present and in the future. Moreover, marketing experience is as a driver to assist making the decision about the focus of cooperation with partners, be quality and also in long-run commitment. Thus, the aforementioned relationships are hypothesized as below.

Hypothesis 10: Market Experience is positively related to (a) forward market sensing, (b) channel structure reconfiguration, and (c) radical product innovation.

i) The moderating effects of Market Environment (MEN)

Market Environment was surprising associations and frequently, radically changes results of key activities (Meyer, 1982). Environmental munificence is the level of assets in a specific situation (Dess and Beard, 1984). Thus, this research expects that Market Environment will encourage the relationships between transformational leadership, proactive culture, market experience, forward market sensing, channel structure reconfiguration, radical product innovation. Therefore, the research relationships are hypothesized as shown below. This study expects that market environment will negatively moderate dimensions of market-driving strategy. Thus, we hypothesize the relationship as follows:

Hypothesis 11: Market Environment will negatively moderate the relationships between transformational leadership and (a) forward market sensing, (b) channel structure reconfiguration, and (c) radical product innovation.

Hypothesis 12: Market Environment will negatively moderate the relationships between proactive culture and (a) forward market sensing, (b) channel structure reconfiguration, and (c) radical product innovation.

Hypothesis 13: Market environment will negatively moderate the relationships between market experience and (a) forward market sensing, (b) channel structure reconfiguration, and (c) radical product innovation.

j) Marketing performance (MKP)

Marketing performance as the company's famous for growing new items to include esteem for existing clients and new client, for holding and propelling existing clients and to pull in new clients, enhance efficiency, enhance consumer loyalty as a consequence of advertising authority perfection and showcasing point of preference are finished and essentially changed round time (Day and Wensley, 1988; Rust and others, 2004).

3. RESEARCH METHODS

a) Sample Selection and Data Collection Procedure

The population was obtained from the database list of Software Industry Promotion Agency (Public Organization) (SIPA) (http://www.sipa.or.th) in March, 2015. This database is the single context which limits the generalizability of findings. However, it increases the internal validity by certainly making more systematic and nonbiased comparison across industries (Vorhies, Morgan, and Autry, 2009). The key informants in this study were a marketing manager or marketing director. With regard to the questionnaire mailing, the data were collected from 82 software businesses in Thailand.

Moreover, the t-test statistics were used to test the difference between early and late responses in various firm characteristics which consist of the business type; location of firm, capital investment or operation capital, the results did not find any significant differences between the two groups. This test, the assessment and investigation of non-response-bias was centered on a comparison of first and second wave data (Armstrong and Overton, 1977). Thus, non-response bias does not pose a significant problem for this study.

For demographic information on respondents, the most of the respondents who return a questionnaire are male (61%), and married (54.9%), While the major age is between thirty to forty years (47.6 %). There is 31.1 percent taking a position of marketing manager, while 37.8 percent take a post of other positions. The major education is more than Bachelor's Degree (52.4%); the major working experience is between five to ten years (43.9%); the major average salary per month is between 50,000 to 100,000 bath (43.9%); The demographic of firms shows that the major firm type is a limited company (93.9%); the firm's capital is less than 5 million baht (44.4%); the number of employees is less than 50 employees (80.5%); and firm age is between five to ten years (43.9%). Furthermore, most of the firm has not won an outstanding management award (64.6%).

b) Questionnaire Development

In this study, a questionnaire was developed through seven parts. Part one includes the questions asking the personal information such as gender, age, status, education level, past experience, salary, and current position. Part two contains business information asking about a business model, business types, the amount of employees, period of time in operation, capital investment or operation capital, award and revenue per year. Part three to six involve the perceptual evaluation of respondents in terms of each construct in the conceptual model. Specifically, evaluating each dimension of market-driving strategy orientation, forward market Sensing, channel structure reconfiguration, radical product innovation, production excellence, customer education, marketing moving success, competitive influence effectiveness, transformational leadership, proactive culture, market experience, marketing performance, market environment, are included in Parts 3, 4, 5 and 6 respectively. The final part provides the open-ended question to respondents for opinions and suggestions.

c) Measurement of Variables

All constructs in the model include multiple-item scales. Each of these variables is measured by five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The variable measurements are clarified as follows:

Dependent variable

Marketing performance (MKP) is measured by five-item scale, and it is assessed by firm's perception about the marketing outcomes that firm can achieve the goal in terms of sales growth, rate of sales volume, profitability, market share, continual business growth, ability to introduce innovation, customer satisfaction, and customer acceptance etc. This construct is adapted from Day and Wesley, (1988), Sookaneknun and Ussahawanitchkit (2012).

Independent variables

Forward market sensing (FMS) is measured by five-item scale, it is an independent variable of the study and defined as company's capacity to find out about their business surroundings, for example, their client, rival, and the divert individuals keeping in mind the end goal to reliably sense and act occasions and patterns in prospective markets. This construct is adapted from Day (1994) and Kumar et al, (2000). It includes 4 items and anchored by 5-point Likert scale.

Channel structure reconfiguration (CSR) is an independent variable of the study and defined as firm's ability to seek to improve and innovative or make a channel appropriation structure to unleash an extensive variety of creative circulation and channel administration practices, for example, cooperate channel distribution with alliance or partnership. This construct is adapted from Kuma, Scheer, and Kotler (2003). It includes 3 items and anchored by 5-point Likert scale.

Radical product innovation (RPI) is an independent variable of the study and defined as firm's ability to the new chances of business and to pull in the development of the organization concerned to urge individuals to mindfulness and take part in the new product. This construct is adapted from Thipsri and Ussahawanitchkit (2009). It includes 4 items and anchored by 5-point Likert scale.

Product Excellence (PEX) to the process of originating, building up and presenting a new product/service to the market for goal achievement of the firm. It is adapted from Charpavang and Ussahawanitchakit (2010). It includes 3 items and anchored by 5-point Likert scale.

Customer education (CED) is measured by the customer, educated about the product / serviced level of the effective adjustment and changed about advertising and the learning procedure. This construct is adapted from Cummings & Worley (1997) and Fiol & Lyles (1985) It includes 3 items and anchored by 5-point Likert scale.

Marketing moving success (MMS) is measured by a capacity of firms to incorporate prevalence in comprehension showcase by exceptional offer item or administration than their rivals, settling on vital decision, conveying new esteem and checking worth and suspicion more noteworthy than their competitors. This construct is adapted from Jagersma (2006). It includes 3 items and anchored by 5-point Likert scale.Competitive influence effectiveness (CIE) is measured by

a capacity of firms to offer and grow new items contrasts in rivalry for more benefits, to react quickly and change in competition. This construct is adapted from Thipsri and Ussahawanitchkit (2009). It includes 4 items and anchored by 5-point Likert scale.

Transformational Leadership (TLD) is measured by a capacity of firms to offer and grow new items contrasts in rivalry for more benefits, to respond rapidly and change in competition. This construct is adapted from Chuebang and Ussahawanitchkit (2009). It includes 5 items and anchored by 5-point Likert scale.

Proactive culture (PRC) is measured by firm's value and standard to concentrate on future, improvement and advance consistent learning change of the worker through a three-stage cycle of elementary learning, to screen great execution, including learning for execution (readiness stage encouraged via preparing and advancement), learning amid execution (gaining from a genuine occasion amid work process) and gaining from performance (taking the lesson learned from experience). This construct is adapted from Korbangyang and Ussahawanitchkit (2009). It includes 3 items and anchored by 5-point Likert scale.

Marketing experience (MEX) is measured by the force and separated experience contributes to a firm's capability to manage operations selected in the distinct market opportunities and execute in a new market with a similar situation. This construct is adapted from Yang, Narayanan and Zahra (2009). It includes 5 items and anchored by 5-point Likert scale.

Moderating variables

Market environment (MEN) is measured by the ability of the firm upon customer and competitive uncertainty. It influences the firm's capability to respond to the market accurately and increases the difficulty in competing. It consists of five items used to measure this variable. Technology turbulence refers to a rapid change of technological innovations that cannot be predicted. This construct is adapted from Phokha and Ussahawanitchakit (2011). It includes 4 items and anchored by 5-point Likert scale.

d) Reliability and Validity

To evaluate the measurement reliability and validity; factor analysis was to assess the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. The factor analyzes were conducted separately for each set of the items representing a particular scale due to limited observations. With regard to the confirmatory factor analysis, this analysis has a high potential to expand the component loadings. Thus, a higher rule-of-thumb, a cutoff value of 0.40, was adopted (Nunnally and Bernstein, 1994). All factor loadings are greater than the 0.40 cutoff and are statistically significant. The reliability of the measurements was secondly evaluated by Cronbach alpha coefficients. On the reliability scale, Cronbach alpha coefficients are greater than 0.70 (Nunnally and Bernstein, 1994). Table 1 below presents the results for both factor loadings and Cronbach alpha for multiple-item scales used in this study.

TABLE 1
RESULTS OF MEASURE VALIDATION

Construct items	Factor Loadings	Cronbach Alpha
Forward market sensing (FMS)	0.777 – 0.896	.879
Channel structure reconfiguration (CSR)	0.785 – 0.901	.882
Radical product innovation (RPI)	0.703 – 0.910	.881
Product excellence (PEX)	0.781 – 0.937	.879
Customer education (CED)	0.880 – 0.937	.879
Market moving success (MMS)	0.847 – 0.920	.876

Competitive influence effectiveness (CIE)	0.848 – 0.931	.891
Marketing performance (MKP)	0.658 – 0.786	.882
Transformational leadership (TLD)	0.746 – 0.883	.880
Proactive culture (PRC)	0.867 – 0.907	.879
Market experience (MEX)	0.845 – 0.929	.882
Market environment (MEN)	0.768 – 0.937	.924

e) Statistics test

The hierarchical regression analysis is used to test and examine the relationship of all hypotheses among the dimensions of market-driving strategy orientation; forward market sensing (FMS), channel structure reconfiguration (CSR), radical product innovation (RPI), product excellence (PEX), customer education (CED), market moving success (MMS), competitive influence effectiveness (CIE), marketing performance (MKP), transformational leadership (TLD), proactive culture (PRC), market experience (MEX) and market environment (MEN). Because of all dependent variables, independent variables, and control variable in this study were neither nominal data nor categorical data. For more understanding of the hypothesized relationships in this study, the research equation of the aforementioned hypotheses relationships is illustrated as shown below.

Equation 1: $PEX = \beta_{01} + \beta_{1}FMS + \beta_{2}CSR + \beta_{3}RPI + \beta_{4}FSZ + \beta_{5}FAG + \varepsilon_{1}$

Equation 2: $CED = \beta_{02} + \beta_{6}FMS + \beta_{7}CSR + \beta_{8}RPI + \beta_{9}RPI + \beta_{10}FSZ + \beta_{11}FAG + \varepsilon_{2}$

Equation 3: $MMS = \beta_{03} + \beta_{12}FMS + \beta_{13}CSR + \beta_{14}RPI + \beta_{15}RPI + \beta_{16}FSZ + \beta_{17}FAG + \varepsilon_{3}$

Equation 4: $CIE = \beta_{04} + \beta_{18}FMS + \beta_{19}CSR + \beta_{20}RPI + \beta_{21}RPI + \beta_{22}FSZ + \beta_{23}FAG + \varepsilon_{4}$

Equation 5: $MKP = \beta_{05} + \beta_{24}PEX + \beta_{25}CED + \beta_{26}MMS + \beta_{27}CIE + \beta_{28}FSZ + \beta_{29}FAG + \varepsilon_{5}$

Equation 6: $FMS = \beta_{06} + \beta_{30}TLD + \beta_{31}PRC + \beta_{32}MEX + \beta_{33}FSZ + \beta_{34}FAG + \varepsilon_{6}$

Equation 7: $CSR = \beta_{07} + \beta_{35}TLD + \beta_{36}PRC + \beta_{37}MEX + \beta_{38}FSZ + \beta_{39}FAG + \varepsilon_{7}$

Equation 8: $RPI = \beta_{08} + \beta_{40}TLD + \beta_{41}PRC + \beta_{42}MEX + \beta_{43}FSZ + \beta_{44}FAG + \varepsilon_{8}$

Equation 9: $FMS = \beta_{09} + \beta_{45}TLD + \beta_{46}PRC + \beta_{47}MEX + \beta_{48}MEN + \beta_{49}TLD * MEN + \beta_{50}PRC * MEN + \beta_{51}MEX * MEN + \beta_{52}FSZ + \beta_{53}FAG + \varepsilon_{9}$

Equation 10: $CSR = \beta_{10} + \beta_{54}TLD + \beta_{55}PRC + \beta_{56}MEX + \beta_{57}MEN + \beta_{58}TLD * MEN + \beta_{59}PRC * MEN + \beta_{60}MEX * MEN + \beta_{61}FSZ + \beta_{62}FAG + \varepsilon_{10}$

Equation 11: $RPI = \beta_{11} + \beta_{63}TLD + \beta_{64}PRC + \beta_{65}MEX + \beta_{66}MEN + \beta_{67}TLD * MEN + \beta_{68}PRC * MEN + \beta_{69}MEX * MEN + \beta_{70}FSZ + \beta_{71}FAG + \varepsilon_{11}$

4. Results and discussion

The descriptive statistics and correlation matrix for all relevant variables is presented in table 2. To detect a multicollinearity problem, variance inflation factors (VIF) are utilized. From the data analysis, There have the VIF of all variables range as below 10 (Neter, Wasserman, and Kutner, 1985). Thus, a multicollinearity problem is not found in this study. In addition, table 3 shows the result of OLS regression analysis following the equations provided in prior sessions.

TABLE 2
DESCRIPTIVE STATISTICS AND CORRELATION MATRIX

	FMS	CSR	RPI	PEX	CED	MMS	CIE	MKP	TLD	PRC	MEX	MEN	FSZ	FAG
Mean	3.9817	3.9837	4.1616	3.9837	3.7886	3.6341	3.5030	3.8049	4.1073	4.0081	4.1902	2.8384	-	-
S.D.	.79328	.80789	.62035	.63268	.72485	.82918	.84756	.55952	.64037	.70268	.67469	.91234	-	-
FMS	1													
CSR	.700**	1												
RPI	.529**	.562**	1											
PEX	.509**	.383**	.553**	1										
CED	.507**	.476**	.469**	.661**	1									
MMS	.585**	.604**	.496**	.642**	.728**	1								
CIE	.508**	.509**	.345**	.233*	.499**	.670**	1							
MKP	.539**	.507**	.392**	.572**	.632**	.717**	.485**	1						
TLD	.507**	.415**	.734**	.656**	.515**	.482**	.246*	.446**	1					
PRC	.573**	.448**	.615**	.696**	.492**	.501**	.256*	.404**	.792**	1				
MEX	.523**	.414**	.615**	.558**	.419**	.384**	.199	.395**	.802**	.813**	1			
MEN	-.112	-.015	-.247*	-.066	-.056	-.128	-.168	-.129	-.346**	-.258*	-.167	1		
FSZ	.050	.010	-.371**	.083	.055	.070	.038	.045	-.229*	-.008	-.118	.299**	1	
FAG	-.197	-.074	-.418**	-.043	.053	.077	.059	-.049	-.344**	-.245*	-.312**	.299**	.468**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 3 presents the results of the OLS regression analysis of antecedent and consequence of market-driving strategy orientation (including forward market sensing, channel structure reconfiguration, and radical product innovation) by moderating effect on the market environment. The results provide channel structure reconfiguration that has no significant effect on product excellence (b_3= -0.202, p>0.1). Interestingly, forward market sensing, radical product innovation has a significant positive effect on product excellence (b_4 = 0.329, 0.649, p>0.1). *Thus, Hypotheses 1a and 3a are supported, but Hypothesis 2a is not supported.* For Hypotheses 4, the product excellence has not a significant positive to marketing performance (b_{21}= 0.128, p>0.001). *Thus, Hypotheses 4are not supported*.

Additionally, of market-driving strategy orientation (including forward market sensing and radical product innovation) are positively related to customer education (b_6= 0.297, p>0.05; b_8=0. 417, p>0.001). *Hence, Hypotheses 1b and 3b are supported*. The market-driving strategy orientation (including forward market sensing and radical product innovation) are positively related to customer education (b_{11} = 0.297, p>0.05; b_{13}=0. 351, p>0.001). *Hence, Hypotheses 1c and 3c are supported.* Surprisingly, the results show that the channel structure reconfiguration has no significant relationship. *Thus, Hypotheses 2b and 3c are not supported.* For Hypotheses 6, the result provides that the antecedent of market-driving strategy orientation (by transformational leadership, proactive culture and market experience) has not a significant positive effect on forward market sensing and channel structure reconfiguration. *Thus, Hypotheses 6 and 7 are not supported.* Interestingly, market moving success has a significant positive effect on marketing performance (b_{23} = 0.473, p>0.001). *Thus, Hypotheses 5 are supported*. In addition, the results provide that transformational leadership has a significant positive effect on radical product innovation (b_{37} = 0.494, p>0.1). The proactive culture has a significant positive effect on forward market sensing (b_{43}= 0.420, p>0.1). *Thus, Hypotheses 8c, 9a are not supported*. Hypotheses 8a, 8b, 9b, 9c, 10a, 10b, 10c are not supported

Finally, the results have been found that the market environment has moderated to the relationships between transformational leadership and radical product innovation as the dimension of market-driving strategy orientation (b_{64}=-0.439, p>0.10. *Hence, hypotheses 11c are supported.* On the other hand, the results found that market environment does not moderate to the relationships between proactive cultures and market-driving strategy orientation, the relationship between market experiences. *Thus, hypotheses 11a, 11b, 12a, 12b, 12c, 13a, 13b, and 13c are not supported.*

TABLE 3
RESULTS OF REGRESSION ANALYSIS FOR THE EFFECTS OF EACH DIMENTION OF
MARKET-DRIVING STRATEGY ORIENTATION ON ITS CONSEQUENCES

Independent Variables	Dependent Variables				
	Eq1	Eq2	Eq3	Eq4	Eq5
	PEX	CED	MMS	CIE	MKP
FMS	0.329**	0.297**	0.297**	0.328**	
	(0.126)	(0.134)	(0.121)	(0.140)	
CSR	-0.202	0.053	0.218	0.23	
	(0.128)	(0.137)	(0.123)	(0.142)	
RPI	0.649***	0.417**	0.351**	0.114	
	(0.123)	(0.132)	(0.118)	(0.137)	
PEX					0.128
					(0.118)
CED					0.181
					(0.122)
MMS					0.473**
					(0.148)
CIS					0.53
					(0.112)
FSZ	0.645**	0.211	0.157	-0.095	0.116
	(0.291)	(0.310)	(0.279)	(0.3325)	(0.246)
FAG	0.342	0.51**	0.545**	0.41	-0.224
	(0.205)	(0.219)	(0.197)	(0.228)	(0.177)
Adjust R2	0.426	0.348	0.472	0.29	0.524

*$p<0.1$, **$p<0.05$, ***$p<0.01$, a Beta coefficient with standard error in parenthesis.

5. Contributions
a) Theoretical Contributions

This study explicitly provides a clearer understanding of market driving strategy orientation that has a significant positive influence on the consequences (product excellence, customer education, market moving success competitive influence effectiveness). Also, each consequence has an important positive impact on marketing performance. Likewise, the market environment is the moderator of the antecedents of market driving strategy orientation (transformational leadership, proactive culture, market experience) -market driving strategy orientation relationships. Essentially, the study potentially expands the theories on previous knowledge and literature of transformational leadership, proactive culture, market experience, market-driving strategy orientation, and production excellence, customer education, marketing moving success, competitive influence effectiveness, and marketing performance. For advancing the field theoretically, this study is one of the first known studies to link market-driving strategy orientation's dimension affects production excellence, customer education, marketing moving success, and competitive influence effectiveness related to market performance in the software businesses of Thailand. Future research is suggested to review the extensive literature of the moderating effects on these relationships. To potentially increase reliability, benefits, advantages and contributions of the study, future research should collect data from larger and/or comparative population. Moreover, future research is needed to use in different industrial settings, different country settings, and collect data from different groups of sample and/or compare in different number of population in order to verify the generalizability of the study and increase the level of reliability. Consequently, this study expands the application of this theoretical perspective by applying them to the unexplored phenomenon. Therefore, future research is needed to use the other industry and collect data from a larger population.

b) Managerial Contribution

This study offers essential implication to marketing director and marketing manager. Especially, in the software business to understand how their firms can achieve marketing performance over their competitors. The antecedent of market-driving strategy orientation is helping firm to success. Consequently, market-driving strategy orientation becomes an important issue for managers in a rapidly changing environment. It helps managers understand the key support of market-driving strategy orientation. Managers should be maintaining market-driving strategy orientation, marketing, and change management for the sustained product excellence, customer education, market moving success and competitive influence effectiveness.

TABLE 4
RESULTS OF REGRESSION ANALYSIS FOR THE EFFECTS OF THE ANTECEDENTS OF MARKET-DRIVING STRATEGY ORIENTATION ON ITS DIMENTIONS AND THE MODERATING ROLE OF MARKET ENVIRONMENT

Independent Variables	Dependent Variables					
	Eq6	Eq7	Eq8	Eq9	Eq10	Eq11
	FMS	CSR	RPI	FMS	CSR	RPI
TLD	0.142	0.160	0.494***	0.078	0.164	0.489***
	(0.178)	(0.196)	(0.139)	(0.194)	(0.209)	(0.145)
PRC	0.542	0.253	0.191	0.420*	0.230	0.214
	(0.180)	(0.198)	(0.141)	(0.201)	(0.217)	(0.150)
MEX	0.118	0.102	0.007	0.053	0.060	-0.033
	(0.177)	(0.195)	(0.139)	(0.191)	(0.206)	(0.143)
MEN				0.040	0.115	0.089
				(0.106)	(0.115)	(0.080)
TLD x MEN				0.382	0.126	-0.439**
				(0.334)	(0.361)	(0.250)
PRC x MEN				-0.25	0.086	-0.22
				(0.228)	(0.247)	(0.171)
MEX x MEN				0.088	0.217	0.427
				(0.206)	(0.223)	(0.154)
FSZ	0.405	0.092	-0.584**	0.085	-0.279	-0.145
	(0.308)	(0.339)	(0.241)	(0.205)	(0.221)	(0.153)
FAG	-0.191	0.119	-0.204	0.013	0.224	-0.137
	(0.219)	(0.241)	(0.172)	(0.185)	(0.198)	(0.138)
Adjust R2	0.314	0.167	0.578	0.295	0.177	0.605

*$p<0.1$, **$p<0.05$, ***$p<0.01$, a Beta coefficient with standard error in parenthesis.

6. Limitations and Future research directions

This study contains limitations that this research uses only questionnaires in the data collection process and may not cover all aspects. Future research should collect data with mixed methods; this method is combined with interview techniques to gather in-depth information in order to understand more about marketing's aspects. The second limitation, the present study is purposed to study in software businesses in Thailand only. Future research should use other populations and sample context for a comparative study to broaden the perspective. This research uses the data from a single industry. Thus, future research may focus on different industrial settings and different country settings that might produce results different from the findings of this study. Finally, future research should re-examine the research hypotheses that are not statistically significant and should consider seeking to study other potential moderating variables.

7. Conclusion

This study aims to examine the antecedent and consequence of market-driving strategy orientation by using the market environment as a moderator in software businesses in Thailand which are selected as a sample. Several important findings are identified, for instance, forward market sensing has an important positive effect on production excellence, customer education,

marketing moving success, and competitive influence marketing performance. In addition, transformational leadership has an important positive effect on radical product innovation. However, the market environment has a moderate effect on the relationship between transformational leadership and market-driving strategy orientation. The study suggests several recommendations for future research for more generalizability, using the various methodologies: in-depth interview that gathers information and should consider a longitudinal to delineate more clearly the causal attributions hypothesized in this framework. Accordingly, the evidence will offer the directions and suggestions for software business in Thailand to achieve market-driving strategy orientation.

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