
Sustainable Marketing Strategy and Marketing Success of ISO 14001

Certified Manufacturing Businesses in Thailand

กลยุทธ์การตลาดที่ยั่งยืนและความสำเร็จทางการตลาด ของบริษัทที่ได้รับรองมาตรฐาน ISO 14001 ในประเทศไทย

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Abstract

The purpose of this research is to examine the influence of sustainable marketing strategy through the product creativity, customer acceptance and leads to marketing success. Data was collected from 208 ISO 14001 certified manufacturing businesses in Thailand. The questionnaire mail survey was used as research instrument. In this research, the structural equation model (SEM) was employed for the hypothesis testing. The results show that technology adaptation orientation and environmental process development have significant influences on marketing success. This study verifies the importance of sustainable marketing strategy as consistent with stakeholder theory. However, conclusion and discussion include directions for future research are discussed in the last section of this research

Keywords: Sustainable Marketing Strategy, Product Creativity, Customer Acceptance, Marketing Success

บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อตรวจสอบอิทธิพลของกลยุทธ์การตลาดที่ยั่งยืน ความคิดสร้างสรรค์ของผลิตภัณฑ์ การยอมรับของลูกค้า นำไปสู่ความสำเร็จทางการตลาด กลุ่มตัวอย่างที่ใช้ในการศึกษา คือ บริษัทที่ได้รับรองมาตรฐาน ISO 14001 ในประเทศไทย จำนวน 208 บริษัท โดยใช้แบบสอบถามเป็นเครื่องมือในการวิจัย การวิจัยนี้ใช้การวิเคราะห์แบบจำลองสมการโครงสร้างในการทดสอบสมมติฐาน ผลการวิจัย พบว่า แนวทางการปรับตัวทางเทคโนโลยีและกระบวนการพัฒนาด้านสิ่งแวดล้อมมีอิทธิพลเชิงบวกต่อความสำเร็จทางการตลาด การศึกษานี้เป็นการยืนยันถึงความสำคัญของกลยุทธ์การตลาดที่ยั่งยืนกับทฤษฎีผู้มีส่วนได้ส่วนเสีย อย่างไรก็ตามยังมีการสรุปและอภิปรายผล รวมถึงทิศทางวิจัยในอนาคตในส่วนสุดท้ายของวิจัยนี้

คำสำคัญ: กลยุทธ์การตลาดที่ยั่งยืน, ความคิดสร้างสรรค์ของผลิตภัณฑ์, การยอมรับของลูกค้า, ความสำเร็จทางการตลาด

Introduction

Nowadays, the firms are strongly forced by these sectors to take responsibility for environmental effects from activities, and attempt to conserve the environment (Kamruzzaman, 2012). The firms must contribute to resolve the environmental problem with integration of sustainability and environmental management issues as part of their management strategies such as providing external environmental reports, efficient energy consumption and waste reduction (Naoui, 2015). Therefore, the business has been facing challenges of environmental increases and the environmental crisis is the key pressure for the corporation's effort to develop a business strategy that could sustainable development.

Sustainable marketing strategy is derived from two concepts, sustainable development and marketing strategy (Kumar et al., 2013). Sustainable marketing is the development of marketing that integrates of economy, new concept, social, moral, and environment perspectives (Noo-urai & Jaroenwisan, 2016). Sustainable marketing involves building and maintaining sustainable relationships with customers, social, and natural environment (Belz & Peattie, 2009). Sustainable marketing shares the long-term of relationship marketing, as opposed to the short-term transaction focus of modern marketing. Therefore, it requires their integration into the articulation of marketing values and the setting of marketing goals.

The industry sectors growth to require continuous consumption of natural resources. In addition, the environmental impacts by firms are a problem-solving which should have intense concern from the government sector, non-government sector, and the general public sector (Besnard, 2007). Therefore, this research gap leads to the present effort to fulfill the sustainable marketing literature to investigate sustainable marketing strategy among Thai manufacturing businesses. Particularly, this research desires to fulfill a gap in empirical research that indicates the consequents effects of sustainable marketing strategy, in the Thailand context. This gap leads to the current topic of research into ISO 14001 certified manufacturing businesses in Thailand. However, in context of Thailand, the ISO 14001 businesses in Thailand have become producers and exporters of products to international and global markets such as in textiles, furniture, auto parts, beverages, and tobacco products. In Thailand, manufacturers are controlled by the Ministry of Industry of Thailand which launched ISO 14001 in 1996, because of concern for environmental management systems (Besnard, 2007). The ISO 14001 certified manufacturing businesses in Thailand is considered an appropriate to investigate the relationships among sustainable marketing strategy that are important and add value to the business. Furthermore, the results of this study contribute to managerial practices focusing on sustainable marketing strategy implementation and enhance the marketing success of the ISO 14001 certified manufacturing businesses in Thailand.

Research Objectives

The main research objective of this study was to investigate the effect of each dimension of sustainable marketing strategy (including technology adaptation orientation, product innovativeness implementation, social responsibility concentration, environmental process development), product creativity and customer acceptance that effect on marketing success in ISO 14001 certified manufacturing businesses in Thailand.

Literature Review

The stakeholder theory was applied to draw a conceptual framework and develop a set of hypotheses. It presented the theory of interaction to clarify the relationship of each dimension that focused on examination for fulfilling the research objective. In this study, stakeholder theory was implemented to explain why any firms should recognize the important of sustainable marketing strategy. The argument is that firms are trying to adopt sustainable marketing and must take the demand of economy, ethics, society, and environment by integrating marketing social responsibility, and environmental concept with stakeholder theory perspectives to sustainable marketing strategy dimension into marketing success (Orts & Strudler, 2009). The study shows the investigation of the relationships among four dimension of sustainable marketing strategy and its consequences is showed in Figure 1.

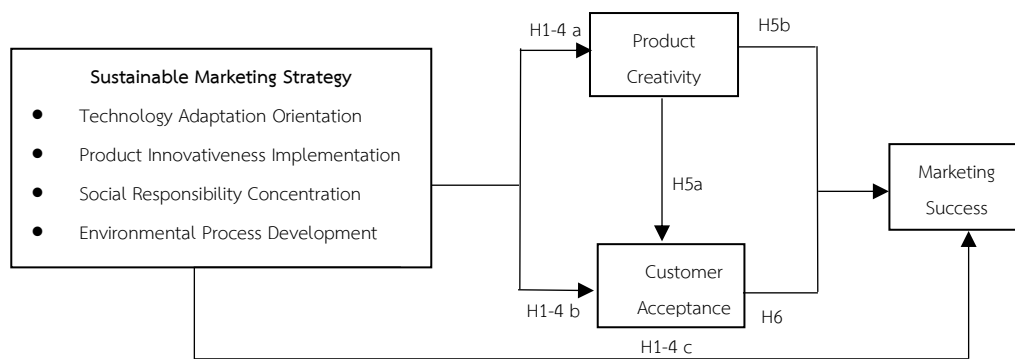


Figure 1 The conceptual Model

Sustainable Marketing Strategy

Sustainable marketing strategy is derived from two concepts, sustainable development and marketing strategy (Kumar et al., 2013). Sustainable marketing strategy is defined as a plan of action focused on the process of sustainable keys that incorporates technology, environmental and social to promote environmentally friendly and socially responsible product practice and brand value (Trivedi et al., 2013). Many researchers have quantified sustainable marketing strategy as having several dimensions. Sustainable marketing focuses to balance environmental, economic, and social (Sun, Kim & Kim, 2014). Gordon et al (2011) introduce three dimensions including green marketing, social marketing, and critical marketing. The marketing growth has four dimensions including product, selling, marketing, and societal (Noo-urai & Jaroenwisana, 2016). The dimensions that characterize sustainable marketing including economic, environmental, social, ethical, and technological (Lim, 2015). In summary, this study sustainable marketing strategy in four practices: technology adaptation orientation, product innovativeness implementation, social responsibility concentration, and environmental process development. The relationship between sustainable marketing strategy in four aspects and marketing success are explained as follows.

Technology Adaptation Orientation

Technology adaptation orientation is defined as the firm's emphasis on new tools and changing management style to develop the modern equipment systems, which can respond to a customer's need

and can achieve competitive advantage (Tuominen et al., 2004). Technological adaptation orientation generates new challenges and chances for new tools or process improvement. Technology orientation influenced innovation, product development, and firm performance (Jeong, Pae & Zhou, 2006). The investigate new technology on customer acceptance in retailing focuses on their attitude towards marketing success (Hernandez, Jimenez & Martin, 2010). The effect of technology on the marketing success in industry (Noh & Fitzsimmons, 1999). Hence, this research hypothesizes that:

Hypothesis 1: Technology adaptation orientation has a positively influence on (a) product creativity, (b) customer acceptance, and (c) marketing success

Product Innovativeness Implementation

Product innovativeness implementation is defined as the operation of the firm to create and develop eco-friendly products respond to customer needs that lead to raise the quality and productivity level of procedures (Ehlen et al., 2013). The product innovation is the firm's ability to generated innovative offering to increase new opportunities of business and new marketplace. (Thipsri & Ussahawanitchakit, 2009). Therefore, firm can attain positive results and gain consumer acceptance and improve products innovation with higher environmental performance to success (Wagner, 2008). The relationship between product innovation on product creativity (Marinho et al., 2016). The product innovation had a significant direct effect on marketing success (Nataya & Sutanto, 2018). Hence, this research hypothesizes that:

Hypothesis 2: Product innovativeness implementation has a positively influence on (a) product creativity, (b) customer acceptance, and (c) marketing success

Social Responsibility Concentration

Social responsibility concentration is defined as an organizational response to social requirement with awareness, supporting to community, and other social groups for supporting the survival and success of the organization (Kotler & Lee, 2005). More importantly, the social responsibility affects customer acceptance, both directly and indirectly (Berens, Riel & Bruggen, 2005). Likewise, previous studies have investigated the direct impact of social responsibility on marketing success (Lou & Bhattachary, 2006). Therefore, social responsibility have a positive impact on product creativity (Horn & Salvendy, 2006). Hence, this research hypothesizes that:

Hypothesis 3: Social responsibility concentration has a positively influence on (a) product creativity, (b) customer acceptance, and (c) marketing success

Environmental Process Development

Environmental process development is defined as the ability of the firm based on the environmental changes in organizational operation on environmental pollution (Sharma et al.,2010). Prior research, the environmental process is a basic principle and guide for the performance standards of the organization, which can help customer acceptance (Castka & Balzarova, 2008). Moreover, the organization focus on increase competitiveness through better product innovation, positive corporate image and reputation from stakeholders (Gabzdyllova, Raffensperger & Castka, 2009). The environmental is directly and positively related to the firm's new product success in market success (Baker & Sinkula, 2005). Thus, it is necessary for the organization to

adopt new strategies for environmental process development in order to ensure marketing success. (Timbur, 2010). Hence, this research hypothesizes that:

Hypothesis 4: environmental process development has a positively influence on (a) product creativity, (b) customer acceptance, and (c) marketing success

Product Creativity

Product creativity is defined as outcome of creative processes of the firm to new product design and presentation of a variety of goods and can achieve competitive advantage (Landwehr & Herrmann, 2015). The product creative is an important factor for preserving a competitive advantage, profitability, and marketing success (Brown & Eisenhardt, 1995). Therefore, product creativity significantly consumer acceptance and purchase intentions (Horn & Salvendy, 2006). Hence, this research hypothesizes that:

Hypothesis 5: Product creativity has a positive influence on (a) customer acceptance and (b) marketing success

Customer Acceptance

Customer acceptance is defined as achievement of customer need fulfill that more quickly than competitor in order to attract new users and retain customer loyalty (Wei & Wang, 2011). Customer acceptance is the customers' perception based on customer behavior as trust, satisfaction, reputation, and image of the firm (Syers & Ussahawanitchakit, 2012). The customer acceptance has a positive effect on market success (Pioch et al., 2009). Hence, this research hypothesizes that:

Hypothesis 6: Customer acceptance is a positively influence on marketing success

Research Methodology

Population and Sample Selection

The population and sample of this research are drawing from a database of ISO 14001 certified manufacturing businesses in Thailand that were chosen from the online database of Thai Industrial Standards Institute, Ministry of Industry. In Thailand, the Ministry of Industry of Thailand launched an ISO 14001 series in 1996, concerned with the environmental management system (EMS). At present, there are 468 businesses certified as ISO 14001 compliant. Therefore, businesses are shown an emphasis placed on understanding the environmental impact potential of the organization. The sampling technique was selected the total population for this research with sampling by questionnaire survey. However, Hair et al. (2010) suggested that the minimum sample size for conducting structural equation modeling should be 100 per group. Thus, the number of ISO 14001 certified manufacturing businesses in the population was 208 businesses. Therefore, this sample size was adequate for analysis.

Variable Measurement

All construct in the model are multiple-item scale. These variants are each measured from a five-point Likert Scale (1 = strongly disagree to 5 = strongly agree).

Dependent Variable

Marketing success is measured by using five-item scale to examining how firms outcomes in their market segment over the past year such as sales growth, market share, profitability the increasing market share and ability to maintain customer satisfaction and customer loyalty.

Independent Variables

Technology adaptation orientation is measured by using four-item scale to evaluating how firms ability to identify, exploit and create technology opportunities which, in turn, implies changes in a firm's strategic position. Secondly, product innovativeness implementation is measured by using four-item scale to potential how firms perspective to create and development of goods design to generate higher quality for a firm's products, which do not affect the environment such as an ecofriendly production process and eco-friendly product development by using resources. Thirdly, social responsibility concentration is measured by using four-item scale to assessing how firms actions that have an impact on the business operation, society, and environment. Lastly, environmental process development is measured by using four-item scale to investigate how firms perceiving and concentration of environmental protection such as renewable technologies, the use and maintenance of natural resources and recyclable resources.

Mediating Variable

Product creativity is measured by using four-item scale to investigate how firms to create the new product design to contribute to the revenue of the business. Lastly, customer acceptance is measured by using four-item scale to assessing how firms can create product quality of the business for customer loyalty.

Methods

This study to test the quality of instruments, both validity and reliability were employed. Factor analysis was used to assess the basis of a large number of items and to determine whether they could be reduced to a smaller set off actors. Factor loading scores as between 0.682 – 0.971 are greater than the 0.40 cut-off and are statistically significant (Nunnally & Bernstein 1994). Moreover, Cronbach's alpha coefficient was used to evaluate the measurement of reliability. In the scale, Cronbach's alpha for all variables are shown between 0.821 – 0.939 are greater than 0.70 (Nunnally & Bernstein, 1994). Thus, scales of all measures are shown to result in consistency. So, these measures are considered appropriate for further analysis because they show that validity and reliability that have be recognized in this study. Therefore, all constructs of the validity and reliability of measurement can be applied for further analysis.

The structural equation modeling (SEM) was used to analyze the data derived from respondents. It was also used to examine the total effect of exogenous variables on the endogenous variables in the structural model. The software used for analyzing the data in this study was AMOS 22 and SPSS 22. The approach was used to test the structural model as recommended by Anderson &

Gerbing (1988). This study utilizes SEM to examine the data derived from respondents by testing the measurement model first. The next step was to test the conceptual framework and the validity of the six hypotheses generated.

Data Analysis

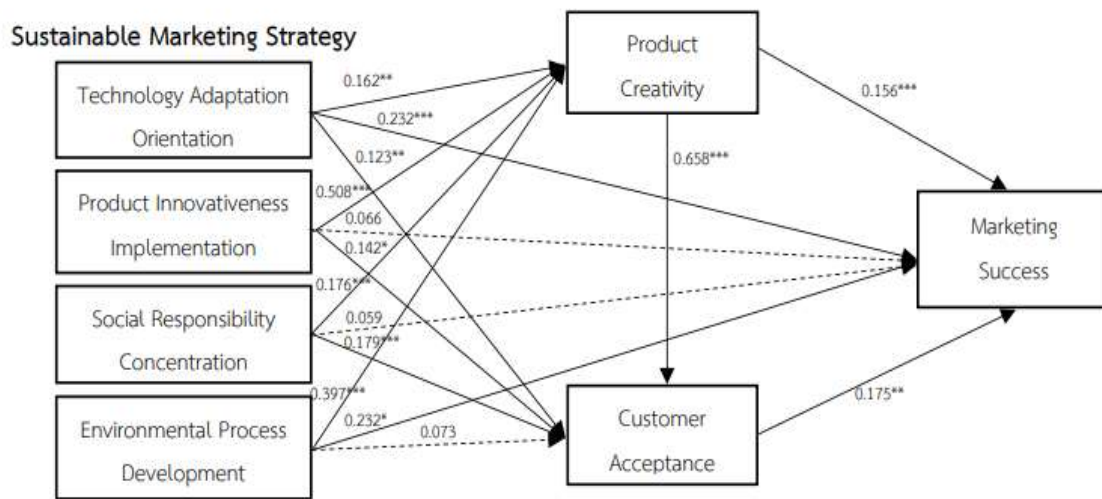
This research questions and to prove the hypotheses presented, data collected from the questionnaire were analyzed. The structural equation modeling to analyze the data derived from respondents. Besides, structural equation modeling can be used to examine the total effect of exogenous variables on the endogenous variable in the structural model. A two-step approach was used to test the structural model. The first step was to test the measurement model. This step examines the validity of a measurement model including convergent validity, discriminant validity, and construct validity. Further, assessment of the fit of a measurement model between the observed and estimated covariance matrix is taken. The confirmatory factor analysis (CFA) technique was used to assess fit and validity. Finally, second step was to test the conceptual framework and the validity of all hypotheses generated.

Research Results

Figure 2 presents the results of structural equation modeling (SEM) analysis. This section, hypotheses of the proposed frameworks are tested. The results showed that the comparative fit index (CFI) with value of 0.918, the goodness of fit index (GFI) with value of 0.919, and the root mean square error of approximation (RMSEA) with value of 0.074. Thus, the initial test of the measurement model results is a good fit to the data. To summarize, these indicators demonstrate a good fit. The results hypothesis testing are as follows:

In this study, technology adaptation orientation has a significant effect on product creativity ($b=0.162$, $p < 0.05$), customer acceptance ($b=0.123$, $p > 0.05$), and marketing success ($b=0.232$, $p < 0.01$). Therefore, Hypothesis 1a, 1b, and 1c is supported. Product innovativeness implementation has a significant effect on product creativity ($b = 0.508$, $p < 0.01$) and customer acceptance ($b = 0.142$, $p < 0.10$). Therefore, Hypothesis 2a and 2b is supported. In contrast, the relationship between product innovativeness implementation has no effect on marketing success ($b = 0.066$, $p < 0.05$). Therefore, Hypothesis 2c is not supported. Social responsibility concentration has a significant positive effect on product creativity ($b = 0.176$, $p < 0.10$) and customer acceptance ($b = 0.179$, $p < 0.10$). Therefore, Hypothesis 3a and 3b is supported. However, social responsibility concentration has no effect on marketing success ($b = 0.059$, $p < 0.05$). Therefore, Hypothesis 3c is not supported. Environmental process development has a significant effect on product creativity ($b = 0.397$, $p < 0.10$) and marketing success ($b = 0.232$, $p < 0.01$). Therefore, Hypothesis 4a and 4c is supported. However, environmental process development has no effect on customer acceptance ($b= 0.073$, $p < 0.05$). Therefore, Hypothesis 4b is not supported. Product creativity has a significant effect on customer acceptance ($b=0.658$, $p < 0.01$) and marketing success ($b=0.561$, $p < 0.0$). Therefore, Hypothesis 5a and 5b is supported. Customer acceptance has a significant effect on marketing success ($b=0.175$, $p < 0.01$). Therefore, Hypothesis 6 is supported. Standardized

structural parameter estimates of four dimension of sustainable marketing strategy, product creativity, customer acceptant, and marketing success are show in Figure 2.



*p<.10, **p<.05, *** p<.01; CFI=0.918; GFI=0.919; RMSEA=0.074

Figure 2 The results of the sustainable marketing strategy and marketing success

Discussion

In addition, the findings show that four dimension of sustainable marketing strategy, product creativity, customer acceptance, and marketing success. The results found in this study confirm the principal point of technology adpatation orientation has influenced innovation, product development, and firm performance (Jeong, Pae & Zhou, 2006). Similarly, the investigate new technology on customer acceptance in marketing success (Hernandez, Jimenez & Martin, 2010). As exposed by (Marinho et al., 2016) product innovativeness implementation has a relationship between product creativity. Moreover, the firm can attain positive results and gain consumer acceptance and improve products with higher environmental performance to success (Wagner, 2008). In contrast, product innovativeness has an impact on success in the marketplace. That means that high and low innovativeness products are more likely to be less successful in the future (Kleinschmidt & Cooper, 2002). Likewise, the findings found in this study correlates through the results of Horn & Salvendy, (2006) which create that social responsibility concentration have a positive impact on product creativity. Moreover, social responsibility affects customer acceptance, both directly and indirectly (Berens, Riel & Bruggen, 2005). However, social responsibility concentration has no effect on marketing success. The results show that proposing executive compensation programs including social responsibility criteria has a impact on marketing success (Cavaco, Crifo & Guidoux, 2020). Similarly, the results show that environmental process development shows that the organization focus on increase competitiveness through better product, positive corporate image and reputation from stakeholders (Gabzdylowa, Raffensperger & Castka, 2009). Moreover, environmental process development has no effect on customer acceptance. The results of a study by Inoue & Lee (2011) who found that environmental

process has a differential effect on profitability, depending on business type. However, firm may not understand their environment situations, and unclear about the requirements of customers (Lynes & Andrachuk, 2008). Therefore, it is necessary for the organization to adopt new strategies for environmental process development in order to ensure marketing success (Timbur, 2010).

Also, the results shows that the product creative significantly consumer acceptance and purchase intentions (Horn & Salvendy, 2006). Therefore, product creative is an important factor for preserving a competitive advantage, profitability, survivorship of the firm, and marketing success (Brown & Eisenhardt, 1995). While a previous study by Chailom & Ussahawanitchakit (2009) emphasize the customer acceptance greatly shapes market reputation, competitive, and affects potential customers' purchase decisions on marketing success.

Contributions

Theoretical Contributions

This study is an insight in providing clearer understanding relationship between four dimension of sustainable marketing strategy on product creativity, customer acceptance, and marketing success. The relationships in the conceptual model are explained by stakeholder theory. Stakeholder theory is able to explain the impacts four dimensions of sustainable marketing strategy towards marketing success. Therefore, these factors are sources of a business's readiness and competency to support sustainable marketing strategy to gain marketing success.

Practical Implications

Nearly practical implications container be resulting from this study. The relationship between four dimension of sustainable marketing strategy on product creativity, and customer acceptance provides a guide on how ISO 14001 certified manufacturing businesses in emerging countries can improve marketing success. The changed performs propose specific performs that the manager attention on. Future research canister emphasis on specific sustainable marketing strategy and how influence on marketing success. Therefore, future research emphasis on precise performs of product creativity, customer acceptance, and how the instruments work in preparation.

Limitations and Future research

First, the results of the study are derived since self-reported data. This can contribute to possible variations in specific methods. Second, the methodology charity in this analysis is cross-sectional and does not reflect the long-term efficiency of the mechanisms explored in this study. Third, this study focused on only four dimension of sustainable marketing strategy and its consequences. Many aspects of sustainable marketing strategy have not remained explored and canister be equally useful in describing marketing success in ISO 14001 certified manufacturing businesses. Other researchers should look at the impact of certain sustainable marketing strategy on marketing success and company results across various industries as a recommendation for future study. Despite these limitations, this study presented concrete empirical

evidence to demonstrate the correlations between four dimension of sustainable marketing strategy, product creativity, customer acceptance, and marketing success.

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