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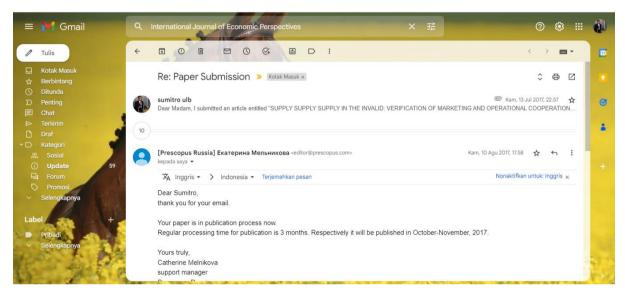
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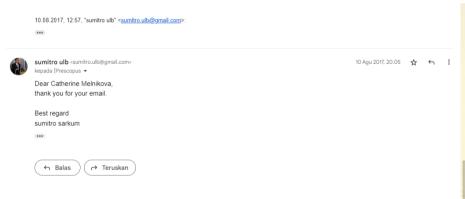
Operational Collaboration

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SUPPLY CHAIN INVOLVEMENT IN AN ENGAGEMENT: VERIFICATION OF MARKETING AND OPERATIONAL COLLABORATION

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Abstract

The ability of firm's market knowledge in relationships with employee engagement and customer engagement becomes crucial in a marketing strategy. However, the role of marketing function to achieve competitive advantage is still a question of improving business performance. Empirically, there is a need to explore marketing and operational capabilities by involving the supply chain in marketing strategies. Through the views of Dynamic Capability (DC) and service logic, we combine it in a conceptual model that produces several hypotheses. A total of 250 MSME (Micro Small and Medium Enterprises) are involved to answer the questionnaire. Respondents' perceptions reveal that the supply chain has essentially opened itself into an engagement for mutual value creation and sustainability. Our findings also reveal that supply chain engagement can improve business performance and positively mediate employee engagement, but it is unable to mediate customer engagement. In contrast, supply chain engagement is insignificant when market knowledge, customer engagement and employee engagement are directly linked to business performance. In addition, our findings also resulted in an insight for management in optimizing the firm's ability to perform its marketing functions.

Keywords: business performance; competitive advantage through engagement; market knowledge, supply chain; structural equation modeling

INTRODUCTION

The idea of the Dynamic Capability (DC) theory is still an interest of researcher until now. It is deeply influenced by the views of economic evolution by Helfat & Peteral (2003): the idea



Supply Chain Involvement in Engagement: Verification of Marketing and Operational Collaboration.

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- Abstract: The ability of firm's market knowledge in relationships with employee engagement and customer engagement becomes crucial in a marketing strategy. However, the role of marketing function to achieve competitive advantage is still a question of improving business performance. Empirically, there is a need to explore marketing and operational capabilities by involving the supply chain in marketing strategies. Through the views of Dynamic Capability (DC) and service logic, we combine it in a conceptual model that produces several hypotheses. A total of 250 MSME (Micro Small and Medium Enterprises) are involved to answer the questionnaire. Respondents' perceptions reveal that supply chain has essentially opened itself into an engagement for mutual value creation and sustainability. Our findings also reveal that supply chain engagement an improve business performance and positively mediate employee engagement, but it is unable to mediate customer engagement. In contrast, supply chain engagement is insignificant when market knowledge, customer engagement and employee engagement are directly linked to business performance. In addition, our findings also resulted in an insight for management in optimizing the firm's ability to perform its marketing functions.
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