

Developing proactive marketing strategies and public relations to increase the capacity of community enterprise entrepreneurs with the new post-traditional cultural capital of Samut Songkhram Province

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Abstract

The current research objective was to developing proactive marketing strategies (PMS) and public relations (PR) to increase the marketing effectiveness (ME) of community enterprise entrepreneurs with the new post-traditional cultural capital (CC) of Samut Songkhram Province, Thailand. The quantitative research approach was applied to get objective and used cross sectional research. The data was collected from 295 through the self-administered questionnaire by using a purposive non probability sampling technique. The PLS-SEM results had shown that proactive marketing strategies (PMS) have positive and significant relationship with marketing effectiveness. In addition, public relations (PR) have also positive and significant relationship with the ME. On the other hand, the indirect effect had also shown that cultural capital (CC) significantly and positively moderates on the relationship of PMS and ME. In the same vein, the CC also moderates among the relationship of PR and ME. These findings had shown that CC is important moderating variable that is considered to be major contribution of the research. These findings added a body of theoretical and practical implications that could add a body of knowledge which could become a new research area in future.

Keywords: Proactive marketing strategies, public relations, market effectiveness, cultural capital, Thailand.

INTRODUCTION

The recent environmental issue confronting firms has led firms and other stake holders to increase the protection of the marketing environment. Firms do not solely dwell on increasing shareholder wealth. They are now worried about the safety of its working environment. Proactive marketing-business actions meant to produce and enable trade aimed at meeting consumers' expectations having minimal negative impact on the environment-underpins the conduct of business with an interest in environmental protection (Polonsky, 1994). Proactive marketing helps to

minimize the negative social and environmental effects of the following product and process systems while also promoting less hazardous services and goods (Peattie, 2001); and has created opportunities, as well as threats to both firms and the environment. The successful implementation of the proactive marketing concept require firms to develop and implement both short and long term proactive marketing strategies (Pujari, Wright, & Peattie, 2003). Most consumer goods firms are adopting proactive marketing strategies to gain marketing effectiveness. Reactive and proactive approaches are prominent proactive marketing

strategies identified in literature (Sharma, 2000). These Proactive marketing strategies are vital to consumer goods firms as it allows them to contribute to the wellbeing of the environment through designing and redesigning of products and manufacturing technologies (Shrivastava, 1995), cited in Buysse and Verbeke (2003). Blischke and Murthy (2011), explain that proactive marketing strategies involves how the firm uses its limited resources to produce products that are not harmful to the environment in achieving its goal. The goal of proactive marketing strategies is to minimize environmental hazard caused by manufacturing processes and also to give strength to corporate environmental image in marketing (Kinoti, 2011). The intention of an organization is to satisfy the needs of customer, and this intent has to be reached in order for them to be effective in their marketing efforts. Marketing effectiveness improved market share and brand recognition (Ambler, 2003) confers competitive advantage on firms. Webster (1995) as cited by Nwokah and Ahiauzu (2009), marketing effectiveness requires management to have sufficient and accurate information's that will help them in allocating their resources effectively and planning of their various marketing. The Environmental Development Commission (1978) as cited in Eneizan, Abd-Wahab, and Obaid (2016), posit that proactive marketing strategies is a facilitator of sustainable development which means fulfilling stakeholders need. In their operation, community enterprises that are environmentally compliant uses proactive approach referred to as proactive strategy to fulfil societal demands.

Keeping in view previous discussion, there are numerous studies on proactive marketing strategies relating to various aspect of marketing performance in developed western countries (Harun, Van Peursem, & Eggleton, 2012; Mahajan, Al Moosawi, & Hasan, 2014). However such are scant in the developing economies, especially in Thailand. Moreover, the previous studies had major focused on other sectors but had little attention on community based enterprises. The community enterprises played an important role to enhance the social and economic development of Thailand.

Therefore, the importance of community enterprises could not be ignored. Moreover, the previous studies had inconsistent findings among the relationship of proactive marketing strategies (PMS), public relations (PR) and cultural capital (CC) and marketing effectiveness (ME) (Alsalamy & Al-Zaman, 2021; Bodlaj & Čater, 2022; Ehling, White, & Grunig, 1992; Zugravu-Soilita, Kafrouni, Bouard, & Apithy, 2021). These findings had shown that there is a need of relationship in other context. Thus, the current study objective is to developing proactive marketing strategies (PMS) and public relations (PR) to increase the marketing effectiveness (ME) of community enterprise entrepreneurs with the new post-traditional cultural capital (CC) of Samut Songkhram Province, Thailand.

Literature Review

Theoretical foundation

The sustaining theory for this study was the stakeholder's theory of an organization. Stakeholders are individuals, teams, or corporations who are influenced with all aspects of an activity's result, and may or may not be affiliated with the institution that is supporting the operation (Sade-Feldman et al., 2017). Stakeholder theory according to Maignan and Ferrell (2004); Lamberg, Savage, and Pajunen (2003) is a procedure for recognizing, conceiving, and evaluating the requirements of stakeholders in terms of meeting environmental demands. This implies that in addressing the demands of the environment, firms should begin with what the problem, how we make sure such issue doesn't come up again and highlighting the various stakeholders (people, profit and planets) needs. Stakeholders influence the decision taken by organizations to an extent that it could centre on expectation and forecast which arises from the interaction with the institutional environment (Levy & Rothenberg, 2002). Stakeholder theory, according to Nandi (2014), needs to be more nationalistic in nature. And it is, in enables an organization to achieve its goal, it must consider the requirements of its

many stakeholders, since they have an impact on corporate sustainability proactiveness. Environmental proactive strategies seem to be the steps taken by businesses to anticipate and disclose future environmental stakeholder demand (S. L. Hart, 1995). As a result, the perceived pressure from stakeholders might affect a company's proactive marketing efforts (Fineman & Clarke, 1996; Maxwell, Rothenberg, Briscoe, & Marcus, 1997). If firms see demand as a constraint, they will rush into socialization for the purpose of obtaining acceptability and obligation, but if demand will be seen in place of as an opportunity, those who will start behaving as an enticement for proactive corporate practices in terms of getting favorable customer interest and generate stakeholder satisfaction, according to (Weick, 1995).

Concept of Marketing Effectiveness

Numerous scholars and companies have realized the significance of marketing effectiveness. Marketing efficacy is frequently debated in marketing, according to empirical research, with a variety of definitions and terminology. Marketing effectiveness, according to Solcansky and Simberova (2010), is defined as the value by which administrators go through the marketplace to maximize their expenditure for the purpose of get positive outcomes in the long and short term. According to Solcansky and Simberova (2010), marketing effectiveness is defined as "optimizing the quality of expenditure in order to accomplish the intended results in a reasonable amount of time." It is described by Žostautienė and Vaičiulėnaitė (2010) as such process of creating value via marketing activities and the development of competitive advantage utilizing resources efficiently. According to Humphrey-Jenner and Powell (2011), marketing effectiveness improves marketing spending over the duration of the company's existence, whether longer or shorter term, as well as integrates it along with the company's business plan by creating a market model based on true and quantitative marketing data. According to Appiah-Adu, Fyall, and Singh (2001), marketing effectiveness is determined by the manager's ability to successfully implement

marketing plans at all levels of the organization. This means businesses need enough and reliable data to organize and plan resources effectively across markets, goods, and regions. The ability of managers to produce lucrative plans from their philosophy, structure, and research materials is equally critical for marketing performance (Faridyahyaie, Faryabi, & Noubar, 2012). According to Nwokah and Maclayton (2006), marketing efficacy has four main dimensions: company, competitive, consumer, as well as external elements in nature. Marketing plan, marketing innovation, marketing implementation, marketing channels, and external variables are also identified as facilitators of marketing effectiveness by Nwokah and Maclayton (2006) and Chakrabarty, Tagiya, and Sinha (2020). In addition, Strategy for marketing more described. The importance of marketing strategy in establishing marketing effectiveness for a company cannot be overstated.

Proactive Marketing Strategy, Public Relations and Marketing Effectiveness

The environment has been frequently viewed as a place where businesses may obtain a competitive edge and achieve success. An investigation conducted by Eneizan et al. (2016) on the effect of proactive marketing on customer satisfaction in Jordan posit that firms that use proactive approach in as regards its activities in the environment end up been more competitive compare to firms who tackle problems as it comes to their notice. This is corroborated in the empirical study conducted by Bodlaj (2010), the influence of such a responsive as well as aggressive market orientation on Slovenian enterprises' business performance. The data for the study were collected from both an in depth interview and internet survey. The association between "proactive market orientation and market performance was also tested using a confirmatory factor analysis (CFA) and a structural equation model (SEM)". According to the studies, proactive market orientation has a positive and significant association with marketing performance. Additionally, Gyulavári and Kolos (2015) use a survey study methodology with a number of respondents of

173 enterprises and multiple regressions to investigate the influence of proactive approach on marketing strategy in Hungary during the economic slump. Present research discovered a link between proactive planning and marketing success. As a result, Srinivasan, Rangaswamy, and Lilien (2005) argue that a proactive marketing approach leads to improved corporate performance. Kihara and Ngugi (2014) used the notion of proactive strategy in marketing and found that it tends to boost customer loyalty as well as company performance. In addition, the public relations also had positive and significant relationship with the marketing effectiveness (Ehling et al., 1992; Kerdpitak, 2022). In other words, it is also found by various researchers that public relations are important indicator that could help to increase the market effectiveness of the organizations (Grunig & Grunig, 1998; Kerdpitak, 2022a). While other studies had shown that public relations had insignificant relationship with market effectiveness (Alsalamy & Al-Zaman, 2021). These previous discussed findings had shown that these indicators are important factors for market effectiveness. Therefore, the study hypothesis are formulated below.

H1: The Proactive marketing strategies had a positive and significant relationship with the market effectiveness.

H2: The public relations had positive and significant relationship with the market effectiveness.

Proactive marketing strategies, public relations, cultural capital and market effectiveness

Keeping in view previous discussion which shows that previous studies had inconsistent findings that shows there is a need of relationship in other context. The previous recommended studies had shown that cultural capital played an important role to improve the proactive marketing strategies to increase the market effectiveness (Blessi, Tremblay, Sandri, & Pilati, 2012). In other words, Kamin and Anker (2014) and Ma (2014) also further suggested that cultural capital is an important indicators for getting the proactive marketing

strategies to get the effective market competitive advantage. On the other hand, the previous studies also shows that cultural capital had also played an integral part to enhance the public relations in a corporate worlds and market effectiveness (Edwards, 2008; Zukin, 1990). On the other hand, it is also found that cultural capital had positive and significant relationship with market effectiveness 1(Brown, 1995; Zugravu-Soilita et al., 2021). Previous studies had shown that culture capital had relationship with three variables, proactive marketing strategies, public relations and marketing strategies. Therefore, the following hypothesis are proposed below,

H3: The cultural capital has significant moderating effect on the relationship of proactive marketing strategies and market effectiveness.

H4: The cultural capital has significant moderating effect on the relationship of public relations and market effectiveness.

The above discussion had become the foundation for the current research framework which consists of three types of variables. Two independent variables namely proactive marketing strategy, public relations, moderating variable cultural capital and dependent variables market effectiveness. These variable are predicted in the following Figure.1 below.

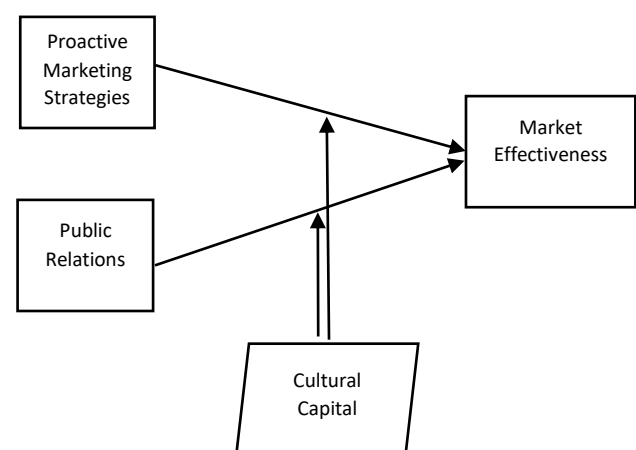


Figure.1: *Conceptual Framework*

Research Methodology

The current research objective was to developing proactive marketing strategies and public relations to increase the marketing effectiveness of community enterprise entrepreneurs with the new post-traditional cultural capital of Samut Songkhram Province. The quantitative research approach was applied to get objective and used cross sectional research. The data was collected through the survey by using a self-administered questionnaire by using a purposive non probability sampling technique. This technique was applied because the data was collected from the specifically community enterprises entrepreneurs. The questionnaires was divided among 400 selected respondents but among of them 295 questionnaires were returned back which is considered to be good response rate (Sekaran & Bougie, 2016). The research instrument was adopted from the previous studies where it was already test. The proactive marketing strategies was measured by 5 items which were adopted from the study of (E. T. Hart & Anyahie, 2018). The marketing effectiveness was also measured by five items which were adopted from the study of (E. T. Hart & Anyahie, 2018). Public relations was also measured through 5 items which was adopted from the study of (Badjie & Nugrahanti, 2021). Lastly, cultural capital also adopted from previous studies which was measured by 4 items of (Korkeila & Hamari, 2020). The instrument was measured on five point Likert Scale.

Data Analysis and Interpretation

The analysis was done by using Smart PLS. This software has more reliability because the it

has the ability to run the complex model along with moderation and mediating variable (Joseph F Hair Jr & Sarstedt, 2021). The Partial Least Square (PLS)-Structural Equation Modeling (SEM) technique was applied for analysis of the study. The model was run in two steps measurement and structural model. The measurement model was run through the convergent and discriminant validity. The convergent validity was measured by cronbach alpha which has 0.7 recommended value, factor loadings which recommended value is 0.5, composite reliability which recommended value is 0.7 and lastly average variance extracted which 0.5 recommended value. These following values were recommended by following authors (Joseph F Hair Jr et al., 2021; Memon et al., 2021; Sarstedt, Radomir, Moisescu, & Ringle, 2022). In addition, the second step to measure the measurement model is discriminant validity. There are three recommended procedures which has been measured in the extant literature, namely Fornell and Larcker, cross loadings Fornell and Larcker (1981). The Fornell and Larcker shows that all square roots of AVE diagonal values should be greater from below values. The Table.2 predicted values shows that constructs fulfill the criteria of Fornell and Larcker. Secondly, the cross is being used for the evaluation when the instrument is not considered to be more than base instrument. The cross loading values should be equal to the factors loadings (Joe F Hair Jr, Matthews, Matthews, & Sarstedt, 2017). Thirdly, the hetrotrait monotrait correlation (HTMT) correlated values should be less than 0.85 or 0.90 (Henseler, Ringle, & Sarstedt, 2015). The Table.3 predicted values had shown that construct fulfill the criteria of HTMT.

Table.2: Measurement model (factor loading, Cronbach's Alpha, CR, and AVE)

| Variable | Item | Loading | Alpha | CR | AVE |
|--------------------------------|------|---------|-------|-------|-------|
| Proactive marketing strategies | PMS1 | 0.738 | 0.845 | 0.892 | 0.775 |
| | PMS2 | 0.775 | | | |
| | PMS3 | 0.717 | | | |

| | | | | | |
|-----------------------------|------|-------|-------|-------|-------|
| | PMS4 | 0.851 | | | |
| Market effectiveness | ME1 | 0.812 | 0.797 | 0.865 | 0.697 |
| | ME2 | 0.843 | | | |
| | ME3 | 0.837 | | | |
| | ME4 | 0.672 | | | |
| Public relations | PR1 | 0.751 | 0.878 | 0.898 | 0.639 |
| | PR2 | 0.881 | | | |
| | PR3 | 0.745 | | | |
| | PR4 | 0.726 | | | |
| Cultural capital | CC1 | 0.788 | 0.854 | 0.897 | 0.744 |
| | CC2 | 0.771 | | | |
| | CC3 | 0.837 | | | |
| | CC4 | 0.784 | | | |

Note: PMS-proactive marketing strategies; ME-marketing effectiveness; PR-public relations; CC-cultural capital.

Table 3: *Discriminant Validity (Fornell & Larcker, 1981)*

| | PMS | ME | PR | CC |
|------------|------------|-----------|-----------|-----------|
| PMS | 0.822 | | | |
| ME | 0.185 | 0.872 | | |
| PR | 0.196 | 0.358 | 0.839 | |
| CC | 0.642 | 0.143 | 0.412 | 0.873 |

Note: PMS-proactive marketing strategies; ME-marketing effectiveness; PR-public relations; CC-cultural capital.

Table 4: *Discriminant Validity (HTMT)*

| | PMS | ME | PR | CC |
|------------|------------|-----------|-----------|-----------|
| PMS | | | | |
| ME | 0.398 | | | |
| PR | 0.293 | 0.452 | | |
| CC | 0.504 | 0.269 | 0.238 | |

Note: PMS-proactive marketing strategies; ME-marketing effectiveness; PR-public relations; CC-cultural capital

Structural Model

After the model assessment, the structural model of the study had run by using 500 resampling technique to test the study hypothesis. The PLS-SEM results had shown that proactive marketing strategies (PMS) have positive and significant relationship with marketing effectiveness. Therefore, hypothesis 1 supported. In addition, public relations (PR) have also positive and significant relationship with the ME that supported to hypothesis 2. These findings had shown that ME directly affected by PMS and PR which shows that PMS and PR are important indicators to increase the performance of the organizations. On the other hand, the indirect effect had also shown that cultural capital (CC) significantly and positively moderates on the relationship of PMS and ME that supports to proposed hypothesis 3. In the same vein, the CC also moderates among the relationship of PR and ME that supports to proposed hypothesis 4. These above findings had shown that CC is an important indicators to enhance the effect of PMS and PR on the PMS because the respondents give their perceptions that CC is an important indicators. This argument is further supported by (Gleason, Mathur, & Mathur, 2000; Johnson, 1925) who explained that when

the CC is improved then the ME of the organizations are improve. This shows that community enterprises of the Thailand had a better level of CC to ME. Above discussed findings are predicted in the following Table.5 below.

Table.5:

| | Beta | SD | T Statistics | P Values |
|------------|-------|-------|--------------|----------|
| PMS -> ME | 0.308 | 0.046 | 6.716 | 0.000 |
| PR-> ME | 0.126 | 0.047 | 2.795 | 0.006 |
| PMS*CC->ME | 0.056 | 0.022 | 7.861 | 0.004 |
| PR*CC-> ME | 0.463 | 0.043 | 11.03 | 0.000 |

Note: PMS-proactive marketing strategies; ME-marketing effectiveness; PR-public relations; CC-cultural capital.

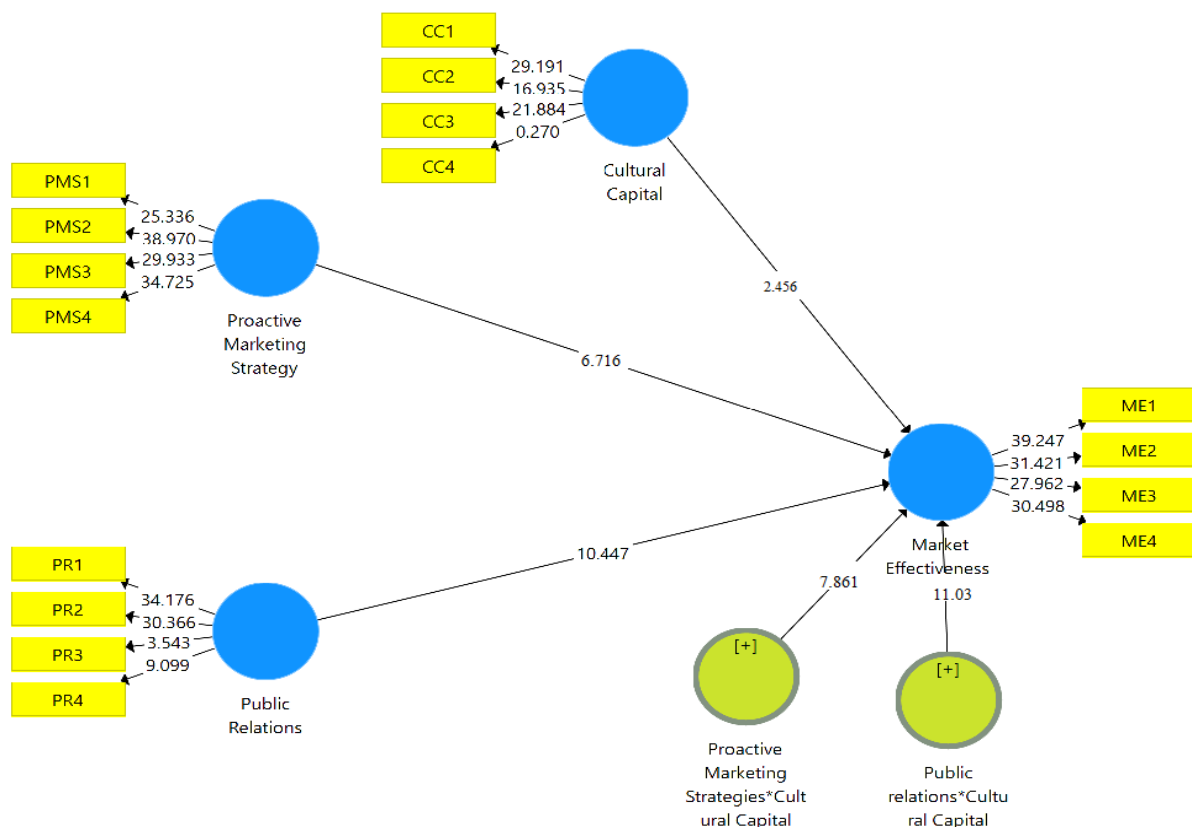


Figure.2: Research Methodology

Discussion and Recommendations

The current research objective was to developing proactive marketing strategies (PMS) and public relations (PR) to increase the marketing effectiveness (ME) of community enterprise entrepreneurs with the new post-traditional cultural capital (CC) of Samut Songkhram Province, Thailand. The quantitative research approach was applied to get objective and used cross sectional research. The data was collected through the survey by

using a self-administered questionnaire by using a purposive non probability sampling technique. This technique was applied because the data was collected from the specifically community enterprises entrepreneur. The key findings had shown that PMS and PR have positive and significant relationship with ME which supports to previous studies (Arseculeratne & Yazdanifard, 2013; Bodlaj, 2010; Ehling et al., 1992). On the other hand, CC also moderates on the relationship of PMS, PR and ME.

Based on the study's findings and their relationship to earlier research by researchers. It is established that proactive marketing methods have a substantial positive relationship with marketing effectiveness. Proactive marketing strategy is viewed as an important technique that corporations can employ to persuade clients to purchase from them since it provides a firm with a competitive edge over other companies within the same industry. A positive approach can also provide long-term benefits in terms of return on investment and increased brand distinctiveness. More crucially, it will contribute to greater ecological sustainability, with all stakeholders benefiting from knowing that one of the aspects that drives marketing effectiveness is the strategy that the organization employs to achieve its goals. Furthermore, PR are seen as essential indications for increasing ME. Similarly, the CC is a crucial predictor for increasing ME. As a consequence, it is suggested that marketing managers, public relations departments, and policymakers in community enterprises know the significance of proactive strategy and CC as it will aid in mitigating the negative effects of enterprise activities on the environment as well as meeting customer's needs, resulting in ME.

Study also had some limitations that become a new research area in future. Firstly, the study was limited on Thailand, which had little generalizability, a future research could be done on other countries to enhance research scope. Secondly, the research was done along with moderating variables, there are various other variables that could also effect to market effectiveness, and therefore a future research could be done along with mediating variable to enhance research generalizability. Thirdly, the study was conducted on quantitative research approach. A future research could be done on mixed methods to enhance research generalizability.

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