

THE ROLE OF STRATEGIC ORIENTATION ON CUSTOMER KNOWLEDGE
MANAGEMENT AND DYNAMIC MARKETING CAPABILITIES TOWARDS
ORGANIZATIONAL INNOVATION

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UNIVERSITI TEKNOLOGI MALAYSIA

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ABSTRACT

Organizational innovation has been considered as one of the main drivers of value creation, prerequisite for market success, and often for the survival of the company, particularly in high technology industries. However, strategic orientation is seen as principles that direct to achieve superior innovation. In this regard, although Miles and Snow's strategic orientations has been one of the most important and intensively studied typologies throughout the world, evidence on its particular propositions is not clear enough. The direct and indirect impact of strategic orientation on organizational innovation was influenced by certain environmental and organizational contexts, as well as other dynamic capabilities such as customer knowledge management and dynamic marketing capabilities. To that end, studies carried out on strategic orientation typologies and other dynamic capabilities have usually reported mixed results. Therefore, this study attempts to investigate the inter-relationship among strategic orientations (prospecter, defender, analyzer, reactor), customer knowledge management, dynamic marketing capabilities and organizational innovation. Particularly, this study addresses this gap by investigating the mediating effect of customer knowledge management and dynamic marketing capabilities on the relationship between strategic orientations and organizational innovation in Jordanian pharmaceutical and health care industry firms. Nine hypotheses have been developed to test the proposed model and structural equation modelling (SEM) was applied to test the research hypotheses. The study used the quantitative method via questionnaire survey involving all Jordanian pharmaceutical and healthcare firms registered in Amman Chamber of Industry 2019. Using simple random sampling technique, 242 survey respondents were analysed via PLS-SEM to address the research questions. The chief executive officers (CEOs) and other top managers in pharmaceutical and health care industry were respondents for this study. They were considered as the most knowledgeable and expert people regarding the firms' strategic orientations and organizational innovation. The results of the study found that strategic orientations (prospecter, defender, analyzer, reactor) have significant direct effect on organizational innovation. Furthermore, the findings confirmed the mediating effect of customer knowledge management and dynamic marketing capabilities on the relationship between strategic orientations and organizational innovation. Academically, the results of the study have implications as the study expands the knowledge in the areas of strategic orientations and organizational innovation. Practically, top managers could use the findings as a guide to achieve organizational innovation (process, product and administrative) then more customer knowledge management and dynamic marketing capabilities should be devoted to strategic orientations activities, such as learning about customer needs and wants as well competitor moves, ensuring that information regarding competitors is shared within the organisation. The findings could also serve to satisfy the customers' requirements, and support the leverage of other benefits through customer linking and market sensing to guide the process of innovation.

ABSTRAK

Inovasi organisasi telah dianggap sebagai salah satu pemacu utama penciptaan nilai, sebagai prasyarat untuk kejayaan pasaran, dan sebagai usaha kelangsungan syarikat terutamanya dalam industri berteknologi tinggi. Walau bagaimanapun, orientasi strategik dilihat sebagai prinsip yang menjurus kepada mencapai inovasi yang unggul. Dalam hal ini, walaupun orientasi strategik oleh Miles dan Snow telah menjadi salah satu tipologi yang paling penting dan dikaji secara intensif di seluruh dunia, bukti mengenai cadangannya tidak cukup jelas. Kesan langsung dan tidak langsung daripada orientasi strategik terhadap inovasi organisasi dipengaruhi oleh konteks persekitaran dan organisasi tertentu, serta kemampuan dinamik lain seperti pengurusan pengetahuan pelanggan dan kemampuan pemasaran dinamik. Kajian yang dilakukan mengenai tipologi orientasi strategik dan kemampuan dinamik lain biasanya melaporkan hasil yang berbeza-beza. Oleh itu, kajian ini cuba menyelidik hubungan antara orientasi strategik (prospektor, pembela, penganalisis, petindak balas), pengurusan pengetahuan pelanggan, kemampuan pemasaran yang dinamik dan inovasi organisasi. Kajian ini juga mengatasi jurang dengan menyelidik kesan perantaraan pengurusan pengetahuan pelanggan dan kemampuan pemasaran yang dinamik terhadap hubungan antara orientasi strategik dan inovasi organisasi dalam firma industri farmaseutikal dan penjagaan kesihatan di Jordan. Sembilan hipotesis telah dibangunkan untuk menguji model yang dicadangkan dan pemodelan persamaan struktur (SEM) digunakan untuk menguji hipotesis kajian. Kajian ini menggunakan kaedah kuantitatif melalui tinjauan soal selidik yang melibatkan semua firma farmaseutikal dan kesihatan Jordan yang berdaftar di Amman Chamber of Industry 2019. Dengan menggunakan teknik persampelan rawak mudah, 242 responden kajian, dianalisis melalui PLS-SEM untuk menjawab persoalan kajian. Ketua pegawai eksekutif (CEO) dan pengurus atasan merupakan responden kajian ini. Mereka dianggap sebagai orang yang paling berpengetahuan dan pakar mengenai orientasi strategik syarikat dan inovasi organisasi. Hasil kajian mendapati bahawa orientasi strategik mempunyai pengaruh langsung yang signifikan terhadap inovasi organisasi. Selanjutnya, dapatan tersebut mengesahkan kesan perantaraan pengurusan pengetahuan pelanggan dan keupayaan pemasaran dinamik terhadap hubungan antara orientasi strategik dan inovasi organisasi. Dari segi akademik, hasil kajian ini mempunyai implikasi dalam memperluaskan pengetahuan dalam bidang orientasi strategik dan inovasi organisasi. Secara praktikal, pengurus atasan dapat menggunakan dapatan ini sebagai panduan untuk mencapai inovasi dalam pengurusan pengetahuan pelanggan dan keupayaan pemasaran dinamik untuk aktiviti orientasi strategik, seperti belajar tentang keperluan dan kehendak pelanggan serta pesaing bergerak, memastikan bahawa maklumat mengenai pesaing dikongsi dalam organisasi. Dapatan ini juga dapat memenuhi permintaan pelanggan, dan menyokong memanfaatkan keuntungan lain melalui hubungan pelanggan dan pengesanan pasaran untuk membimbing proses inovasi.

TABLE OF CONTENTS

	TITLE	PAGE
	DECLARATION	iii
	ACKNOWLEDGEMENT	v
	ABSTRACT	vi
	TABLE OF CONTENTS	viii
	LIST OF TABLES	xvi
	LIST OF FIGURES	xviii
	LIST OF ABBREVIATIONS	xix
	LIST OF APPENDICES	xx
CHAPTER 1	INTRODUCTION	1
1.1	Background	1
1.2	Statement of the Problem	4
1.3	Research Questions	12
1.4	Research Objectives	13
1.5	Research Hypothesis	14
1.6	Significance of the Study	15
	1.6.1 Theoretical Significance	15
	1.6.2 Practical Significance	16
1.7	Scope of the Study	18
1.8	Operational Definitions	19
1.9	Structure of the Research	20
CHAPTER 2	LITERATURE REVIEW	23
2.1	Introduction	23
2.2	Background of the Jordanian Pharmaceutical and Health Care Industries	23
2.3	Theoretical Underpinning	27

2.3.1	Resource Based View Theory (RBVT)	27
2.3.1.1	Resource Based View Theory (RBVT) and Organizational Innovation	30
2.3.1.2	Resource Based View Theory (RBVT) and Strategic Orientations	32
2.3.2	Knowledge – Based View Theory (KBV) and Customer Knowledge Management	33
2.3.3	Dynamic Capabilities Theory (DCT) and Dynamic Marketing Capabilities	35
2.4	The Concept of Innovation	39
2.4.1	Organizational Innovation	41
2.4.2	The Dimensionality of Organizational Innovation	44
2.4.3	Organizational Innovation in Pharmaceutical and Healthcare Industry	46
2.5	Strategic Orientation	48
2.5.1	Different Types of Strategic Orientations	51
2.5.1.1	Ansoff’s “Growth Strategies”	51
2.5.1.2	Ansoff and Stewart Typology (1967)	52
2.5.1.3	Porter 1980 (Generic Strategies)	53
2.5.1.4	Market Orientation (Narver and Slater – Kholi and Jrawski)	55
2.5.1.5	Venkatraman (1989)	56
2.5.1.6	Miles and Snow Strategic Orientation Typology (1978)	58
2.5.2	Four Strategic Orientations Group of Miles and Snow Typology	60
2.5.3	Justification for Using Miles and Snow Strategic Orientations Typology	66
2.6	Knowledge Management (KM)	69
2.6.1	Customer Knowledge (CK)	70
2.6.2	Customer Knowledge Management (CKM)	71
2.6.3	The Dimensionality of Customer Knowledge Management	73

2.7	Marketing Capabilities	74
2.7.1	Dynamic Capability (DC)	76
2.7.2	Dynamic Marketing Capability (DMCs)	77
2.7.3	The Dimensionality of Dynamic Marketing Capabilities	80
2.8	Research Framework and Hypothesis Development	82
2.8.1	Research Hypothesis 1: Strategic Orientations and Organizational Innovation	83
2.8.2	Research Hypothesis 2: Strategic Orientations and Customer Knowledge Management	85
2.8.3	Research Hypothesis 3: Strategic Orientations and Dynamic Marketing Capabilities	86
2.8.4	Research Hypothesis 4: Customer Knowledge Management and Organizational Innovation	88
2.8.5	Research Hypothesis 5: Customer Knowledge Management and Dynamic Marketing Capabilities	89
2.8.6	Research Hypothesis 6: Dynamic Marketing Capabilities and Organizational Innovation	90
2.8.7	Research Hypothesis 7: The Mediating Effect of Customer Knowledge Management on the Relationship Between Strategic Orientations and Organizational Innovation	90
2.8.8	Research Hypothesis 8: The Mediating Effect of Dynamic Marketing Capabilities on the Relationship Between Strategic Orientations and Organizational Innovation	91
2.8.9	Research Hypothesis 9: The Mediating Effect of Dynamic Marketing Capabilities on the Relationship Between Customer Knowledge Management and Organizational Innovation	92
2.8.10	The Conceptual Framework	93
2.9	Summary	96
CHAPTER 3	METHODOLOGY	97
3.1	Introduction	97
3.2	Research Design	97
3.3	Research Paradigm	98

3.4	Research Process	101
3.5	Research Population	102
3.5.1	Research Sample	103
3.5.2	Sample Size	105
3.5.3	Unit of Analysis and Respondents	106
3.5.4	Data Collection	107
3.6	Structured Questionnaire Design	108
3.6.1	Measurement for Organizational Innovation	110
3.6.2	Measurement for Strategic Orientations	111
3.6.3	Measurement for Customer Knowledge Management	114
3.6.4	Measurement for Dynamic Marketing Capabilities	115
3.7	Pilot Survey	117
3.7.1	Content Validity	117
3.7.2	Reliability Test for Pilot Study	119
3.8	Data Analysis	124
3.8.1	Structural Equation Modelling (SEM)	124
3.8.2	Partial Least Squares (PLS)	125
3.8.3	Test of Mediating Effects	127
3.9	Summary	128
CHAPTER 4	DATA ANALYSIS AND RESULTS	131
4.1	Introduction	131
4.2	Preliminary Examination of Data	131
4.2.1	Missing Data	131
4.2.2	Data Normality	132
4.2.3	Outlier	134
4.2.4	Descriptive Statistics of Respondents	135
4.2.5	Test for Common Methods Bias	136
4.2.6	Exploratory Factor Analysis	137
4.3	Evaluating the Validity and Reliability of Measurement model	143
4.3.1	Indicator Reliability : Outer Loadings	144

4.3.2	Outer loadings: Strategic Orientation	146
4.3.3	Outer loadings: Dynamic Marketing Capabilities	147
4.3.4	Outer loadings: Customer Knowledge Management	147
4.3.5	Outer Loadings: Organizational Innovation	148
4.3.6	Convergent Validity, Internal Consistency Reliability, Cronbach's Alpha and Discriminant Validity	149
4.3.7	Discriminant Validity	150
4.3.8	Fornell-Larcker Criterion	150
4.3.9	Heterotrait-Monotrait Ratio (HTMT)	153
4.3.10	Cross Loading	155
4.3.11	Second Order Factors	160
4.4	Structural Model Assessment	161
4.5	Hypotheses Testing	163
4.5.1	Proposed Structural model 1 (Prospector Strategic Orientation Model)	164
4.5.1.1	Results of Direct Effects for Model 1 (Prospector Strategic Orientation Model)	165
4.5.1.2	Results of Hypotheses for Direct Effect of Prospectors	168
4.5.1.3	Results of Indirect Effects for Model 1 (Prospector Model)	169
4.5.1.4	Results of hypotheses for indirect effect of Prospectors	170
4.5.2	Proposed Structural Model 2 (Defender strategic orientation model)	170
4.5.2.1	Results of Direct Effects for Model 2 (Defender Strategic Orientation Model)	172
4.5.2.2	Results of Hypotheses for Direct Effect of Defender	174
4.5.2.3	Results of Indirect effects for model 2 (Defender model)	175

4.5.2.4	Results of Hypotheses for Indirect Effect of Defender	176
4.5.3	Proposed Structural Model 3 (Analyzer Strategic Orientation Model)	177
4.5.3.1	Results of Direct Effects for Model 3 (Analyzer Strategic Orientation Model)	178
4.5.3.2	Results of Hypotheses for Direct Effect of Analyzer	181
4.5.3.3	Results of Indirect Effects for Model 3 (Analyzer Strategic Orientation Model)	182
4.5.3.4	Results of Hypotheses for Indirect Effect of Analyzer	183
4.5.4	Proposed Structural Model 4 (Reactor Strategic Orientation Model)	184
4.5.4.1	Results of Direct Effects for Model 4 (Reactor Strategic Orientation Model)	185
4.5.4.2	Results of Hypotheses for Direct Effect of Reactor	187
4.5.4.3	Results of Indirect Effects for Model 4 (Reactor Strategic Orientation Model)	189
4.5.4.4	Results of Hypotheses for Indirect Effect of Reactor	190
4.6	Summary of Hypotheses Testing	191
4.6.1	Results of Hypotheses H1a to H1d	191
4.6.2	Results of hypotheses H2a to H2d	192
4.6.3	Results of hypotheses H3a to H3d	193
4.6.4	Results of Hypotheses H4a to H4d	194
4.6.5	Results of Hypotheses H5a to H5d	194
4.6.6	Results of Hypotheses H6a to H6d	195
4.6.7	Results of Hypotheses H7a to H7d	196
4.6.8	Results of Hypotheses H8a to H8d	198
4.6.9	Results of hypotheses H9a to H9d	200
4.7	Summary	200

CHAPTER 5	DISCUSSION AND CONCLUSION	203
5.1	Introduction	203
5.2	Discussion of Research Hypotheses	203
5.2.1	Objective 1: To Investigate The Effects of Strategic Orientations (Prospectors, Defenders, Analyzers, Reactors) on Organizational Innovation	205
5.2.2	Objective 2: To Investigate The Effects of Strategic Orientations (Prospectors, Defenders, Analyzers, Reactors) on Customer Knowledge Management	210
5.2.3	Objective 3: To Investigate The Effects of Strategic Orientations (Prospectors, Defenders, Analyzers, Reactors) on Dynamic Marketing Capabilities	215
5.2.4	Objective 4: To Investigate The Effects of Customer Knowledge Management on Organizational Innovation	219
5.2.5	Objective 5: To Investigate The Effects of Customer Knowledge Management on Dynamic Marketing Capabilities	222
5.2.6	Objective 6: To Investigate The Effects of Dynamic Marketing Capabilities on Organizational Innovation	225
5.2.7	Objective 7: To Investigate The Mediation Effects of Customer Knowledge Management on The Relationship between Strategic Orientations (Prospector, Defender, Analyzer, and Reactor) and Organizational Innovation	227
5.2.8	Objective 8: To Investigate The Mediation Effects of Dynamic Marketing Capabilities on The Relationship between Strategic Orientations (Prospector, Defender, Analyzer, and Reactor) and Organizational Innovation	232
5.2.9	Objective 9: To Investigate The Mediation Effects of Dynamic Marketing Capabilities on The Relationship between Customer Knowledge Management and Organizational Innovation	234
5.3	Implications of the Study	237
5.3.1	Theoretical Implications	237
5.3.2	Managerial Implications	240

5.4	Limitation of the Study	244
5.5	Recommendations for Future Research	245
5.6	Conclusion	246
REFERENCES		249
LIST OF PUBLICATIONS		367

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 3.1	Comparison of research paradigms	100
Table 3.2	Number of Jordanian pharmaceutical and health care industry firms based on each governorate	103
Table 3.3	Sample size for confidence 95% and margin of error 5.0%	106
Table 3.4	Response rate summary	108
Table 3.5	Organizational innovation scale	110
Table 3.6	Strategic orientation scale	112
Table 3.7	Customer knowledge management scale	114
Table 3.8	Dynamic marketing capabilities scale	115
Table 3.9	Summary of the questionnaire	116
Table 3.10	Reliability test for pilot study	120
Table 4.1	Descriptive statistics and test of normality	132
Table 4.2	Respondents' demographic information	135
Table 4.3	Results of Harman's single factor test	137
Table 4.4	Results of exploratory factor analysis for dimensions the strategic orientation	138
Table 4.5	Results of exploratory factor analysis of dynamic marketing capabilities	140
Table 4.6	Results of exploratory factor analysis for dimensions the customer knowledge management	141
Table 4.7	Results of exploratory factor analysis for the dimensions organizational innovation	142
Table 4.8	Indicator reliability for dimensions of strategic orientation	146
Table 4.9	Indicator reliability of dynamic marketing capabilities	147
Table 4.10	Indicator reliability for dimensions of customer knowledge management	147

Table 4.11	Indicator reliability for dimensions of organizational innovation	148
Table 4.12	Results of convergent validity, internal consistency reliability, and cronbach's alpha of first order factors	149
Table 4.13	Correlation coefficient matrix and the squared root of the AVEs (Fornell-Larcker Criterion)	152
Table 4.14	The Heterotrait-Monotrait (HTMT) of First order factors	154
Table 4.15	Cross loadings for individual measurement items	156
Table 4.16	Results of convergent validity, internal consistency reliability, and cronbach's alpha of second order factors	160
Table 4.17	The Heterotrait-Monotrait (HTMT) of second order factors	161
Table 4.18	Results of direct effects for model 1	165
Table 4.19	Results of indirect effects for model 1	169
Table 4.20	Results of direct effects for model 2 (Defender strategic orientation model)	172
Table 4.21	Results of Indirect effects for model 2	175
Table 4.22	Results of direct effects for model 3	178
Table 4.23	Results of Indirect effects for model 3	182
Table 4.24	Results of direct effects for model 4	185
Table 4.25	Results of indirect effects for model 4	189
Table 4.26	Results of hypotheses H1a to H1d	191
Table 4.27	Results of hypotheses H2a to H2d	192
Table 4.28	Results of hypotheses H3a to H3d	193
Table 4.29	Results of hypotheses H4a to H4d	194
Table 4.30	Results of hypotheses H5a to H5d	195
Table 4.31	Results of hypotheses H6a to H6d	195
Table 4.32	Results of hypotheses H7a to H7d	196
Table 4.33	Results of hypotheses H8a to H8d	198
Table 4.34	Results of hypotheses H9a to H9d	200
Table 5.1	The study questions addressing the research	204

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 2.1	Theories and variables of the study	39
Figure 2.2	The conceptual framework of the study	95
Figure 3.1	Research process adopted for this research	102
Figure 3.2	Mediation model (Baron and Kenny, 1986)	128
Figure 4.1	Outer loadings of measurement model	145
Figure 4.2	Proposed structural model (Baseline model)	163
Figure 4.3	Proposed structural model 1	164
Figure 4.4	Tested proposed Structural Model 1 (Prospector strategic orientation mode 1)	165
Figure 4.5	Proposed structural model 2	171
Figure 4.6	Tested proposed structural model 2 (Defender strategic orientation model)	171
Figure 4.7	Proposed structural model 3	177
Figure 4.8	Tested proposed Structural Model 3 (Analyzer strategic orientation model)	178
Figure 4.9	Proposed structural model 4	184
Figure 4.10	Tested proposed Structural Model 4 (Reactor strategic orientation model)	185

LIST OF ABBREVIATIONS

CB-SEM	-	Covariance Based SEM
CEO	-	Chief Executive Officer
CK	-	Customer Knowledge
CKM	-	Customer Knowledge Management
CRM	-	Customer Relationship Management
DC	-	Dynamic Capability
DCT	-	Dynamic Capabilities Theory
DMC	-	Dynamic Marketing Capabilities
DV	-	Dependent Variable
IT	-	Information Technology
IV	-	Independent Variable
KBVT	-	Knowledge Based View Theory
KM	-	Knowledge Management
LISREL	-	Linear Structural Relations
M	-	Mediator
PLS-SEM	-	Partial Least Squares Structural Equation Modelling
R&D	-	Research and Development
RBT	-	Resource Based Theory
RBVT	-	Resource Base View Theory
SEM	-	Structural Equation Modelling
SPSS	-	Statistical Package for the Social Sciences
WTO	-	World Trade Organization

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
Appendix A	Letter from Amman chamber of industry presented to each company	345
Appendix B	Arabic Questionnaire	346
Appendix C	English Questionnaire	357
Appendix D	Expert List	366

CHAPTER 1

INTRODUCTION

1.1 Background

In the current turbulent business environment, featuring intensive global competition, shortened life cycle of the products, scholars agree on the importance of the activity of firm's organizational innovation for growth and survival (Jackson and Richter, 2017; Fossas-Olalla *et al.*, 2015). However, it refers to introducing new processes, services, and products through business to market, by utilizing or commercializing them (Arshad *et al.*, 2018; Gamal *et al.*, 2011). Whereas organizational innovation provides many opportunities for firms not only to take the highest advantage of every new business venture and achieve higher revenues, but also to improve their current business performance (Forsman and Temel, 2011). In addition, organizational innovation has been recognized as a fundamental factor for entrepreneurship and the most essential elements of a successful business (Ameen *et al.*, 2020; Arpaci and Gürbüz, 2013; Covin and Miles, 1999; Nonaka and Takeuchi, 1995). As a result, organizational innovation accelerates business performance. With this significant tool, the firm is capable of offering value to their customers and continue to remain ahead of its competitors (Yanadori and Cui, 2013).

The focus of this study is to investigate the organizational innovation in the Jordanian pharmaceutical and healthcare industry firms as well as its antecedent factors from which it obtains a unique distinction because of distinctive features as a high-tech industry and its need for innovation. Nonetheless, not much is known about the factors that have impact on innovation (Ritala *et al.*, 2013).

The pharmaceutical manufacturing sector in recent years has become more and more competitive. This competition is taking place in an uncertain, dynamic, and changing environment (Altawalbeh *et al.*, 2020; Al-Shaikh *et al.*, 2011). Such

context has caused the Jordanian pharmaceutical and health care firms to properly adopt efficient and ground-breaking strategies in a way to enhance their performance quality and attain a considerable portion of the universal market share (Obeidat *et al.*, 2017).

The Jordanian pharmaceutical industry plays a significant role in providing the pharmaceutical security for the Jordanian citizen as it supplies the local market with more than 60% of its needs (Aliqah and Bataineh, 2017). Moreover, in 2016, 80% of Jordanian pharmaceutical products were exported to a total of 82 countries (Sharabati, 2018). Thus, this sector plays a leading role in the Jordanian economy (Nazer and Tuffaha, 2017; Sharabati *et al.*, 2010). There has been steady growth and expansion of the Jordanian pharmaceutical industry in the international market. Though, pharmaceutical firms can make a choice to maintain the current position and keep expanding and growing for expansion and reinforcement of their abilities to adapt, transform, innovate and learn (Negash *et al.*, 2021; Harrim, 2010).

On the other side, the organizations' willingness for adopting organizational innovation and focusing on it seems to depend on the strategic orientation that, in turn, affects the top managers, especially in cases where directives are required to be determined and effective decisions are required to be made (Chang *et al.*, 2014; Atuahene-Gima, 1995). Particularly, when the environments are unstable, strategic orientation is actually an effort made by a firm to deal with existing and shortage resources and capabilities and to remove the obstacles and solve the problems through the implementation of innovation (Cássia and Zilber, 2016; Day, 1997). However, in order to achieve innovation, the strategic orientations need to be associated with some additional organizational capabilities reflecting the activities undertaken by the firm for the purpose of implementing the strategic directions selected (Wilden and Gudergan, 2017; Morgan *et al.*, 2009; Hult *et al.*, 2005).

According to literatures related to the firms' resource-based view theory (Peteraf, 1993; Barney, 1991; Barney 1986), if a firm holds the capability of knowledge management, it ultimately uses the existing resources more efficiently, hence becoming more innovative and performing with a higher quality (Belkahla and

Triki, 2011; Darroch, 2005). It means that firms need to make their resources (e.g. customer knowledge) stronger at the management level (Falasca *et al.*, 2017).

Likewise, Yiu *et al.* (2020); He (2004) argue that firms need to enhance their customers knowledge management since it is an inimitable, unique and valued strategic resource. This plays a significant role in achieving competitive advantage. Moreover, Yu-Pei *et al.* (2016) believe that customer knowledge process is a significant driver of the firm's product innovation.

Scholars maintain that in order to ensure a sustained level of innovation, companies needs to develop dynamic capabilities allowing to create, absorb, and integrate the knowledge simultaneously and continuously (Vladova, 2018; Verona and Ravasi, 2003). Indeed, dynamic capabilities have both long-term and temporary competitive advantage; this way, they significantly affect the innovation enhancement (Janssen *et al.*, 2016; Breznik and Hisrich, 2014). In the same direction, Jiang *et al.* (2019); Hsu and Sabherwal (2012) found the positive influence of dynamic capabilities upon innovation.

As a result, building of dynamic marketing capabilities (DMCs) is mainly aimed to allocate existing resources with a higher efficiency, particularly by managing the customer knowledge resources and improving the competency of the company in giving effective response to changes occurring in the market in a way to make customer value by implementing organizational innovation (Liang, 2011; Fang and Zou, 2009; Menguc and Auh, 2006). In addition, Falasca *et al.* (2017) empirically confirmed these relationships and found that (DMCs) fully mediate the relationships between customer knowledge management and product innovation.

Thus, it has been indicated that some studies are required to examine the mediating effects of such intervening variables on the relationships between strategic orientations and firm's outcomes. In addition, there is a need for studying the mediating effects of marketing capabilities on the relationship between strategic orientations and company's performance (Ciunova-Shuleska *et al.*, 2016; Theodosiou *et al.*, 2012).

1.2 Statement of the Problem

Studies shows various types of relationships among several issues such as strategic orientations, customer knowledge management, dynamic marketing capabilities, and organizational innovation have received great attention from researchers in recent years. However, you can hardly find studies analysing all these factors simultaneously.

Some studies argued that the relationship between strategic orientation and innovation generates contradictory outcomes (López-Mosquera *et al.*, 2014; Baker and Sinkula, 1999). Ferraresi *et al.* (2012) reported 23 of a total of 36 studies i.e., 64%, indicated a positive correlation, whereas the remaining explored only a weak or non-significant correlation. The company's dominant strategic orientation determines the way it approaches and manages its innovation efforts. However, this orientation reflects the wide strategic choices of the company and the directions that are executed by the companies for the purpose of creating appropriate behaviours that are necessary to have a performance of an incessant superiority (Saebi *et al.*, 2017; Murray *et al.*, 2011; Hult *et al.*, 2003; Gatignon and Xuereb, 1997). However, limited empirical evidence is available to show the linkage of strategic orientation (prospector, defender, analyzer and reactor) with organizational innovation (Shafiq and Tasmin, 2016). Moreover, in studies carried out on relationships between strategic orientations and organizational innovation, the nature of the outcome of this relationship is still under investigation (Grinstein, 2008a; 2008b). Generally, strategic orientations enjoy a high multidimensionality; as a result, it is of high difficulty to make direct comparisons among the effects of the different strategic orientations on innovation. This issue may have contribution to resolve the inconsistency of findings across studies (Ho and Plewa, 2020; Spanjol *et al.*, 2012). However, many gaps need to be investigated in terms of how a company can make use of the innovation advantages in order to renew its strategic orientations and address the dynamic environment which is not easy to understand (Cássia and Zilber, 2016; Atuahene-Gima, 1995).

Organizational innovation is a phenomena that is capable of guiding firms toward a way through which they can achieve sustainable competitive advantage in the market (Kafchehi *et al.*, 2016). Moreover, studies on how innovative and non-innovative companies differ in effort has frequently led to inconsistent results (Joshi *et al.*, 2015; Damanpour and Wischnevsky, 2006). To that end, studies that examined the strategic typologies and organizational innovation have frequently showed mixed results (Zhang, 2016).

Although the Miles and Snow strategic orientation typology has been attractive in the literature, several gaps can be determined, which are concluded by several incomplete methodology and inconsistent results (Sollosy *et al.*, 2019). The literature lacks studies focusing on various strategic problems that may arise from the Miles and Snow typology (1978). On the other hand, significant differences have been reported between SMEs and large enterprises regarding the way they face their strategic processes. This has made us take into consideration these SMEs' adaptive cycle and the extent to which their strategic problems are adjusted (Yanes-Estévez *et al.*, 2018).

Although Fiss (2011) maintained that the overall Miles and Snow typology has generally found an extensive usage, there is no clear evidence of its particular propositions of this typology. General drawbacks of the typology were raised in the context of placing the organisation in mutually exclusive boxes, thus it is possible that some companies use hybrid strategies and strategic choice is therefore messy and complex (Talpová, 2016; DeSarbo *et al.*, 2005). To this end, scholars believe that no research has been carried out on the ways the firms with different types of strategy make use of different coordination mechanisms and organizational structures (Gross, 2018; Zahra and Pearce, 1990). In this sense, no attention has been paid to the significant question of which element of the typology is relevant and which of them is irrelevant or peripheral (Fiss, 2011). Thus, Zahra and Pearce (1990) assert that some refinement is needed in the level of concept and methodology in a way to remove the limitation of past studies conducted on Miles and Snow typology.

In addition, scholars maintain that a drawback of the self-typing paragraph approach employed by some scholars for the evaluation of the strategic types of Miles and Snow (1978) is the fact that it might assess an intended strategy instead of a realized strategy (Hatten *et al.*, 2004; Auger, 2003; James and Hatten, 1995; Snow and Hrebiniak, 1980). However, it can be thought as a limitation; in cases where the scholars ask CEOs and top managers to make the measure complete, the participants did not show any underlying motivation or investment in the kind of the strategy selected as the one that mostly describes their company (Silva *et al.*, 2010). In addition, in the formerly-conducted studies, there was a concern about the reluctance of some managers to determine themselves as reactor (Conant *et al.*, 1990).

Dayan *et al.* (2017) surveyed 222 knowledge management (KM) experts' opinions about the relationship between KM and strategic management. Their results showed that the majority of participants recommended future research about KM and business strategies linkage and considered it as highly important. Despite the importance of knowledge management strategic alignment, few studies have examined drivers of aligning knowledge management strategies with business strategies (Pour *et al.*, 2019; Centobelli *et al.*, 2018; Ale *et al.*, 2014; Abou-Zeid, 2008).

The studies carried out into KM have typically overlooked the organizational strategy. Within the KM antecedents list, few studies have investigated the impacts of strategy on knowledge management (Aldulaimi, 2015; Watkins and Marsick, 1996; Senge, 1990). However, the literature has reported and evaluated only a simplistic relationship (Zheng *et al.*, 2010). Therefore, the relationship between these two constructs is scarce and in need of more attention (Ferraresi *et al.*, 2012). Thus, business strategy and KM have a mutual impact; however, no clear evidence has indicated a definite cause-and-effect relationship between them (Akgül and Tunca, 2019; Ribbens, 1997). As a result, literature lacks enough evidence supporting the suggested relationship between strategic orientation and customer knowledge management (Wang and Xu, 2018; Darroch and McNaughton, 2002).

Based on a general point of view of scholars, KM-related practices need to be properly matched with organizational context to keep a competitive edge for the firm (Elhachemi *et al.*, 2020; Sn, 2020). Nevertheless, the studies conducted into the probable mediating effects of KM has marked out several significant missing pieces (Noor *et al.*, 2017; Zheng *et al.*, 2010).

KM has been defined from different points of view, which has caused it to be a difficult task to measure KM and explore the ways it can impact the outcomes of a company, e.g., innovation and performance (Muthuveloo *et al.*, 2017; Darroch and McNaughton, 2002). However, few studies have investigated the effects of knowledge-based resources on innovation and competitiveness in firms from emerging countries (Davila *et al.*, 2019; Inkinen *et al.*, 2015; Nagano *et al.*, 2014). Henceforward, Darroch and McNaughton (2002) have maintained that from the 16 knowledge management practices, only seven were related to any innovation type, though one of them showed a negative effect upon innovation.

Scholars have maintained that dynamic capabilities lead to high quality of performance. However, we see an inconsistency in the empirical evidence supporting this issue (Hernández-Linares *et al.*, 2020; Barreto, 2010; Peteraf *et al.*, 2013). Accordingly, it is necessary to adopt a systematic approach in order to deal properly with the problem of enhancing the firms' ability in a way to achieve more effective connection between customer knowledge and other resources (i.e., dynamic marketing capability). It gives an effective response to changes occurring in market, and creates customer value by means of innovation (Falasca *et al.*, 2017). The literature suffers from a limited understanding of the ways dynamic marketing capabilities (DMCs) can be properly created in both foreign and domestic markets (Xu *et al.*, 2018). Little was known about the antecedents of dynamic capability (Distel, 2016; Lawrence *et al.*, 2016; Volberda *et al.*, 2010).

Dynamic capabilities are typically interwoven and interdependent (Breznik and Lahovnik, 2016). The other capabilities of a firm (i.e. customer knowledge management in this study) are able to significantly influence both DMCs and innovation (Eltantawy, 2016; Chang *et al.*, 2008). Study results in China showed that

DMCs have a mediating effect on the relationships between customer knowledge management and innovation (Falasca *et al.*, 2017). Although, to generalize these findings to other countries, there is a need for studying such relationship in other emergent market. In addition, in a knowledge-based economy, although knowledge management (i.e., knowledge sharing) and dynamic capabilities are catalysts to the enhancement of innovation amongst cluster enterprises, their relationship has not been completely clarified yet (Han, 2019). As a result, the present study attempts to deal with the mentioned missing perspectives in literature.

Henceforward, prior studies have been mainly concentrated on the ways strategic orientations exert direct effects on dynamic capabilities (Hung *et al.*, 2010; Zhou and Li, 2010). However, only a few studies have been performed examining the depending role of strategic orientation in developing the dynamic capabilities, leaving a significant research gap (Jiang *et al.*, 2019; Fainshmidt *et al.*, 2016).

An incomplete picture of such dependency can be observed through investigating the direct relationships between dynamic capabilities of a firm and its innovations or innovation capabilities (Volberda *et al.*, 2010). As a consequence, there is a need for investigating those factors that cause the effects of absorptive capacity upon innovation capabilities of firms (Lane *et al.*, 2006). Surprisingly, only few analysis have been done to identify the places and roles of strategic orientations in models in a way to examine the relationships between dynamic capacity and innovation. This has led to a research gap (Stelmaszczyk, 2018).

In the Jordanian industry context, the pharmaceutical industry plays a leading role, which has been significantly developed during the last decades (Altawalbeh *et al.*, 2020). The pharmaceutical and health care industry has a key role in the context of Jordanian economy. Following the phosphate industry, it ranks as the second largest one in regard to exports (Yousef, 2020; Abuoliem *et al.*, 2019; Hijjawi, 2006). There is a major distinction between the pharmaceutical industry and phosphate industry in Jordan: phosphate is sold directly as a raw material, whereas in case of the pharmaceutical industry, the country first imports these types of materials. Then, after processing, it finally exports the finished products to target

countries (Al-Henzab *et al.*, 2018; Sharabati *et al.*, 2010). For instance, in 2016, 80% of Jordanian pharmaceutical products were exported to a total of 82 countries (Sharabati, 2018). Thus, the pharmaceutical and health care industry is considered as one of the most important contributors to the Jordanian economy (Nazer and Tuffaha, 2017; Sharabati *et al.*, 2010). Additionally, the Jordanian pharmaceutical industry indeed supplies 60% of the total local market requirements. Thus, it can be said that it provides pharmaceutical security for the Jordanian people (Aliqah and Bataineh, 2017).

Studies suggest that pharmaceutical and health care industry significantly contributes to resolving the country's problem in regard to unemployment issues. Statistics on pharmaceutical industry showed that employment were working in this sector jumped from 13200 in 2008 to 26800 in 2018 (Atieh, 2018; Jordan Investment Commission, 2017).

In spite of challenges such as imitation, marketing, and price competition, the pharmaceutical industry is known as to be highly-innovative. Thus, several companies have attempted to develop their capabilities in all above-noted domains. A number of such companies have played a leading role at international level, whereas some others have developed and grown only in national market niches (Malerba and Orsenigo, 2015).

In a high-technology industry, innovation causes improvement in terms of quality of products and the companies' operational effectiveness. It highly promotes the development of high technology industry (Yu *et al.*, 2020). In the health sector, innovation is becoming increasingly important, which is due to the fact that the population across the world is aging at a rapid pace. The health agents need to check whether all people are growing older with security and dignity (Aldieri *et al.*, 2020). Now, one of the challenges for practitioners in the pharmaceutical sector is how to keep up with the rapid pace of innovations that patients require and speculators anticipate (DiMasi, 2014). Innovation plays a vital role in the development of the pharmaceutical industry in Jordan and also the key driver of growth in the global

pharmaceutical sector from many aspects, particularly new medicines production and packaging (Zghoul and Al-Haddad, 2021).

In this regard, Jordanian pharmaceutical industry has progressively grown at the international level, and to keep expanding and preserve the present position, pharmaceutical companies are expected to do the following practices: reinforce and develop their capabilities to innovate, learn, adapt, and transform themselves (Harrim, 2010). Nowadays, the pharmaceutical industry experiences a highly competitive state, and the environment is dynamic, continuously changing and uncertain. Such conditions have driven the pharmaceutical and health care firms of Jordan to adopt more efficient, unique, and innovative strategies so that they can enhance their performance quality and achieve a greater portion of the global market (Obeidat *et al.*, 2017).

The majority of the studies conducted in developed countries explore the relationships between strategic orientations and organizational performance while few of them have been carried out in emergent market (Tarhini *et al.*, 2016). The emergent market particularly in Arab world generally enjoys a socio-political and economic volatility and a high economic status; however, little research has been carried out examining the strategic orientations of managers in this emergent market. In addition, there are other studies recommended to address the concept of strategic orientation with other variables in the Jordanian business contexts (Al-Henzab *et al.*, 2018; Moussetis *et al.*, 2005).

However, innovation alone is not enough to generate success without dynamic capabilities (Teece, 2007). To reach the highest level of innovation, organizations must have dynamic capabilities such as technical capabilities, human resource capabilities, and research and development (R&D) capabilities (Giniuniene and Jurksiene, 2015; Michailova and Zhan, 2015). Many studies have found that organizations lacking dynamic capabilities have not received good outputs from innovation because they have not been able to deal with changes in the environment (Chiu *et al.*, 2016; Kock *et al.*, 2011). To this end, Khattab (2017) conducted an empirical survey among Jordanian pharmaceutical manufacturing firms to investigate

the impact of dynamic capabilities on organizational innovation. The results highlight the importance of the use of dynamic capabilities in building up and strengthening the organizational innovations in such a way that value could be well added to the services/products and also competitive advantages could be well achieved. To accomplish this objective properly, these capabilities should be a part of the organization's processes. In addition, the competitive advantages of pharmaceutical company are its capability in inventing new products and its fully vertical integration business model, which engaged in every process from research to distribution (May and Abdullah, 2020; Yu *et al.*, 2020; Jones, 2000).

Pharmaceutical is R&D intensive industry compared to any other industry, as proven in the relative higher R&D expenditure in developed countries which varies between 17 to over 20 as a percentage of revenues (May and Abdullah, 2020; Ezell and Cory, 2019). On the other hand, Jordanian pharmaceutical sector faces several challenges and many weaknesses like other emergent markets with respect to R&D efforts. For instance, R&D expenditures does not exceed 2 % in Jordan (Hailat, 2021; Abugattas-Majluf, 2012).

However, competition intensified because of the development of Jordanian pharmaceutical firms and the inclusion of multinational companies in this country. Consequently, maintaining vital strategies is crucial for the pharmaceutical sector survival (Al-Qudah, 2018). Such conditions have encouraged companies to develop unique, advanced approaches to make sure of high-quality performance and flexibility (Shahabi, *et al.*, 2017; Masoud, 2013).

According to the Jordanian High Health Council (2020), one of the key challenges to this sector is the increased of competition at both local and international levels. Moreover, there is an inefficient application of Jordanian health economy standards and lack of information and studies for use in decision-making related to various technology and medicine alternatives to ensure effectiveness and efficiency. In addition, local Jordanian firms require to be well merged for building more strategic alliances with global pharmaceutical firms. Furthermore, these manufacturer firms have to enhance their capability in terms of R&D and carry out

more pharmaceutical experiments and trials and expand their market both vertically and horizontally (Council, 2020). Finally, many Jordanian pharmaceutical firms and importing foreign pharmaceuticals firms exist in Jordan, which are supported and promoted by Jordan's trade laws. This condition has increased the competition between domestic firms and has forced several firms to leave this sector (Al-Shaikh *et al.*, 2011).

According to studies conducted in Jordanian pharmaceutical and healthcare sector, Ghannajeh *et al.* (2015) highlighted several problems and lacks such as; lack of previous literature conducted especially about new pharmaceutical products & technology in Jordan. Moreover, there is a shortage of researches about the needs of this sector to be innovative and efficient at the same time (Al Hasan and Zu'bi, 2014). Furthermore, there is lack of management strategies for developing business expansion in pharmaceutical organizations in Jordan to meet demands of Middle East and North Africa markets (Al-Jallad, 2017).

As a result, pharma industry is of great importance in a limited-resource country. Thus, the capabilities in this field need to be developed and clear guidelines are required to be well established for different types of pharmaceutical evaluations in the Jordanian context (Nazer and Tuffaha, 2017). Also, there is a need to know what are the antecedent factors to accomplish organizational innovation in this industry to accomplish sustainable competitive advantage and become a market leader in their industry. Therefore, this study seeks here to begin to fill that gap.

1.3 Research Questions

Regarding the research problem stated above, the following research questions were identified and formulated.

RQ1: Do strategic orientations (prospectors, defenders, analyzers, and reactors) influence organizational innovation?

RQ2: Do strategic orientations (prospectors, defenders, analyzers, and reactors) influence customer knowledge management?

RQ3: Do strategic orientations (prospectors, defenders, analyzers, and reactors) influence dynamic marketing capabilities?

RQ4: Does customer knowledge management influence organizational innovation?

RQ5: Does customer knowledge management influence dynamic marketing capabilities?

RQ6: Do dynamic marketing capabilities influence organizational innovation?

RQ7: Does customer knowledge management mediate the relationship between strategic orientations and organizational innovation?

RQ8: Do dynamic marketing capabilities mediate the relationship between strategic orientations and organizational innovation?

RQ9: Do dynamic marketing capabilities mediate the relationship between customer knowledge management and organizational innovation?

1.4 **Research Objectives**

The present research is mainly aimed to develop a practical framework to address the most important shortcomings of existing organizational innovation, strategic orientations, customer knowledge management and dynamic marketing capabilities in the Jordanian pharmaceutical and health care industries firms. Given this context, this research is aimed to:

1. Investigate the effects of strategic orientations on organizational innovation.
2. Determine the effects of strategic orientations on customer knowledge management.

3. Examine the effects of strategic orientations on dynamic marketing capabilities.
4. Evaluate the effects of customer knowledge management on organizational innovation.
5. Examine the effects of customer knowledge management on dynamic marketing capabilities.
6. Investigate the effects of dynamic marketing capabilities on organizational innovation.
7. Investigate the mediating effects of customer knowledge management on the relationship between strategic orientations and organizational innovation.
8. Investigate the mediating effects of dynamic marketing capabilities on the relationship between strategic orientation and organizational innovation.
9. Examine the mediating effects of dynamic marketing capabilities on the relationship between customer knowledge management and organizational innovation.

1.5 **Research Hypothesis**

The research questions and objectives can be analysed through the following research hypothesis:

H1: Strategic orientations (prospectors, defenders, analyzers, and reactors) positively affect organizational innovation.

H2: Strategic orientations (prospectors, defenders, analyzers, and reactors) positively affect customer knowledge management.

H3: Strategic orientations (prospectors, defenders, analyzers, and reactors) positively affect dynamic marketing capabilities.

H4: Customer knowledge management positively affects organizational innovation.

H5: Customer knowledge management positively affects dynamic marketing capabilities.

H6: Dynamic marketing capabilities positively affect organizational innovation.

H7: Customer knowledge management mediates the relationship between strategic orientations and organizational innovation.

H8: Dynamic marketing capabilities mediate the relationship between strategic orientations and organizational innovation.

H9: Dynamic marketing capabilities mediate the relationship between customer knowledge management and organizational innovation.

1.6 **Significance of the Study**

The present study will have contribution to both theory and practice and provide a deeper understanding of the relationships between strategic orientations, customer knowledge management, dynamic marketing capabilities and organizational innovation at Jordanian pharmaceutical and health care industry firms. Therefore, the following subsections are dedicated to illustrating the significance of this research:

1.6.1 **Theoretical Significance**

This study will contribute at a theoretical level in different ways explained as follows:

- i. Help to find the key factors that enable firms to gain superior organizational innovation with the proposed components of the direct effect of strategic

orientations on organizational innovation and through the indirect effect i.e. the mediating effect of customer knowledge management and dynamic marketing capabilities on the relationship between strategic orientations and organizational innovation.

- ii. Help to integrate the four main constructs; strategic orientations, customer knowledge management, dynamic marketing capabilities and organizational innovation, covered in three theories; resource based view theory, knowledge based view theory and dynamic capability theory. The findings of the current study enhance the understanding about the relationships between the four constructs and these theories.
- iii. Contribute to verify which strategic orientation models can be useful tool for promoting firms' organizational innovation in the Jordanian pharmaceutical and healthcare industry.
- iv. Help to enrich the literature by presenting the antecedents of organizational innovation in the pharmaceutical and healthcare industries. Even though organizational innovation has been studied widely in developed economies, only a few researches have examined the role of organizational innovation in developing economy and emerging country such as Jordan.
- v. Provide important references for academicians to improve customer knowledge management in an effective way to help firms perform better and achieve a competitive advantage.
- vi. Increase the understanding toward the importance of dynamic marketing capabilities which can be regarded as a source for the companies' sustainable competitive advantage.

1.6.2 **Practical Significance**

This study will contribute at a practical level in different ways explained as follows:

- i. Help to highlight the importance of organizational innovation in pharmaceutical and healthcare industry firms due to the pivotal role that these industries can play in encouraging the development of high-technology industry so that they can enhance their performance quality and achieve a greater portion of the global market.
- ii. The present study attempts to provide a contribution to the organizational innovation in Jordanian pharmaceutical and health care industry firms and can make a significant contribution through adding several pieces of empirical evidence by developing their ability to achieve innovation that will refer to general, commercial, and academic purpose.
- iii. Provide understanding for top management in the pharmaceutical and health care industry firms about what are the best strategic orientation practices that can result in a superior organizational innovation in the pharmaceutical and healthcare companies of Jordan. This can play a key role in achieving competitive advantage. Various strategic orientations affect organizational innovation in different ways; as a result, the top managers can fix their attention on the most effective strategic orientations upon organizational innovation.
- iv. This study helps management in pharmaceutical and health care industry firms to be more focused on customer knowledge management since it directly affects the organizational innovation and also it has some mediating effects upon the relationships between strategic orientation and organizational innovation.
- v. Help to increase the understanding for the management in pharmaceutical and health care industries firm by providing recommendations to highlight the direct role of dynamic marketing capabilities on organizational innovation. Additionally, this study can generate extra empirical evidence about the proposed mediating effects of dynamic marketing capabilities upon the relationships between strategic orientations and organizational innovation.
- vi. Contribute to providing some useful indicators and guidelines for pharmaceutical and health care companies to succeed in generating innovative products, process and administrative innovation.

1.7 **Scope of the Study**

The present study is mainly focused upon the relationship between strategic orientations and organizational innovation and the mediating effects of customer knowledge management and dynamic marketing capabilities at pharmaceutical and health care firms in Jordan.

The location scope is the pharmaceutical and health care industry firms in Jordan. The pharmaceutical and health care industries have a unique homogeneity and have special characteristics that make it distinctive than other industries. The samples of this study include all the pharmaceutical manufacturing firms for both human and animal drugs, medical and healthcare products, detergents, cosmetics products, pesticides, therapeutic/medical materials, and any other similar industries within this sector.

The total population will include 436 firms, which consider all Jordanian pharmaceutical and health care industries firms registered in Amman Chamber of Industry in 2019.

The respondents of this study are the top managers (chief executive officers (CEOs), chairmen of board of directors, general managers) as they are considered to be the most knowledgeable person about the direction of the firm and these strategic orientations adopted for Miles and Snow which include four orientations: prospector, defender, analyzer & reactor.

The study of organizational innovation of pharmaceutical and healthcare industry accompanied with antecedent factors attained by this study acquires an exceptional distinction due to the unique characteristics as a high technology industry of such a sector and the needs for innovation to accomplish sustainable competitive advantage. Furthermore, the organizations that work on and improve organizational innovation become a market leader in their industry.

1.8 Operational Definitions

The following definitions are applied to the measurement of the key variables of this research.

Strategic Orientation: has been regarded as culture-based, firm-specific and complex capabilities that reflect firm's philosophy of how to conduct business and interact with external environment. However, it reflects the values and beliefs that have a deep root in the organization and determine the company's focus on the achievement of competitive advantages, and constitute a key factor for creating the resources needed to fully accomplish this goal, which include Miles and Snow strategic orientations: prospector, defender, analyzer & reactor.

Prospector Strategic Orientation: Prospector organizations are characterized by risk-taking and innovation, and they respond rapidly to changes in their market. They are likely to be pioneers and leaders in their industry, launch new products, and identify opportunities in their environment.

Defender Strategic Orientation: Defenders seek to find and maintain (defend) a niche in a stable product area, they are not leaders in their particular industry. They are usually late adopters of product/service innovations once they have been tried and tested by the competition, and they focus on efficiency and improvements in order to cut costs.

Analyzer Strategic Orientation: Analyzer organizations often share the traits of prospectors and defenders. Analyzers' strength lies in their ability to exert control over existing operations while at the same time allowing for loose control for new undertakings. Analyzers may simultaneously defend their position while pursuing new product or market opportunities.

Reactor Strategic Orientation: Reactor organizations do not have a consistent or substantive stance but as the name suggests, simply "react". Lacking a coherent strategy (or even an absence of strategy), reactors are "organizations in

which top managers frequently perceive change and uncertainty occurring in their organizations but are unable to respond effectively”.

Customer Knowledge Management (CKM): It refers to organizational practices and dynamic skills that are related to the conservation, creation and transfer of knowledge concerning the firm’s client, which involves three knowledge flows: "knowledge from customer", "knowledge for customer" and "knowledge about customer".

Dynamic Marketing Capabilities (DMCs): It refers to the integrated organizational processes of establishing, linking, and configuring the market resources for the purpose of identifying, creating, and delivering customer value.

Organizational Innovation: This study focuses on organizational innovation which is defined as the adopting of a new behavior or idea involving all organizational activities dimensions, e.g., new service or product, new production processes technologies, new structures or administrative systems, and innovative plans or programs in the firm. The organizational innovation involves three elements; product, process, and administrative innovation.

1.9 Structure of the Research

The present study is divided into five chapters. Chapter one presented an introduction to the research and presented the statement of the problem, research objectives, questions, scope and significance of the research.

Chapter two comprehensively reviews the existing relevant literature and presents an overview of the pharmaceutical and health care industry. The review of literature starts with organizational innovation, strategic orientation, customer knowledge management and dynamic marketing capabilities. The chapter also discusses study’s conceptual framework and presents the research model. Next, it develops nine hypotheses on the basis of the theoretical framework.

Then, Chapter three addresses the research methodology, involving a number of issues, including the research design, sampling strategies, data collection, questionnaire development, distribution, pilot study and techniques of data analysis.

Chapter four discusses the entire procedure of data analysis, which begin with preliminary data analysis, common method bias, normality test and the full discussion about the measurement and structural models. The chapter will end with a brief report and findings of the hypotheses tested.

Finally, Chapter five discussed the findings and explained them considering the relevant research literature. Afterward, the chapter discussed both implications and limitations of the study.

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Appendix A Letter from Amman chamber of industry presented to each company



غرفة صناعة عمان
Amman Chamber Of Industry

Date: التاريخ: ٢٠١٩ / ١٠ / ١٦

الرقم: Ref. No.: ١٣٨٩ / ١ / ٢٤

السادة/ الشركات المصنعة للأدوية ومستلزمات العناية الصحية المحترمين،،،

الموضوع: تسهيل مهمة باحث

تهديكم غرفة صناعة عمان أفضل التحيات، وبخصوص الموضوع أعلاه، يرجى تسهيل مهمة الباحث: عماد عدنان فاضل العاني والذي يقوم بإجراء بحث بعنوان: "أثر إدارة معرفة الزيون والقدرات التسويقية الديناميكية كمتغيرات وسيطة في العلاقة ما بين التوجه الاستراتيجي والابتكار في الشركات المصنعة للأدوية الطبية ومستلزمات العناية الصحية في الأردن".

وذلك إستكمالاً لمتطلبات الحصول على درجة الدكتوراه في تخصص إدارة الأعمال في جامعة التكنولوجيا الماليزية.

نرجو التكرم بتسهيل مهمة الباحث من خلال التعاون معه وتعبئة الإستبانة التي تطلبه دراسته وذلك لغرض إتمامها.

وتفضلوا بقبول فائق الاحترام،،،،

د. نائل الحسامي
المدير العام

باسل
B.2

Appendix B Arabic Questionnaire



السادة / الإدارة العليا المحترمون،،،

م/ إستبانة بحث علمي لإغراض الدراسة

تحية طيبة،،،

نتقدم بطلبنا لشركتكم وشخصكم الفاضل بالمساعدة بملى المعلومات التي تضمنها فقرات
الاستبيان المرفق لغرض تمكيننا من انجاز بحثنا لرسالة الدكتوراه وبعنوان:

أثر إدارة معرفة الزبون والقدرات التسويقية الديناميكية كمتغيرات وسيطة

في العلاقة مابين التوجه الاستراتيجي والابتكار في الشركات المصنعة للأدوية الطبية

ومستلزمات العناية الصحية في الأردن.

هذه الإستبانة هي لإغراض البحث العلمي لإكمال دراسة الدكتوراه في إدارة الأعمال في جامعة

التكنولوجيا الماليزية، حيث سيتم توزيعها بمعدل إستبانة واحدة لكل شركة وهي موجهة الى احد

أعضاء الإدارة العليا لشركات الصناعات الدوائية ومستلزمات العناية الصحية في الاردن.

شاكرين لكم تعاونكم في الإجابة على فقرات الإستبانة وسيتم التعامل مع البيانات بسرية تامة ولن يتم الكشف عن أي من بيانات هذه الإستبانة أو عن ذكر لشركتكم أو لشخصكم ولو بشكل غير مباشر.

مع فائق الشكر والتقدير،،،

الباحث: عماد عدنان فاضل

طالب دكتوراه في إدارة الأعمال – جامعة التكنولوجيا الماليزية

رقم الهاتف: 0795778338

(1) المنصب للسيدة/ مالى الأستبانة

- | | | | |
|--------------------------|-----------------|--------------------------|-------------------|
| <input type="checkbox"/> | المدير العام | <input type="checkbox"/> | رئيس مجلس الادارة |
| <input type="checkbox"/> | منصب آخر (يذكر) | <input type="checkbox"/> | المدير التنفيذي |

(2) عدد سنوات العمل في هذا المنصب أو مناصب إدارية عليا اخرى في الشركة

- | | | | |
|--------------------------|-------------------|--------------------------|--------------|
| <input type="checkbox"/> | أقل من 5 سنوات | <input type="checkbox"/> | 5 - 10 سنوات |
| <input type="checkbox"/> | 11 سنوات - 15 سنة | <input type="checkbox"/> | 16 سنة فأكثر |

(3) عمر الشركة

- | | | | |
|--------------------------|-------------------|--------------------------|--------------|
| <input type="checkbox"/> | أقل من 5 سنوات | <input type="checkbox"/> | 5 - 10 سنوات |
| <input type="checkbox"/> | 11 سنوات - 15 سنة | <input type="checkbox"/> | 16 سنة فأكثر |

(4) عدد العاملين في الشركة

- | | | | |
|--------------------------|---------------|--------------------------|--------------|
| <input type="checkbox"/> | 5 - 20 شخص | <input type="checkbox"/> | 21 - 100 شخص |
| <input type="checkbox"/> | 101 شخص فأكثر | | |

(5) أشر (✓) أي من العبارات التالية الأكثر دقة في وصف التوجه الإستراتيجي لإدارة الشركة مقارنة بالشركات المنافسة
(يرجى تأشير حالة واحدة فقط):

- 1 () تتسم شركتنا بالقدرة على الابتكار ومواجهة المخاطر والإستجابة السريعة لتغيرات السوق وتعد من الشركات الرائدة وقادة السوق وإدخال المنتجات الجديدة والقدرة على إستكشاف الفرص السوقية.
- 2 () غالبا ما تكون شركتنا على نقيض الشركات ذات التوجه الإستراتيجي الإستباقي إذ تعمل على خدمة قطاع سوقي محدد والدفاع عنه في مجال المنتجات المستقرة ولاتعد من قادة السوق بل في الغالب المتأخرين في تبني المنتجات المبتكرة والمختبرة من قبل المنافسين. شركتنا تركز على الكفاءة والتحسين لتقليل التكاليف.
- 3 () غالبا ما تشارك شركتنا خصائص الشركات ذات التوجه الإستباقي والتوجه الدفاعي وتكمن قوة شركتنا في قدرتها على التحكم بالعمليات الحالية وبنفس الوقت السماح أو إللغاء السيطرة والتحكم بالعمليات الجديدة. شركتنا تعمل على الدفاع عن مركزها السوقي من خلال المنتجات الجديدة والفرص السوقية.
- 4 () شركتنا لا تمتلك موقف ثابت أو موضوعي ولكنها تعمل برد الفعل على تغييرات السوق وهي تفتقر الى تبني إستراتيجية متماسكة وفي غياب أي استراتيجية حيث ترصد الادارة باستمرار حالات التغيير في السوق وحصول عدم التأكد ولكنها غير قادرة على الاستجابة بفاعلية.

الفقرة (1) التوجه الاستراتيجي:

يرجى تأشير الاجابة المناسبة من وجهة نظركم الى كل من العبارات التالية:

ت	العبارة	بدائل الإجابة				
		لا أتفق اطلاقا (1)	لا أتفق (2)	محايد (3)	أتفق (4)	أتفق كلياً (5)
التوجه الاستراتيجي الأول						
1	من الجوانب الاساسية لشركتنا تطوير المنتجات الحالية والبحث عن أسواق جديدة لهذه المنتجات.	1	2	3	4	5
2	تفضل شركتنا تحقيق مبيعات عالية وتدفقات نقدية سريعة.	1	2	3	4	5
3	تتبنى شركتنا إستراتيجيات النمو.	1	2	3	4	5
4	تسعى شركتنا لإستخدام وتطبيق التكنولوجيا الحديثة.	1	2	3	4	5
5	لتحقيق ميزة تنافسية، تميل شركتنا لإبتكار منتجات جديدة بدلا من تطوير منتجاتها الحالية.	1	2	3	4	5
6	لاتخشى شركتنا من مواجهة المخاطر.	1	2	3	4	5
7	تهدف شركتنا أن تكون واحدة من الشركات الإبتكارية في السوق.	1	2	3	4	5
8	التحسين المستمر والإبتكار لايعد عنصر مخاطرة من قبل شركتنا.	1	2	3	4	5
9	تسعى شركتنا لتحقيق المزايا التنافسية من الفرص السوقية المتاحة.	1	2	3	4	5
10	تخطط شركتنا لتحقيق المزايا التنافسية من خلال طرح منتجات مبتكرة.	1	2	3	4	5
11	تعمل شركتنا بإستمرار على تطوير	1	2	3	4	5

					الإستراتيجيات لإختراق الأسواق الجديدة.	
5	4	3	2	1	شركتنا على إستعداد لتحمل النفقات العالية للإبتكار.	12
التوجه الاستراتيجي الثاني						
5	4	3	2	1	تسعى شركتنا لإدامة السوق الحالي ومجالات نشاطها.	13
5	4	3	2	1	تفضل شركتنا العمل في مجال النشاطات المعروفة.	14
5	4	3	2	1	تفضل شركتنا العمل في سوق محدود وهي بنفس الوقت تمتلك معلومات عن مجالات أو نشاطات السوق الواسع.	15
5	4	3	2	1	تفضل شركتنا تطوير المنتجات الحالية بدلا من توسيع أو إغناء نشاطاتها.	16
5	4	3	2	1	تهتم شركتنا في مجال المنافسة بتطوير جودة منتجاتها الحالية بدلا من تحقيق معدلات نمو سريعة.	17
5	4	3	2	1	تفضل شركتنا تحقيق تدفقات نقدية متوازنة ومستمرة بدلا من توليد تدفقات نقدية سريعة.	18
التوجه الاستراتيجي الثالث						
5	4	3	2	1	تفضل شركتنا تحقيق التغيير من خلال التخطيط المتوازن.	19
5	4	3	2	1	على الرغم من أن شركتنا تعتبر التغيير ضروريا، إلا أننا لانميل الى تغيير الوضع الراهن بطريقة سريعة غير متوازنة.	20
5	4	3	2	1	للإستفادة من الفرص المتاحة، لاتغفل شركتنا الرقابة والسيطرة.	21
5	4	3	2	1	إذا ادركت شركتنا أن التطورات الحالية	22

					هي بالفعل فرص حقيقية، فسوف تتحمل بالتأكيد المخاطر اللازمة.	
5	4	3	2	1	تراقب شركتنا باستمرار نشاط المنافسين وتطورات الصناعة.	23
5	4	3	2	1	لزيادة الإنتاجية، تعمل شركتنا على تقييم دائم لمنتجاتها الحالية.	24
5	4	3	2	1	تأخذ شركتنا في الاعتبار الحصة السوقية والارباح عند تقييمها لادائها.	25
5	4	3	2	1	تعمل شركتنا على تطبيق الابتكارات بعد تحليل آثارها المحتملة على أعمال الشركة.	26
5	4	3	2	1	تساهم كافة المستويات الادارية في شركتنا في اتخاذ القرارات الإستراتيجية وإعداد الخطط الإستراتيجية.	27
التوجه الاستراتيجي الرابع						
5	4	3	2	1	التغييرات الحتمية في شركتنا ناجمة بالأساس عن المخاطر في البيئة الخارجية.	28
5	4	3	2	1	مواجهة شركتنا لأقل التحديات والتغلب عليها يعد نجاحا للشركة.	29
5	4	3	2	1	تستجيب شركتنا للضغوط البيئية من خلال خفض النفقات.	30
5	4	3	2	1	إستشراف شركتنا للمستقبل يتأثر بالتطورات والتغيرات الحاصلة في البيئة الخارجية.	31
5	4	3	2	1	تعمل شركتنا على تطوير سياستها فقط عند مواجهتها لمشكلات مرتبطة بنشاطاتها الرئيسية.	32

5	4	3	2	1	تعمل شركتنا على إحداث تغييرات جوهرية فقط عندما تواجه المخاطر والتحديات كالأزمات.	33
5	4	3	2	1	لا تميل شركتنا الى زيادة الإستثمار مالم تواجه مشاكل تهدد مستقبلها.	34
5	4	3	2	1	لا تمتلك شركتنا سياسة مدروسة لتطوير السوق.	35
5	4	3	2	1	لا تمتلك شركتنا سياسة مدروسة لتطوير المنتجات.	36

الفقرة (2) إدارة معرفة الزبون:

يرجى تأشير الاجابة المناسبة من وجهة نظركم الى كل من العبارات التالية:

بدائل الإجابة					العبارة	ت
أوافق كلياً (5)	أوافق (4)	محايد (3)	لا أوافق (2)	لا أوافق إطلاقاً (1)		
المعرفة من الزبون Knowledge from Customer						
5	4	3	2	1	تقوم شركتنا بالتحري من زبائنها عن جودة منتجاتها الحالية.	1
5	4	3	2	1	تقوم شركتنا بالتحري من زبائنها عن جودة منتجات منافسيها.	2
5	4	3	2	1	تعمل شركتنا على الإستفسار من زبائنها عن الخدمات التي يحتاجونها.	3
5	4	3	2	1	الحصول على افكار الزبائن يؤثر على تطوير الخدمات المبتكرة الجديدة لشركتنا.	4
المعرفة حول الزبون Knowledge about Customer						
5	4	3	2	1	تسعى شركتنا الحصول على المعلومات عن زبائنها.	5

5	4	3	2	1	تعمل شركتنا على الحصول على معلومات عن رغبات زبائننا.	6
5	4	3	2	1	تعمل شركتنا على الحصول على المعلومات الخاصة بإحتياجات وألويات الزبائن.	7
5	4	3	2	1	تسعى شركتنا على الحصول على المعلومات عن رغبات الزبائن وإحتياجاتهم	8
5	4	3	2	1	تهتم شركتنا بالمعلومات الخاصة بالمشكلات التي يواجهها الزبائن.	9
5	4	3	2	1	تهتم شركتنا بالمعلومات عن وظائف الزبائن ومستويات مدخولاتهم	10
5	4	3	2	1	تهتم شركتنا بالمعلومات عن بطاقات الزبائن الائتمانية وصلحياتها.	11
المعلومات الى الزبون / Knowledge For Customer						
5	4	3	2	1	تعمل شركتنا على توفير المعلومات لزبائننا عن خدماتها الحالية.	12
5	4	3	2	1	تعمل شركتنا على توفير المعلومات لزبائننا عن ابتكاراتها ومنتجاتها الجديدة.	13
5	4	3	2	1	تعمل شركتنا على توفير المعلومات لزبائننا عن منافع المنتجات المبتكرة والجديدة.	14
5	4	3	2	1	تعمل الشركة على مساعدة الزبائن لاتخاذ قرارات أفضل من خلال توفير المعلومات المطلوبة.	15

الفقرة (3) القدرات التسويقية الديناميكية:

يرجى تأشير الاجابة المناسبة من وجهة نظركم الى كل من العبارات التالية:

ت	العبارة	بدائل الإجابة				
		لا أتفق اطلاقا (1)	لا أتفق (2)	محايد (3)	أتفق (4)	أتفق كليا (5)
1	تقوم شركتنا بإجراء تقييمات لحالة الزبائن والمنافسين بشكل منتظم.	1	2	3	4	5
2	تقوم شركتنا بتوزيع المعلومات الرئيسة للسوق على مختلف إداراتها وأقسامها.	1	2	3	4	5
3	تتبادل شركتنا معلومات السوق المهمة بين إداراتها التنفيذية.	1	2	3	4	5
4	تمتلك إدارات مختلف المستويات في شركتنا قوة إتخاذ القرارات التسويقية المناسبة.	1	2	3	4	5
5	تعمل شركتنا على تكييف القرارات التسويقية المهمة بما يتفق مع التغييرات البيئية.	1	2	3	4	5
6	يعمل قسم التسويق في شركتنا على التنسيق الفعال مع الأقسام الأخرى.	1	2	3	4	5
7	تمتلك شركتنا قدرات في توزيع المعلومات التسويقية عن منتجاتها بشكل دقيق الى الزبائن المستهدفين.	1	2	3	4	5
8	تمتلك شركتنا قدرات على استخدام وسائل الاتصالات المختلفة في نشاطاتها التسويقية.	1	2	3	4	5
9	تتمكن شركتنا من إنجاز البحث والتطوير للاسواق بوقت أقصر مقارنة بالمنافسين.	1	2	3	4	5

الفقرة (4) الابتكار:

يرجى تأشير الاجابة المناسبة من وجهة نظركم الى كل من العبارات التالية:

بدائل الإجابة					العبارة	ت
لا أتفق اطلاقا (1)	لا أتفق (2)	محايد (3)	أتفق (4)	أتفق كلياً (5)		
إبتكار العمليات / Process Innovation						
5	4	3	2	1	تُطبق شركتنا المؤشرات المرجعية العالمية لنظم عملياتها التشغيلية.	1
5	4	3	2	1	تقوم شركتنا بتحديث تطبيقات العمل بما يحقق زيادة الانتاجية.	2
5	4	3	2	1	تستخدم شركتنا التقنيات التكنولوجية المعاصرة لتحسين جودة خدماتها	3
5	4	3	2	1	تستثمر شركتنا بقوة في تطوير نظم العمليات الجديدة.	4
5	4	3	2	1	تعمل شركتنا بشكل مستمر على تدريب العاملين في تكنولوجيا الصناعة الحديثة.	5
إبتكار المنتج / Product Innovation						
5	4	3	2	1	تعمل شركتنا على إدخال منتجات جديدة متعددة الى السوق	6
5	4	3	2	1	تعمل شركتنا على ادخال تعديلات متعددة لمنتجاتها الحالية.	7
5	4	3	2	1	تسعى شركتنا بشكل مستمر على إبتكار منتجات جديدة	8
5	4	3	2	1	تعمل شركتنا على ادخال منتجات جديدة الى السوق أكثر من المنافسين.	9

5	4	3	2	1	المنتجات الجديدة لشركتنا سببت إحداث تغييرات مهمة في الصناعة.	10
الإبتكار الإداري / Administrative Innovation						
5	4	3	2	1	تعمل شركتنا على ادخال طرق جديدة في إدارة عملياتها.	11
5	4	3	2	1	تهتم شركتنا بإستمرار في تحديث إجراءاتها الإدارية.	12
5	4	3	2	1	تعمل إدارة شركتنا على تطوير طرق جديدة لنظم الإدارة.	13
5	4	3	2	1	تعمل شركتنا على تمكين موظفيها من إتخاذ القرارات.	14
5	4	3	2	1	يستخدم المنافسين نظم إدارتنا كمقياس مرجعي	15

Appendix C English Questionnaire

(1) Your position

Chairman of Board of Directors General Manager

Chief Executive Officer (CEO) Other High Position ()

(2) Years' experience

Less than 5 years 5 – 10 Years
11 – 15 years 16 years and more

(3) Years of establishment of the company

Less than 5 years 5 – 10 years
11 – 15 years 16 years and above

(4) No. Employees in the company

5 – 20 persons 21 – 100 persons
101 persons and above

(5) Point (✓) Which of the following statements is more accurate in describing the company's strategic orientation

(Please indicate only one case):

1 () Our company is characterized by risk-taking and innovation, and respond rapidly to changes in their market. Our company is likely to be pioneers and leaders in their industry, launch new products, and identify opportunities in their environment.

2 () Our company is seeking to find and maintain a niche in a stable product area, it is not a leader in the particular industry, it is usually late adopters of

product/service innovations once it has been tried and tested by the competition, and it focus on efficiency and improvements in order to cut costs.

- 3 () Our company strength lies in their ability to exert control over existing operations while at the same time allowing for loose control for new undertakings.
- 4 () Our company do not have a consistent or substantive stance but as the name suggests, simply “react”. Lacking a coherent strategy (or even an absence of strategy) where the management frequently perceive change and uncertainty occurring in their organizations but are unable to respond effectively.

First: Strategic Orientations

Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
-------------------------------	----------------------	--	-------------------	----------------------------

No	Statement	1	2	3	4	5
First Strategic Orientation						
1	One of the fundamental aspects of our company is the development of existing products and search for new markets for these products	1	2	3	4	5
2	Our company prefers high sales and quick cash flow	1	2	3	4	5
3	Our company adopts growth strategies	1	2	3	4	5
4	Our company seeks to use and apply modern technology	1	2	3	4	5
5	In order to achieve a competitive advantage, our company tends to innovate new products rather than developing its existing ones	1	2	3	4	5

6	Our company is not afraid of taking risks	1	2	3	4	5
7	Our company aims to be one of the innovative companies in the market	1	2	3	4	5
8	Continuous improvement and innovation are not viewed as risk factors for our company	1	2	3	4	5
9	Our company seeks to achieve competitive advantages from available market opportunities	1	2	3	4	5
10	Our company plans to achieve competitive advantages by introducing innovative products	1	2	3	4	5
11	Our company is constantly developing strategies to penetrate new markets	1	2	3	4	5
12	Our company is willing to bear the high costs of innovation	1	2	3	4	5
Second Strategic Orientation						
13	Our company seeks to sustain the current market and its fields of activity	1	2	3	4	5
14	Our company prefers to operate in the field of known activities	1	2	3	4	5
15	Our company prefers to work in a limited market and at the same time it possesses information about the areas or activities of the broad market	1	2	3	4	5
16	Our company prefers to develop existing products rather than expanding or improving its activities.	1	2	3	4	5
17	In the field of competition, our company is interested in developing the quality of its current products rather than achieving rapid growth rates	1	2	3	4	5
18	Our company prefers to achieve balanced and continuous cash flows rather than generating fast cash flows	1	2	3	4	5
Third Strategic Orientation						
19	Our company prefers to achieve change through balanced planning	1	2	3	4	5
20	Although our company considers change necessary, we do not tend to change the status quo in a rapid and unbalanced way	1	2	3	4	5
21	To take advantage of the available opportunities,	1	2	3	4	5

	our company does not overlook control					
22	If our company realizes that the current developments are indeed real opportunities, it will certainly assume the necessary risks	1	2	3	4	5
23	Our company is constantly monitoring competitors' activity and industry developments	1	2	3	4	5
24	To increase productivity, our company is constantly evaluating its existing products	1	2	3	4	5
25	Our company takes into account market share and profits when evaluating its performance	1	2	3	4	5
26	Our company applies innovations after analyzing their potential impacts on the company's business	1	2	3	4	5
27	All levels of management in our company contribute to making strategic decisions and preparing strategic plans	1	2	3	4	5
Forth Strategic Orientation						
28	The necessary changes in our company are mainly caused by the risks in the external environment	1	2	3	4	5
29	Our company faces the least challenges and overcoming them is considered a success for the company	1	2	3	4	5
30	Our company responds to environmental pressures by cutting costs	1	2	3	4	5
31	Our company's view for the future is affected by developments and changes in the external environment	1	2	3	4	5
32	Our company develops its policy only when it faces problems related to its main activities	1	2	3	4	5
33	Our company is making fundamental changes when faced with risks and challenges such as crises	1	2	3	4	5
34	Our company does not tend to increase investment unless it faces problems threatening its future	1	2	3	4	5
35	Our company does not have a well thought out market development policy	1	2	3	4	5

36	Our company does not have a well thought out product development policy	1	2	3	4	5
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Second: Customer Knowledge Management

Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
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No	Statement	1	2	3	4	5
Knowledge from customer						
1	Our company is investigating the quality of its current products from its customers	1	2	3	4	5
2	Our company checks with its customers for the quality of competitors' products	1	2	3	4	5
3	Our company enquires from its customers about the products they need	1	2	3	4	5
4	Obtaining customer ideas influences the development of new innovative products for our company	1	2	3	4	5
Knowledge about customer						
5	Our company seeks to obtain information about its customers	1	2	3	4	5
6	Our company priority explores the potential desire of its customer	1	2	3	4	5
7	Our company search information about the customer prerequisites	1	2	3	4	5
8	Our company works to get information about customers' needs	1	2	3	4	5
9	Our company is interested in information about the problems that customers face	1	2	3	4	5
10	Our company is interested in information about customers' jobs and income levels	1	2	3	4	5
11	Our company is interested in information about customers' credit cards and their validity	1	2	3	4	5
Knowledge for customer						

12	Our company works to provide information to its customers about its current products	1	2	3	4	5
13	Our company attempt provides information to the customers about company innovations and new products	1	2	3	4	5
14	Our company strives to provide information to the customers on the benefits and advantages of the company innovation and new products	1	2	3	4	5
15	The company help customers to make better decisions by providing the required information	1	2	3	4	5

Third: Dynamic Marketing Capabilities

Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
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No	Statement	1	2	3	4	5
1	Our company regularly conducts evaluations of the status of customers and competitors	1	2	3	4	5
2	Our company distributes the main information of the market to its various departments and divisions	1	2	3	4	5
3	Our company shares important market information among its executive departments	1	2	3	4	5
4	The departments of various levels in our company have the power to make appropriate marketing decisions	1	2	3	4	5
5	Our company works to adapt important marketing decisions in line with environmental changes	1	2	3	4	5
6	The marketing department in our company works on effective coordination with other departments	1	2	3	4	5
7	Our company has ability in distributing accurate marketing information on its products to target customers	1	2	3	4	5
8	Our company has the ability to use various communication in its marketing activities	1	2	3	4	5
9	Our company can complete the R&D of the market in a shorter time compared to the competitors	1	2	3	4	5

Fourth: Organizational Innovation

Strongly disagree 1	Disagree 2	Neither agree nor disagree 3	Agree 4	Strongly agree 5
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No	Statement	1	2	3	4	5
Process Innovation						
1	Our company applies global benchmarks to its operational systems.	1	2	3	4	5
2	Our company is constantly updating business practices to increase productivity	1	2	3	4	5
3	Our company uses technologies to improve the quality of its services	1	2	3	4	5
4	Our company invests heavily in developing new operating systems	1	2	3	4	5
5	Our company is constantly working on training our workers in modern industry technology					
Product Innovation						
6	Our company is working on introducing several new products to the market	1	2	3	4	5
7	Our company is working on introducing many modifications to its current products	1	2	3	4	5
8	Our company is constantly seeking to innovate new products	1	2	3	4	5
9	Our company is working on introducing more new products to the market than our competitors	1	2	3	4	5
10	Our company's new products have caused important changes in the industry	1	2	3	4	5
Administrative Innovation						
11	Our company is working on introducing new methods of managing its operations	1	2	3	4	5
12	Our company is interested in continuously updating its administrative procedures	1	2	3	4	5
13	The management of our company is working to	1	2	3	4	5

	develop new methods of administrative systems					
14	Our company works to empower its employees to make decisions	1	2	3	4	5
15	Competitors use our administrative systems as a benchmark	1	2	3	4	5

Appendix D Expert List

#	Name	Specialization	Location
1	Prof. Dr. Laith Alrubaiee	Strategic Marketing	College of Administration and Economics / Uruk University, Baghdad
2	Prof. Dr. Hassan AlZubiee	Strategic Management	Faculty of Business / Amman Arab University
3	Prof. Dr. Saadoun Hammoud Al-Rabiawi	Business Administration – Marketing	College of Administration and Economics / University of Baghdad
4	Prof. Dr. Nazem Jawad Abdul	Strategic Management - Organizational Behavior	College of Administration and Economics / University of Baghdad
5	Dr. Jihad Mohammad	Innovation - Organizational Citizenship Behavior	Qatar University
6	Prof. Dr. Khaled Banyhamdan	Dr. in Strategic Management	Dean of Faculty of Business - Amman Arab University
7	Prof. Dr. Salah Alden Awad AlKubaisy	Strategic Management - Knowledge Management	College of Administration and Economics / University of Baghdad

LIST OF PUBLICATIONS

Indexed Journal

1. **Alani, E.** (2019). A model of the relationship between strategic orientation and product innovation under the mediating effect of customer knowledge management. *Journal of International Studies*, 12(3), 232-242 doi:10.14254/2071-8330.2019/12-3/19 (**Indexed by Scopus**).

Submitted Paper

1. **Alani, E.** (2021). The Mediating Effect of Dynamic Marketing Capabilities on the Relationship Between Customer Knowledge Management and Organizational Innovation. Submitted to *European Business Review Journal*. (**Indexed by Scopus**).