

EFFECT OF INNOVATION ORIENTATION AND ORGANIZATION CHANGES ABILITY TOWARD MARKETING MEETING, INCENTIVE, CONVENTION EXHIBITION (MICE) PERFORMANCE IN JAKARTA

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Abstract: The purpose of this study to determine and quantify the effect innovation orientation and organizational change ability on marketing performance. This study population is the MICE employee and manager of a business spread across the city. With simple random sampling method determined 150 samples. The analytical method used path analysis with SPSS for windows. The results of a study showed that innovation orientation and no significant negative effect on marketing performance. Innovation Orientation affect organizational changeability and organizational changeability positive effect on marketing performance. Thus the findings in this study is the organization change ability to be important in improving marketing performance.

Keywords: Orientation innovation, organizational change capabilities and marketing performance

I. INTERODUCTION

In the era of "digitalization", characterized by increasingly fierce competition, rapidly changing environment and increasingly difficult to predict, especially in the MICE sector services company events. Each company is vying to show innovation in business, technology, and managerial procedures to realize a competitive advantage. The background of this research due to several phenomena that the performance marketing business related events Meeting, Incentive, Convention and Exhibition (MICE) is still not in line with expectations. Indonesia MICE competitiveness position is still under MICE Singapore, and Thailand. Rank 27 Thailand, Singapore and Indonesia occupies position 24 to position 43 on the world stage.

Marketing efforts that play a role in the business will be successful if someone do with focus. Therefore, it could be fatal for the company to ignore the importance of marketing (Yli-Kovero 2006; Salminen, 2006). Marketing has traditionally been seen and treated more as an operational rather than a strategic function within the enterprise. It has focused on decisions relating to analyzing and selecting target markets, product and brand development, promotion, and distribution channels (Hunt and Morgan, 2001).

Performance marketing has the task of creating, promoting and providing goods and services to consumers (Kotler, 2003). Morgan, Clark and Gooner (2002) argues, the marketing budget should be seen as capital expenditure in building assets rather than income-generating marketing overhead expenses; marketing resources in the end push the performance of long-term marketing. Also the marketing managers are often not able to uncover and confidently supports the causal relationship between the input marketing, marketing process and marketing performance results. Difficulty assessing marketing performance clearly because depend on external factors largely uncontrolled, such as customers and competitors (Neely, 2002).

According to the study, the ability of the change has significant potential to improve the competitive advantage for the company. It seems that research on innovation and the ability to change the orientation associated with marketing performance has not been done (Hooley et al., 2001) Cadogan et al. (2002) emphasized the need for further research in various countries for the benefit of the universality of the previous results. Hooley et al. (2001) raises the need for more theoretical and empirical develop significant marketing concepts and their relationships with performance measures While customers are the core of all thinking, innovation orientation should come from companies (Vassinen, 2006). The main focus in a market-oriented company put on customer needs and market opportunities. (Walker, Mullins, Boyd, Larreche, 2006. Kotler (2003) even found segmentation, targeting and positioning - which all can be done effectively in the company's high market orientation is the core of marketing.

Narver and Slater (1990) argue that market-oriented fundamental benefits be sustained superior performance for business. Market orientation cannot be interpreted in a vacuum and pressure from other activities in the business (Hooley et al, 2001). Hunt and Morgan (2001) argues, market orientation is socially complex in structure, has components that are interconnected, and the efficiency and effectiveness are growing in strength in the current study companies in the UK, Hooley et al. (2005) empirically find that there is a positive relationship between oriented innovation with the ability of organizational changes could ultimately improve marketing performance. The purpose of this study was to obtain data about the impact of innovation on the performance marketing orientation and the orientation of the innovation on the ability of organizational changes that ultimately can improve marketing performance.

II. LITERATUR REVIEW

2.1. Innovation Orientation

Firms that possess high innovation orientation differentiate themselves from other companies mainly with degree of innovation they build into their offerings (Hooley and Greenley, 2005). The link between innovation orientation and advantages gained from different entry timing strategies is illustrated by Hooley and Greenley (2005). Vassinen (2006) performed an extensive bibliometric study to examine which concepts have influenced most on strategic marketing discourse. Kotler (2003) namely describes marketing as a customer-centered concept where the job is not to find right customers for the product but right product for the customer.

Orientation to describe revolutionary innovation, disrupt, break, or breakthrough (Garcia & Calantone, 2002). Dermott & O'Connor (2002), describes three innovations namely a sense orientation) Innovation can come from the final result is often related to the results of the project. b) Innovation can take advantage of orientation in companies and organizations to allow a sustainable increase in productivity. c) Innovation is measured by the number of new products introduced by the company, the percentage of sales of new products, innovation, and the relative frequency introducing new things compared to competitors. Innovation is always risky departure from the practice. Innovation considered something new application (Rogers, 2003). Innovation differs from innovation. Innovation is a characteristic of an individual or organization while innovation is a new product, a new process or the new business system (Boer & Durling, 2004). The orientation of the innovation is a change in product offerings, services, business models or operations that significantly improve the experience of a large number of stakeholders.

Changes in the construction connotation Green field. A change to reflect that there is a way people do things before, and now there is a different way. It is also possible to existing practices or technologies in other sectors to be applied in certain sectors (Hovgaard & Hansen, 2004). Innovation as creativity and / or the adoption of new ideas, new processes, new products or new services aimed at increasing value to customers and contribute to the performance or effectiveness of the company (Hansen, Korhonen, Rametsteiner & Shook (2006).

Orientation innovation can relate to both the product offering new products built on radical technology and new features. Changes can certainly service innovation. Significantly improving the experience for a firm to redesign its packaging then the changes should enhance the experience. Stakeholders separates invention from innovation. The creativity that generates the invention is not bound to be an innovation. The discovery that meets the interests of only one person is not an innovation but an invention to be more than something new and creative, should have a wider impact. The term stakeholder, recognizes that the benefits of an innovation can be beneficial for consumers, shareholders, employees and every part thereof (Carpenter, 2010). It's hard to express a clear definition and set definite boundaries between concepts such as innovation, and innovation orientation and innovation capacity. Although there is no clear boundary for these concepts in the literature there is a definition that is generally accepted by researchers and writers. In general, researchers use the concepts of innovation and innovativeness in research by 2000 and use the term innovation orientation after 2000 (Eris & Ozmen, 2012). Orientation innovations are grouped into three pairs and administratively oriented technical innovation, product innovation and process innovation, radical innovation and innovation stages. The orientation of technical innovation is the innovation relating to products and services, the technology in the production process that produces a particular process and product. Administrative innovation is innovation related to the organizational structure and administrative processes. Product innovation is the change product offered to the market. Innovation process of introducing a new element in the process

production so as to introduce new production processes. Radical innovation done quickly, whereas innovation is innovation that gradually done piecemeal (Robbins, Pantuosco, Parker & Fuller, 2000; Nagy, 2010)

2.2. Organization Changes Ability.

Requires organizational change readiness. Readiness is a change in mental state that typically focus on the extent to which member organizations recognize the need for change at a certain time (Cawsey&Deszca, 2007). The ability to change the organizational changes not only once, but as the events that took place many times in response and anticipation of shifting internal and external. Changes Organisasi ability is basically a broader concept, requires a more thorough device and linkage of the various parties are organizational changes continuously changes, anticipating and adjusting thoughts and actions carried out by members of the organization to achieve the desired future. In the reality many who reject the change been observed in depth one of the reasons it turns out they are far from the truth. A more general statement is that people resist change, they do not understand the changes, and the need for it, and feel threatened by change (Buono& Kerber, 2008).

Firms need change, all related to company should help to identify the need for change, contributing to the design and is part of the implementation, responded positively and support the change. There is sufficient evidence to show that the only possibility of resistance, when these conditions are met, is that people generally want more operational than management changes (King & Wright, 2007). In essence, build the capacity of organizational change involves a systemic approach to develop the organization in a way that utilizes the ability of people to change by supporting the change and make it a basic part of organizational life. (Cawsey&Deszca 2007; Buono& Kerber, 2008)

Sixteen elements of an organization's ability to change namely: altruism, common values, togetherness, communication, confidence, information, intervention, leadership, networking, organization, political power, skills, trust, unity, wealth, service. Any organization that has more elements in it, the more powerful the capabilities it has, to a more empowered to make changes (Bartle, 2010). A relatively new dynamic capabilities, organizational capacity for change, at the forefront of strategic skills and that this effect is moderated by the uncertainty of the environment and the state of the organization (William, Christopher & Blocker, 2011).

2.3. Marketing performance

Marketing management can be seen as consisting of five steps: (1) research, (2) segmentation, targeting and positioning, (3) marketing mix, (4) implementation, and (5) control (Kotler, 1999). Globalization and consequently increased networking and greater pace of market evolution have created conditions where catch-up strategies are favored more than ever before (Mathews, 2002). Competitive position is argued to form the dynamic link between resources, strategies, implementation and performance in all markets (Hooley et al., 2001). Although the concept of business performance is easily thought to be simple and unequivocal, this view is not supported by several researchers (Lebas and Euske, 2002; Clark, 2000). On the contrary, business performance is not just something one observes and measures. Also other needs are brought up in relation to marketing performance measurement: according to Lehmann (2004), it is a prerequisite in getting marketing function involved to important business decisions Clark (2000) argues that managers have a multidimensional view of marketing performance and they judge performance drawing on all the above-mentioned dimensions, to different degrees.

Lehmann (2004) suggests that marketing's link to financial outcomes is too rarely considered. Further, Lehmann argues that focus on margin or return on investment can lead to over-concern on short-term results. As stated previously, also innovation orientation and innovativeness have been shown to have positive relationship with competitive advantage and related isolation mechanisms (Hooley and Greenley, 2005) and financial performance (Tuominen, 2003). In addition, Matsuno, Mentzer and Özsomer (2002) found entrepreneurial proclivity (including in-Innovativeness) to positively relate to market share (market performance). Also, what was said about relationship between business orientations and competitive advantages above (Fahy and Smithee, 1999), applies also to innovation orientation.

2.4. Hypothesis

1. Effect innovation orientation to marketing performance.

The orientation of technical innovation and marketing performance effect positive and significant (Johnson et al., 2009; Grawe, 2009). Research on innovation constantly performed by Soca (2011). Research shows continuous innovation and exceptional customer service in Long-term creating and maintaining superior performance.

Hypothesis 1. The effect orientation of innovation to marketing performance.

2. The influence orientation of innovation to organizational changes ability

The stronger the higher the organization's ability to change the orientation of the innovation (Lawler, 2000; Lam, 2011). The weaker the organization the lower the ability to change the orientation of the innovation (Maree & Hyland, 2010; Oppen 2009; Gravenhost, et al., 2010). The level of innovation depends on the orientation of the high and low ability of organizational change.

Hypothesis 2: Innovation orientation positively relates to organizational changes ability.

3. Effect of the organization's ability to change marketing performance.

Morgan et al. (2005) in his study stated that the ability to change organizations improve marketing performance. The organization's ability to change the stiffness can solve the problem by forming a separate function in the performance marketing (Schreyogg&Kliesch, 2007). Researchers who have examined the ability of organizations linked to the performance that is Kanchanda (2011), the results of research states the ability to design management to improve company performance and product innovation. Companies that manage the design effectively and efficiently produce better products than those who manage the design of ineffective and inefficient.

Hypothesis 3: the effect of the organization positively relates to marketing performance.

Based on the literature that has been stated above, the conceptual framework of the research can be described in the following models:

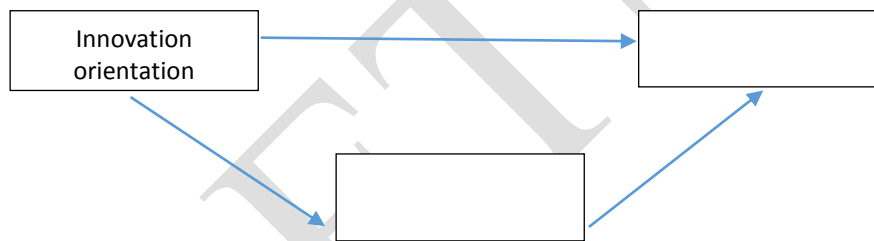


Figure 1. Conceptual framework.

III. RESEARCH METHODS

1. Type of research

This type of research is seen from nature including causal research as it aims to examine the relationship between the variable and the other variables (Sekaran, 2010). Relationship variables tested in this study is the relationship orientation variable technical innovation, which is associated with the ability of organizational change and performance marketing. Judging from its use including basic research or pure research (pure research) is research that aims to improve the scientific knowledge or to find a new field of research means that the usefulness of the results were not immediately used, but in the long run will be used. Viewed from the field of science research including economic science for the research examined the

economics of onboarding and performance marketing strategy and organizational change capability (Sekaran, 2010).

2. The unit of analysis

The unit of analysis of this research is in the business activities of Meeting, Incentive, Convention and Exhibition. The sample in this research of 100 people spread MICE business people in Jakarta were drawn from a population of 300 people.

3. Instruments data collection and data types.

Instruments to collect data in this research is questioner list. The questionnaires used to collect data through questionnaire method. As for the type of data viewed from its source consists of primary data and secondary data. Primary data is data obtained directly from respondents through answers from questioner and observation. Primary data used in this study is data about the respondents related to the variables studied were the answers about the identity of respondents and the answers from the questionnaire about the orientation of technical innovation, marketing performance, and the ability to change the organization. Secondary data used in this study are the data obtained from the MICE business firms spread across Jakarta.

4. Data Analysis Techniques.

This study uses a quantitative approach to the analysis of path. In the path analysis, we will know the name direct effect (direct effect), the effect was not A direct (indirect effect) and the total effect (total effect)

IV RESULTS AND DISCUSSION

4.1. Description of data.

1. Description of the characteristics of the respondent.

Description of the characteristics of respondents by sex, age, education level length work can be explained in Table 4.1 below:

Table 4.1.
Respondent identity

Respondent identity	Category	Account	Percentage (%)
Gender	Male	108	75
	Female	42	25
Age	< 25 years	40	40
	25 - 35 years	50	50
	36 - 45 years	40	20
	46 - 55 years	20	30
Education	Senior High School	45	45
	Diploma III	60	60
	Diploma IV	30	30
	Bachelor	15	15
Length of work	< 5 years	46	46
	5 – 10 years	20	20

	11 - 15 years	54	54
	16 - 20 years	24	24
	21 - 25 years	4	4
	> 25 years	2	2

Source: Research Findings, 2016

According to Table 4.1 that the MICE employees, sex male more than female employees. Respondents were male sex by 75% and 25% of the female sex. The result of the information obtained this reason the company will raise men for the MICE company requires extra energy to do his job even until late at night in accordance with the schedule of events that a customer event. While women workers are placed in the office work that is directed at the administration.

In terms of age turned out to groups of employees aged 25-35 years the highest compared with the age group of less than 25 years. The age group 25-35 years is the most productive age group in this work. They are experienced in their field and be a motivator for the age group of less than 25 years the average has no experience in their field. While the age group 36-45 years is the element of leadership that about 40 people are strategic in maintaining its businesses, supported also by the age group 46-55 the postscript is the CEO of the company.

In terms of education turned out to employees who already have undergraduate degree in tourism only 15% while the rest of 60% diploma III and IV diploma majoring in tourism amounted to 30% and 45% high school. It can be understood that the MICE company in general are operational so that the required operator whose energy is strong, and should be professionally so that it can be trusted by its customers. In addition the nature of his MICE job personnel who have high discipline as well as speed and accuracy in arranging the room as well as accommodation.

In terms of work experience turned out to employees working 11-15 years by 50% indicating that employees are much experienced in their field. Similarly, employees who worked less than 5 years, 46% rated the experience is still lacking, but still under the supervision of the senior, experienced employees is 16-20 years is that senior employees and has had the post of Supervisor field of MICE.

2. Description of Respondents answer.

Description of respondents drawn from questioner which have been distributed to 150 employees of the MICE Company in Jakarta and the results are presented in the following table:

Table 4.2.
Respondents answer

Variable	Indicator	Respondents Answer					Means
		1	2	3	4	5	
Innovation Orientation	1. The introduction of new products,	-	15	11	98	36	4.23
	2. The new service,	-	16	10	97	27	3.90
	3. The new production process,	-	13	11	80	46	3.98
	4. The quality of the product,	-	17	14	86	33	3.90
	5. Raw materials better	-	17	16	87	30	3.86
Organization Changes Ability	1. Resources for the change,	-	16	21	86	27	4.46
	2. The commitment of employees in organizational change,	-	18	23	76	33	3.82
	3. Commitment managing organizational change,	-	19	22	88	21	3.74
	4. Cultural organizational change,	-	13	12	87	38	4.00
	5. Confidence changes to improve performance	-	14	11	89	36	3.98
Marketing Performance	1. Met sales targets,	-	15	41	70	24	3.68
	2. The number of customers,	-	16	34	85	15	3.66
	3. The sales growth,	-	17	30	88	15	3.67

	4. Reach Marketing,	-	18	22	89	21	3.48
	5. Profit growth	-	14	32	70	34	3.82

Source: Research Findings, 2016

According to Table 4.2 that the highest indicator in reflecting the variable innovation orientation is the introduction of a new product received an average score of 4.23. This indicates that these indicators receive the full attention of the respondents, while the indicator of the lowest in reflecting the innovation Orientation is the raw material better received an average score of 3.86 indicating that these indicators have not been good for many who choose to scale disagree and neutral.

In Table 4.2 also that the highest indicator in reflecting the variable Organization Changes abilities are a resource for change got an average score of 4:46, this indicates a good score because it has a value above the number four. Quaternion show these indicators approved by respondents. While the lowest indicator in reflecting OrganizationChanges ability is management commitment to organizational change got a score of 3.74. This indicates that the indicator has not been well under the number four and many who disagree and neutral.

Table 4.2 states that the highest indicator in reflecting the marketing performance is a profit growth of 3.82 but this result has not been said to be good because it is still below the figure four. While the lowest indicator in reflecting the variable marketing performance is the marketing reach of 3:48 this result is not good because there are many who disagree and neutral.

3. Loading Factor

Loading factor is the influence of the indicators of each variable is the Innovation orientation variable, Organization Changes ability and Marketing Performance. Can be presented in Table 4.3 below:

Table 4.3
Loading Variable factors Innovation orientation,
Organization Changes ability and Marketing Performance.

Variable	Indicator	Respondents answer					Loading Factor
		1	2	3	4	5	
Innovation Orientation	1. The introduction of new products,	-	15	11	98	36	0.760
	2. The new service,	-	16	10	97	27	0.678
	3. The new production process,	-	13	11	80	46	0.750
	4. The quality of the product,	-	17	14	86	33	0.690
	5. Raw materials better	-	17	16	87	30	0.764
Organization Changes Ability	1. Resources for the change,	-	16	21	86	27	0.790
	2. The commitment of employees in organizational change,	-	18	23	76	33	0.673
	3. Commitment managing organizational change,	-	19	22	88	21	0.886
	4. Cultural organizational change,	-	13	12	87	38	0.832
	5. Confidence changes to improve performance	-	14	11	89	36	0.763
Marketing Performance	1. Met sales targets,	-	15	41	70	24	0.874
	2. The number of customers,	-	16	34	85	15	0.790
	3. The sales growth,	-	17	30	88	15	0.764
	4. Reach Marketing,	-	18	22	89	21	0.789
	5. Profit growth	-	14	32	70	34	0.864

Source: Research Findings, 2016

Based on Table 4. 3 that the high indicator in reflecting the variable innovation orientation is the raw material better. Respondents felt that the raw materials are indispensable in innovation orientation. Feedstock will affect the value of the product is good as well, the result of a 76% loading factor indicators But the reality is not yet supported by the fact the field because the average value of 3.86 so that expectations and reality has not been synchronized. The lowest indicators in reflecting the variable orientation of the innovation is a new service scored loading factor of 0.678 or 68%. This indicates that the indicators received a positive response from the respondent. They assume that the new service is very important, but in reality this indicator is not supported by the average value of 3.90 because the value is still below the number four (not good).

The highest indicator in reflecting the organization's changes in ability variable is an indicator of management commitment to organizational change with a score of loading factor of 0.886 or 89%. This indicates that the indicators received positive feedback from the respondents and they expect the best possible, but in reality these expectations have not been met because the average value got a score of 3.74 is still below four.

The highest indicator in reflecting the variable marketing performance is met sales targets receive loading factor of 0.874 or 87%. This indicates that the indicator is very important and is expected by respondents. With targets are met means success in work are met. But in reality has not met the expectations of the target due to the fact the field average value only gets 3.68 is far below the figure four. The lowest indicators in reflecting the variable performance of marketing is sales growth. Sales growth is expected by respondents due to increased sales, the performance of successful marketing. But in reality still does not meet the expectations for the average value was far below the 3.67 gets lift four.

4. Test Results Hypothesis.

The results of data analysis in this research is to examine the influence of the independent variable on the dependent variable then whether there is an indirect relationship between the variables used. Hypothesis test results are presented in figure 4.1 below:

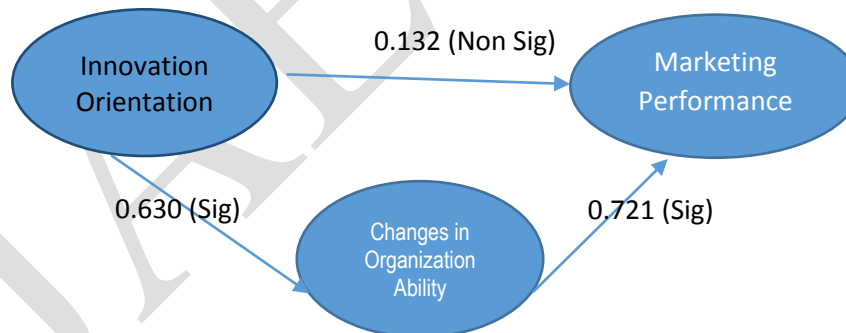


Figure 4.1 Research Model.

The proposed hypothesis says that Innovation Orientation positive and significant effect on the marketing performance. However, in this study the results show that innovation orientation is not a positive influence on the marketing performance. This hypothesis is rejected. The results of this study same with the results of research Daroch (2005) states that orientate innovation does not affect themarketing performance. But not the same as

research Sylvie (2008), Beatrix (2008); Johnson et al, (2009); Gurham et al (2011) who all stated that the innovation orientation positive and significant effect on the marketing performance.

Hypotheses are constructed earlier that innovation orientation positive and significant impact on organizations changeability. The result showed that innovation orientation positive and significant impact on organizations change ability. Thus the hypothesis is accepted. The results of this study same with the results of research Lawler, (2000); Charles, (2006), that innovation orientation positive and significant effect on organizations changeability.

The hypothesis suggests that organizations changeability and a significant positive effect on marketing performance. The result showed in the organization changes ability and a significant positive effect on the marketing performance. Thus the hypothesis can be accepted. This results of study same with the results of research Soca (2011) which states that organization's change ability positive and significant effect on the marketing performance.

V. CONCLUSION

Based on the results of research that has been presented before it can be concluded as follows:

The results of a study showed that the innovation orientation negative effect on the marketing performance. Innovation Orientation effect on organization's change ability and organizational change capability positive effect on marketing performance. Thus the findings in this study is the organization's change ability to be important in improving marketing performance.

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