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To cite this article: Tatiek Nurhayati & Hendar Hendar (2017) Customer Interaction Management Capabilities on the Micro-Retail Fashion in Indonesia, Journal of Relationship Marketing, 16:1, 1-20

To link to this article: <http://dx.doi.org/10.1080/15332667.2016.1209066>



Published online: 01 Mar 2017.



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Customer Interaction Management Capabilities on the Micro-Retail Fashion in Indonesia

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ABSTRACT

This article aims to investigate and examine Customer Interaction Management Capabilities (CIMA_C) as mediator in the relation of Market Intelligence Quality (MIQ) and Customer-Centric Commitment (CCC) with New Product Performance (NPP). A Structural Equation Model (SEM) is used to test the empirical research design, using the data retrieved from micro-retail owners in Central Java, Indonesia. A Confirmatory Factor Model is used to test the multi-dimensionality of a theoretical construct (construct validity test). The findings show that only MIQ influences NPP, while CCC does not. However, CIMA_C genuinely mediate the relationship between MIQ and CCC with NPP. By investigating the literature of various market learning, CRM, NPD, and entrepreneurship, this study offers a unique analysis about the market intelligence quality, customer-centric commitment and its impacts on customer interaction management capability, and the new product performance. Conceptual discussion and empiric results explore the previous research about market orientation culture on micro businesses.

KEYWORDS

customer-centric
commitment; customer
interaction management
capabilities; market
intelligence quality; new
product performance

Introduction

Some previous studies about the development of new products focus on the investigation of factors determining success. One of the decisive factors is effective market information. Some researchers try to format their studies through a market intelligence (MI) approach as a basis for searching market information dealing with customer and competitor behavior (Jaworski & Kohli, 1993; Bruce et al., 1994; Tan & Ahmed 1999; Carbonell & Escudero, 2010; Haverila & Ashill, 2011; Trainor, Krush, & Agnihotri, 2013; Jamil, 2013; Li and Li, 2013). Market information is a function of an organization that has been studied before, either in terms of relevant facts about the market or the way to acquire, distribute, interpret, and keep the information both formally and informally (Baker & Sinkula, 1999; Hart et al., 1999). Market information collection and use during the New Product Development (NPD) process is

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positive, relating to the success of new products (Hart et al., 1999). The ability to learn about the market, including the ability to learn about customers, competitors, and marketing processes of the R&D interface, truly become a driver for the market performance improvement for new products and to create a competitive advantage for new products (Dan & Cavusgil, 1999). However, as noted by Hart et al. (1999), important gaps occur in the specific knowledge of its role in the success of new products. Therefore, this study aims to overcome these gaps.

MI continually becomes the main priority for many organizations and, as its role is dominant in the development of business performance, this concept becomes an important foundation for competition of many organizations; it has consistently attracted the interest of academicians and practitioners (Ika et al., 2013). Some researchers find that MI with a market-oriented approach, such as intelligence generation, intelligence dissemination, and responsiveness to market, is the decisive factor in the company's performance (Meunier-FitzHugh & Lane, 2009; Carbonell & Escudero, 2010; Chen-Ho Chao & Spillan, 2010; Haverila & Ashill, 2011). It indicates that MI is able to support business performance. Unfortunately, some dimensions of MI, developed by Jaworski and Kohli (1993) and Carbonell and Escudero (2010), do not always positively impact the performance of businesses or new products. Two dimensions of MI, such as intelligence generation and intelligence dissemination, have proved not to give positive incentives for new product performance. Responsiveness is the only aspect that positively impacts the performance of new product development (Carbonell & Escudero, 2010; Chao & Spillan, 2010). Surprisingly, Rojas-Méndez and Rod (2013) find that business performance is only influenced by market intelligence dissemination, not by market intelligence generation or market intelligence responsiveness. Other research shows that market intelligence is not a decisive factor in company performance in the same way that growth rate, margin growth rate, and profit growth rate are (Morgan et al., 2009).

The previous description shows the existence of inconsistency in the findings dealing with MI and new product performance. Some researchers have included a mediation variable bridging the relationship between market intelligence and new product performance; for instance, innovation speed (Carbonell & Escudero, 2010), new product capability (Trainor et al., 2013), and organizational knowledge (Toften & Ottar Olsen, 2003). However, research that uses the mediation variable of customer interaction management capability (CIMaC) as the variable bridging the relationship between MI and new product performance seems to have not been studied. Therefore, the variable is used to mediate the relation between MI quality and new product performance. The information quality acquired from MI activities is a substantial resource for establishing customer interaction capability, and customer interaction improvement has the potential to develop new product performance. This is important to examine, since micro businesses have better intensity with customers than big companies because they directly communicate with customers (Zimmerer & Scarborough, 1998). In a very competitive market, such as in the fashion industry, high-quality market information is needed to know which micro business entrepreneur strategies will effectively and efficiently interact with customers.

Micro business characteristics, such as having a good relationship with customers, gives us the opportunity to test the variable of customer-centric commitment (CCC) as the other antecedent of customer interaction capability and new product performance. The previous research has proven that customer-centric or customer focus is an antecedent of company performance. For example, customer responsiveness impacts ROA (Pehrsson, 2013); customer focus positively impacts new product performance (Nwokah, 2009; Sanuri Mohd Mokhtar, 2013). Nevertheless, some other studies have shown different results, in which a customer-centric approach brings no positive impact on the company performance; for instance, organizational customer orientation gives no positive impact on salesperson performance (Cross et al., 2007), and customer orientation does not positively influence the company performance (Johnson et al., 2009). This shows that there is a lack of clarity in the relationship between customer-centric and company performance. In addition to the relationship study between MIQ and NPP, CIMaC is considered as a bridge between CCC and NPP. A customer-oriented company is believed to have customer interaction ability, so it can develop the company performance, including new product performance.

Obscurity occurs in the relationship of MIQ and CCC towards NPP, which stimulates the proposal of examination of the mediation role of CIMaC as a process variable bridging both relations. Therefore, the purposes of this study are (1) building a new approach to develop NPP based on MIQ and CCC; and (2) examining the mediation of CIMaC in the relationship of MIQ and CCC with NPP.

Conceptual Development of Customer Interaction Management Capabilities (CIMaC)

CIMaC is a concept derived from the resources based view (RBV) and customer relationship management (CRM) approaches. According to Srivastava et al. (2001), a company is constituted from various resources and capabilities. Capability describes a set of abilities needed to exploit the resources. Resource refers to tangible and intangible entities that enable companies to generate efficiency and effectiveness of market offers, which has value for some marketing segments (Hunt, 1999).

Information and relational are two of the intangible resources that are able to drive superior business performance if used cleverly and adroitly. Researchers such as Jaworski and Kohli (1993), Narver and Slater (1990), and Morgan et al. (2006) agree that information and knowledge about customers and competitors acquired from market intelligence activities is a precious resource for business performance development. This resource becomes a basis of the improvement of CRM capabilities because the closeness of the company's relationship with consumers is only formed when the company has complete information about consumers and competitors. Lamb, Hair and McDaniel (2010) explain that CRM is a business strategy of a company which is arranged to optimize profitability, income, and customer satisfaction by focusing on the determination of proper customer organization. The main focus of CRM is on the use of information about customers to

create a marketing strategy in developing and maintaining a long-term customer relationship (Pride and Ferrell, 2009). CRM has a fundamental philosophy that a company can improve its profitability by developing good relationships with customers so they can be loyal to the company (Peppers and Rogers, 2011; Levy, Weitz, & Beitelspacher, 2012). Thus, CRM is an interesting cross-organization process with customers (Lin et al, 2010; Wang & Feng, 2012).

According to Lin et al. (2010), there are five activities of CRM that need the resource capability of a company. The five activities are information sharing, customer involvement, long-term cooperation, problem solving, and technology use. The capability of CRM is then defined as ability, skill, and the accumulation of knowledge used for acquiring, sharing, and using the rational resource to achieve advanced performance (Day, 1994; Morgan et al., 2009). One form of CRM capability is an ability to build the interaction of a company with its customers. A strong interaction ability with customers is one of the most important marketing abilities that can help a company to achieve superior business performance and sustainable competitive advantage (Day, 1994; Morgan et al., 2009).

The previous explanation shows that interaction between customers and the company is a foundation of CRM, because only by an effective interaction can a company learn about customers' expectations, understand how to deal with them, negotiate a mutually satisfying commitment, and build a long-term relationship. Through effective customer interaction management, the company will use customer data as an osculating point for satisfying service. The osculating point here is a main basis for company contact with customers, such as customer registration for particular services, customer communication about product information, warranty management for products, or customer communication with the seller, and personnel delivery (Lamb et al., 2010). According to Lamb et al. (2010), a good deal of information can be acquired when a company has an organization interaction with its customers. Through interaction, the customers and the company share information and develop a learning connection. A customer usually defines interaction by stating his or her preference. A company responds by designing products and services catered to the customer experience.

The customer interaction process starts with marketing information collection which will be used as the database of CRM. Based on the database, a company can interact with the consumer through management campaigns, loyal customer retention programs, cross-selling products and other services, marketing communication design, strengthening customer purchasing decisions, boosting product selling to new customers, developing a marketing distribution channel, and improving customer service (Lamb et al., 2010). Therefore, CIMaC is a central point in establishing a good relationship with customers and improving long-term company performance. This research that specifically highlights CIMaC remembers identifying ability and gets and retains profitable customers is a fundamental factor for improving new product performance of small and medium enterprises. CIMaC then can be defined as an ability of a company to build intensive interaction with customers through some steps of customer identification, customer acquisition, and retaining profitable customers.

The relationship among variables

Market Intelligence Quality (MIQ) and Customer Interaction Management Capabilities (CIMA_C)

Study of MIQ can refer to the perceptions of Jaworski and Kohli (1993) and Morgan et al. (2006) about market-oriented business culture. Jaworski and Kohli (1993) define MI as one part of market orientations. A market-oriented business culture is needed to support company performance development. Continual information collection about customer needs and competitor wealth will help the company to recognize customer needs. Company intelligence about customers is necessary to create superior customer value (Narver & Slater, 1990; Garcia & Calantone, 2002; Gellynck et al., 2012). Customer knowledge can be categorized into common level, special level, and highly specialized level (Aspara, Tikkanen, Pöntiskoski, & Järvensivu, 2011). The most common knowledge can be knowledge about the industry, environment, and social trends. In the more special level, knowledge needed is knowledge about customers in certain market segments, particularly the behavior of the customer in certain market segments, and the particular needs and wills of the customer in certain market segments. The most specialized level can be knowledge about customers individually or the individual customer's behavior in other companies, their decision-making process, their wills and needs, as well as information about their contacts (Aspara et al., 2011).

According to Jaworski and Kohli (1993), MI is built from three dimensions of market orientation: intelligence generation, intelligence dissemination, and responsiveness to market. Intelligence generation covers activities of market information collection, competitive environment, and interpreting the information into strategic aims and definition. Intelligence dissemination includes information-sharing activities to all functional fields of the company through horizontal communication in order to gain understanding and integration among different departments. Through intelligence dissemination, information is formally and informally discussed and distributed among relevant users within an organization (Moorman, 1995; Carbonell & Escudero, 2010). Sharing information openly among all parties involved in the new product development process can increase understanding of the capabilities and limitations of each party (Moorman, 1995).

Responsiveness to market is an evaluation of the effectiveness of action directed to customer needs fulfillment, such as market target determination, product offers, goods distribution, and promotion (Jaworski and Kohli, 1993). Slater and Narver (1995) state that the ability to collect information from customers and competitors benefits the company in obtaining advantage of the velocity and effectiveness of their response to opportunities and threats. Thus, responsiveness to market is a company perspective about external phenomena. Dealing with this statement, responsiveness to market is claimed as an ability to modify the organization strategy in order to align the environmental threats with the opportunities. Responsiveness to market allows the company to reconfigure their processes in fulfilling new market needs, taking advantage of information processing systems, and adopting new products and

processes to win the competition (Dong et al., 2013). Therefore, it is not surprising that responsiveness to market is a key to the improvement of competition success. Companies which are better able to understand the customers' needs and desires will be able to respond to information about the needs and desires in order to generate more value for customers. Companies that are more active in collecting customers' information will also be more responsive to the customers' needs and be more alert about the competitors' movements (Dong et al., 2013).

Completing the opinion of Jaworski and Kohli (1993), Morgan et al. (2006) state that the capabilities of MI allow a company to learn about the market and use the market knowledge to improve company performance. MI involves some activities such as gathering information about customers and competitors, analyzing the market information, and using it to develop the marketing program (Morgan et al., 2006). That information is very important for helping decision making on strategic marketing for the organization. The abilities of MI are assets for the organization which facilitate the development of distinctive capabilities (Bruce et al., 1994). Therefore, MIQ describes the quality of the company in analyzing and distributing information to interested parties and using such information to assist the decision-making process for strategic marketing.

MI is the most important skill needed for achieving successful new product development. Important, accurate, and reliable information about changing customer needs and desires or those of potential customers acquired from market intelligence will be a strong foothold in the new product development process. The information obtained from market intelligence also allows a reduction of the NPD cost, an acceleration of the new product development process, and contribute to the profitability of the company (Haverila and Ashill, 2011). In general, successful companies use it for information collection and sharing, conducting market research, and being involved in the acquisition of intelligence and learning (Garcia and Calantone, 2002). In the process of new product development, information collection provides an opportunity for the new product developers to learn, so that they can act more quickly in decision making (Carbonell and Escudero, 2010).

Knowing that MI is part of market orientation (customers and competitors), it can be said that MI can strengthen the CRM ability of a company, and thus improve company performance. CRM capabilities include the ability to interact with customers, such as ability in identifying, gaining, and retaining profitable customers. Therefore, MIQ will enable the company to enhance CIMaC. Thus, the hypothesis proposed is as follow:

H1: MIQ has a good relationship with CIMaC.

Market Intelligence Quality (MIQ) and New Product Performance (NPP)

According to Hart et al. (1999), the effective use of market information during the process of new product development (NPD) may increase the success rate of new products. Empirical studies support the positive relationship between market information use and new product performance (Akgün, Byrne, Lynn, & Keskin, 2007).

The high level of information use will improve the effectiveness of decision making and the implementation, in turn, will generate greater new product performance (Moorman, 1995; Liu & Tsai 2013). Furthermore, Liu and Tsai (2013) show that knowledge management capability and information-sharing mechanisms affect the performance of new product development. Cooper and Kleinschmidt (2000) and Moorman (1995) also show that MI generation has a positive impact on new product performance. Luca and Atuahene-Gima (2007) find a positive relationship between information acquisition and new product performance. Jaworski et al. (2000) show that market orientation positively influences company performance. This means that MI really becomes an important supporter for company performance development (Chao & Spillan, 2010), including the performance of new products (Carbonell & Escudero, 2010). The new product performance here means a measurement of successful new product development, such as (1) the suitability of new products generated with the expected volume; (2) meet or exceed the acceptance or expected result selling; (3) meet or exceed the expected profit rate; (4) meet or exceed the expected rate of return of investment (ROI); (5) meet or exceed the expectations of the owner or management (Cooper, 1996; Akgün et al., 2007). Thus the second hypothesis proposed is:

H2: MIQ has a positive relationship with NPP.

Customer Centric Commitment (CCC) and Customer Interaction Management Capabilities (CIMaC)

According to Kim et al. (2012), the success of CRM implementation depends on the strategy applied, the people involved, the processes run and technologies used. The involvement of people, such as owners, managers, and employees, becomes the most important factor as it determines the successful implementation of the strategies, processes, and technology used in CRM. Their commitment is needed to guarantee that the company remains focused on customer-centric implementation by continuing the interactive communication with customers (Kaur & Sharma, 2009; Kim et al., 2012). Interactive communication can be done by determining company policies that encourage customers to regularly interact, having face-to-face dialogue with customers, stimulating customers to provide information about the service requirement changes, encouraging customers to lodge complaints or make suggestions, encouraging the frontline employees to interact directly with customers and learn how to serve them better, and conducting regular surveys or interviews with customers to update information on customer service requirements (Kaur & Sharma, 2009).

Commitment is an important factor in the success of relationship marketing, as it determines corporate behavior, efficiency improvement, and productivity of people within the company, especially employees (Morgan & Hunt, 1994; Eisenberger et al., 2010; Lub et al., 2012; Fu et al., 2014). The psychological literature has identified three types of commitment in an organization: sustainable, normative, and affective commitment (Bansal, Irving, & Taylor, 2004; Meyer and Allen, 2004; Kuo, 2013).

Affective commitment deals with the strength of the attachment of emotional identification and involvement of people with particular organizations. Sustainable commitment deals with the extent of the people's commitment to remain in the organization when they consider leaving it. Normative commitment deals with the feelings of the people about the remaining obligations within an organization (Anari, 2012; Chen et al., 2012; Joo et al., 2012). Among those three commitments, the affective commitment is regarded as one of the most important and beneficial commitments because it can affect other components in the long term (Meyer & Allen, 2004; Joo et al., 2012). Employees with a strong affective commitment can continue to work with the organization and tend to make more effort for the organization (Joo et al., 2012). Fu et al. (2014) explain that a person who has affective commitment can be seen from their characteristics, such as: (1) they consider the company's problems to be their own problems; (2) the company is very meaningful for them; (3) discussing the company's problems with other people is important; (4) they have a strong affection for the company; and (5) they feel like part of the company. This is similar to the perspective of Seijaaka and Kaawaase (2014), who state that organizational commitment is a tendency to remain in the organization and identify themselves with the organization; involvement in the organization work roles; willingness to assemble efforts; and willingness to remain in the organization. Crow et al. (2012) also state that organizational commitment is a psychological condition of an individual towards an organization that can be seen from the loyalty level to the organization, internalization of organizational goals, and dedication to the organizational goals.

CCC is a synthesis of organizational commitment concept and customer-centric. Thus, CCC is strength of the emotional attachment, or identification and involvement of people within an organization to implement programs in order to satisfy the customers' needs and desires that guarantee the achievement of the efficiency and effectiveness of marketing activities. Niininen et al. (2007) note that customer-centric management is an activity of capturing and using customer insight to improve the effectiveness of marketing and serve customers in the best way. Customer-centric management (CCM) consists of three processes: (1) collecting and organizing information and individual customer data; (2) using such information to be more effective in achieving the target fulfillment for the existing customers; and (3) allowing customers to customize and personalize services to meet their own needs and preferences. Thus, in order to achieve success in the implementation of CCM, each person within an organization needs to have a strong commitment to implement these three processes. From the perspective of Crow et al. (2012), Seijaaka and Kaawaase (2014), and Fu et al. (2014), the quality of CCC is presented from the extent that people in the organization (1) have a tendency to remain in the organization and identify themselves with the organization to support customer service programs that are effective and efficient; (2) are directly involved in the operational activities for increasing customer satisfaction; (3) are willing to exert efforts in fulfilling consumer needs and desires; (4) consider the problem of consumer focus as their own problem; and (5) constantly discuss customer service issues with other people because they are so important and urgent.

Customer-centric is a company orientation emphasizing the understanding of profitable customer needs and desires in order to guarantee the efficiency and effectiveness of marketing activities (Kaur & Sharma, 2009). Wang and Feng (2012) describe the customer-centric organization system as a determinant of CRM capabilities, including the capability of customer interaction. Knowing that the customer-centric implementation depends on the people who play a role in the organization, the commitment of a strong customer-centric effort will enable the company to interact with customers. Therefore, the third hypothesis proposed is:

H3: CCC positively impacts CIMaC.

Customer-Centric Commitment (CCC) and New Product Performance (NPP)

Some previous studies have shown the relationship of loyalty to the organizations with organizational outcomes such as absence, tardiness, organizational performance, engagement, productivity, satisfaction, customer loyalty, and turnover. These kinds of people not only become members of the organization, but also have a willingness to exert their power for the organization. People who have strong commitment can better contribute to the organization's performance improvement since they consider that the achievement of organizational goals is substantial. Conversely, people with low organizational commitment will have low attention to the achievement of organizational goals and tend to obstruct organizational performance. Commitment is important for companies to improve the competitiveness of the organization and maintain market position (Suliman & Kathairi, 2013). Kuo (2013) demonstrates, in his research, that organizational commitments (sustainable commitment, affective commitment, and normative commitment) are the main driver of organizational performance.

In a customer-oriented company (customer-centric), new product success depends on the commitment of the stakeholders. Customer-centric management requires top management support and organizational commitment to implement CRM. Top management support and organizational commitment are the key factors of the success of CRM implementation in organizational performance enhancement (Chen & Popovich, 2003). Some previous studies also showed that the consumer-oriented company is able to improve the company's performance, including the performance of new products (Appiah-Adu & Singh, 1998; Zhang & Duan, 2010; Pehrsson, 2013). This shows that CCC will determine the organization's performance, including the performance its new products. Therefore, the fourth hypothesis proposed is:

H4: CCC positively impacts NPP.

Customer Interaction Management Capabilities (CIMaC) and New Product Performance (NPP)

Based on the RBV approach, which focuses on the role of resource capabilities in improving business performance and competitive advantage (Barney, 1991;

Peteraf, 1993), the company capabilities in the field of CRM are also able to produce superior performance, including marketing and financial performance (Coltman et al., 2011). Wang and Feng (2012) and Coltman et al. (2011) have proved that CRM capabilities positively influence company performance. These studies show that companies with good CRM will be able to improve performance. Knowing that customer interaction is the basis of CRM, the intensive customer interaction capabilities will be a key driver of new product performance enhancement. Gruner and Homburg (2000) show that customer interaction during particular stages of new product development processes positively impact the success of new products. Collaboration with customers provides information about customer characteristics and is very useful for leaders in improving the success of new products. Good interaction ability with consumers will enable the company to produce new products suited to customer needs. In the development of new products, better CIMaC will determine the success of new products, as every new product which enters the market should be continually introduced and promoted to customers. Therefore, the fifth hypothesis proposed is:

H5: CIMaC positively impacts NPP.

The impact of Customer Interaction Management Capabilities (CIMaC) mediation on the relation of Market Intelligence Quality (MIQ) and Customer-Centric Capabilities (CCC) with New Product Performance (NPP)

This study states that MIQ and CCC's relationship with NPP is likely to be mediated by CIMaC. MI is the most important skill needed to achieve successful new product development. As is well known, MI positively influences corporate performance (Jaworski & Kohli, 1993), including the performance of new products (Moorman, 1995; Cooper & Kleinschmidt, 2000; Carbonell & Escudero, 2010). In the process of new product development, information gathering provides an opportunity for new product development teams to learn, so by the information obtained their decision-making ability will increase (Carbonell & Escudero, 2010), including in term of strategic decisions in the development of customer interaction (Wang & Feng, 2012). Thus, MIQ will enable the company to develop CIMaC, and through CIMaC the company can increase the NPP.

Meanwhile, some earlier studies have shown that the consumer-oriented company is a company that is able to improve the company's performance, including the new product performance (Appiah-Adu & Singh, 1998; Zhang & Duan, 2010; Pehrsson, 2013). Therefore, customer-centric management requires the support of all stakeholders, especially the top management, and an organizational commitment to implement CRM. Stakeholder commitment is needed to guarantee that the company remains focused on customer-centric implementation by continuing the interactive communication with customers (Kaur & Sharma, 2009; Kim et al., 2012). Wang and Feng (2012) describe a customer-centric organization system as an important determinant of CRM capabilities, including customer interaction capability. This shows

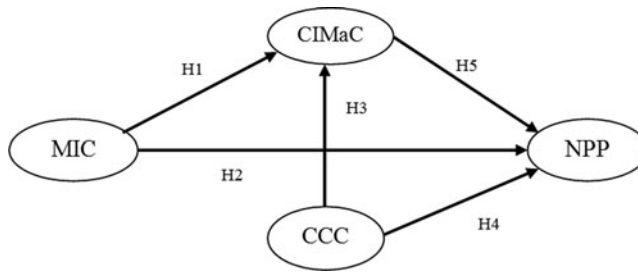


Figure 1. The empirical research design. Note. MIC (Market Intelligence Quality), CIMaC (Customer Interaction Management Capabilities), CCC (Customer-centric Commitment), NPP (New Product Performance).

that the CCC of the people involved in the organization will determine the performance of the organization, including the NPP in it. As CIMaC is part of CRM capabilities, and these capabilities affect the company performance (Coltman et al., 2011; Wang & Feng 2012), it can be said that a better CIMaC will positively impact company performance. This is consistent with Gruner and Homburg's (2000) findings about the positive effects of customer interaction during the particular stages of the new product development process towards the success of new products.

This explanation basically illustrates that CIMaC has potential as a mediation of the relationship between MIQ and CCC with NPP. In addition to having the potential to directly improve the NPP, MIQ and CCC also have the potential to improve the CIMaC, which will be able to strengthen the NPP. Therefore, Hypotheses 6 and 7 are proposed as follows:

H6: CIMaC mediates the relationship between MIQ and NPP.

H7: CIMaC mediates the relationship between CCC and NPP.

The empirical research design is explained in [Figure 1](#).

Method

Research design

A structural equation model (SEM) is used to test the empirical research design, using the data retrieved from micro-retail owners in Central Java, Indonesia. A confirmatory factor model is used to test the multidimensionality of a theoretical construct (construct validity test). In addition, SEM is also used as a comprehensive test tool for a full structural model. The analysis follows some processes recommended by Hair, Black, Babin and Anderson (2010). First, a model of the causality relation track diagram between the constructs as well as its indicators is made. Second, unidimensionality of each construct with confirmatory factor analysis is tested. Third, the equation of a full structural model for indicators that have passed the confirmatory test is estimated. Fourth, the convergence and discriminant validity before moving

to the substantive analysis is discussed. The SEM analysis is performed using software version Amos 22:00.

Sample and procedure

The data are obtained from questionnaires distributed to 300 owners of micro retail fashion. The research focuses on the fashion industry because this industry shows that the level of innovation activity is higher than other creative industries in Indonesia (Department of Trade, Tourism and Creative Industries Indonesia, 2014). Companies with employee ownership of fewer than 20 people are selected based on the criteria of small enterprises in Indonesia with employee ownership less than 20 people (Biro Pusat Statistik, 2014). The questionnaire is accompanied by a signed cover letter which is delivered by workers trained by the owners of micro business fashion retail or by trusted people in managing small enterprises. From the 300 questionnaires distributed, 250 respondents gave their consent to participate in this survey (83.33%). The final evaluation of the questionnaires received indicates that 184 questionnaires (61.33%) were appropriate for data analysis. Selected respondents consisted of 65% male and 35% female; most were married (64.17%), 29.95% were unmarried, and 5.88% were divorced. Their education was high school or earlier 52.41%, 29.95% diploma, and 17.65% Bachelor's degree, and they had a fashion retail business for at least two years.

Variable and indicator

MIQ is modified from the first view of Jaworski et al. (2000), such as the quality of MI generation, MI dissemination, and MI responsiveness, which are obtained from market sense activity. From the three concepts, five items dealing with the quality of consumer information, competitor information quality, dissemination information quality, market information sharing quality, responsiveness, and quality of market information to measure MIQ are developed.

CCC is strength of the emotional attachment, identification and people involvement within an organization to implement programs for the needs and desires of customer satisfaction that guarantee the achievement of the efficiency and effectiveness of marketing activities. Four items of the questionnaire included the willingness to support customer service programs which are effective and efficient; exert maximum effort in satisfying customer needs, consumer focus, and regularly discuss customer service issues were applied to measure the CCC.

CIMaC was adopted from the early perception of Zhang and Feng (2012), which is the company's ability to build an intensive interaction with the customers through customer identification stages, customer acquisition, and retaining profitable customers. Four items of the questionnaire were applied to measure the CIMaC: the ability to acquire loyal customers, communicating with customers, serving customers, and retaining loyal customers.

NPP was adopted from Cooper (1996) and Account et al. (2007), who focused on measuring the success of new product development by employees. Six items were applied to measure this construct, such as the compliance with the expected volume, expected sale result, the level of expected profit, expected ROI, the owner expectations, and the new product contribution to the company's development.

Analysis techniques

This research reports the results of confirmatory factor analysis (CFA) for the complete sample. This study observed 19 indicators (five indicators of MIQ, four indicators of CCC, four indicators of CIMaC, and six indicator of NPP) to obtain 19 values of loading factor (λ_1 – λ_{19}) that are relevant. In accordance with the existing provisions in AMOS, loading factor for all latent variables observed has a good validity if it has a value above 0.5. Furthermore, all of the latent constructions are allowed to correlate so that the relationship between them can be evaluated. This research reports the good results of goodness-of-fit index testing because it produces the criteria recommended by SEM (χ^2 165.218, p -value 0.132, 0.905 GFI, AGF 0876, 0837 TLI, and RMSEA 0.027). Unless the AGF and TLI index is lower than recommended (<0.90), the other is in conformity with the criteria recommended. χ^2 165.218 yield 0.132 p -value not significant at α 0.05, GFI >0.9 , and RMSEA less than 0.05 are the criteria recommended in the SEM. This indicates that the model recommended is fit or eligible to examine the relationship among variables. To prove the CIMaC mediation, a Sobel Test is used.

Discriminant validity test

High construct reliability demonstrates the internal consistencies, which means that the indicator consistently represents the same latent constructs (Hair et al., 2010). This research used construct reliability (CR) and average variance extracted (AVE) to measure the internal consistency of the indicators used. The CR value is bigger than 0.7 for CCC, MIQ, and CIMaC, and it almost reaches 0.7 for the NPP, thus the AVE value that is bigger than the value of intercorrelation showed that each construct has good discriminant validity (See Table 1). Undimensional was assessed by

Table 1. Descriptive, all = 184; intercorrelation, CR, and AVE.

Path	CR	Inter-correlation (C)			
		Average Variance Extracted (AVE) in bold			
		CCC	MIQ	CIMaC	NPP
CCC	0.863	0.930			
MIQ	0.862	0.826	0.928		
CIMaC	0.881	0.849	0.855	0.939	
NPP	0.652	0.793	0.906	0.872	0.958

CCC = Customer Centric Commitment; MIQ = Market Intelligence Quality.
CIMaC = Customer Interaction Management Capability; NPP = New Product Performance.

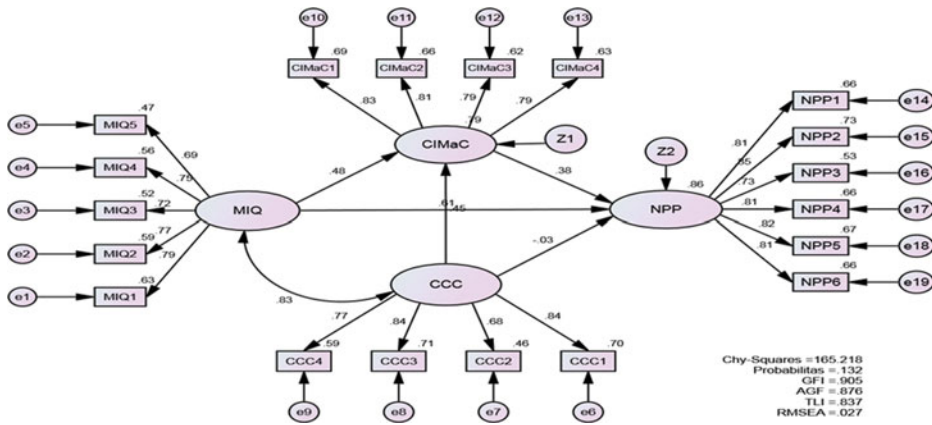


Figure 2. The empirical design testing result.

Table 2. Parameter estimates for the path: direct effects.

	Estimate	S.E.	C.R.	P
MIQ → CIMaC	0.483	0.126	3.643	**
CCC → CIMaC	0.45	0.116	3.527	**
MIQ → NPP	0.61	0.139	4.025	**
CIMaC → NPP	0.377	0.142	2.543	0.011*
CCC → NPP	-0.031	0.111	-0.244	0.807

Note:
 * $p < 0.05$; ** $p < 0.01$.

examining standardized maximum likelihood estimation estimates loading factor, which exceeds 0.5 or better than 0.6 (Hair et al., 2010).

The direct effect result shows that there is a significant positive effect of MIC towards CIMaC (Beta = 0.483, t-value = 3.643, $p < 0.01$), CCC towards CIMaC (Beta = 0.45, t-value = 3.527, $p < 0.01$), MIQ towards NPP (Beta = 0.61, t-value = 4.025, $p < 0.01$), and CIMaC towards NPP (Beta = 0.377, t-value = 2.543, $p < 0.05$). On the other hand, CIMaC does not influence the NPP (Beta = -0.031, t-value = 0.111, $p > 0.05$). This shows that H1, H2, H3, and H4 are accepted, while H5 is rejected (see Figure 2 and Table 2).

This research aims to examine if CIMaC plays a mediation role in the relationship between MIQ and CCC with NPP. Dealing with H6 and H7, through the Sobel Test, both antecedents influence the NPP through CIMaC. Moreover, CIMaC plays a role in maximum mediation in the relationship between MIQ and NPP (indirect effect: Beta = 0.182, t-value = 2.183, $p < 0,05$). In addition, CIMaC also mediated the relation between CCC and NPP (indirect effect: Beta = 0.170, t-value = 2.183, $p < 0,05$). Therefore, H6 and H7 are accepted (see Table 3).

Table 3. Parameter estimates for the path: indirect effects (Sobel Test).

Path	Beta	S.E.	C.R.	P
MIQ → CIMaC → NPP	0.182	0.083	2.183	0.029*
CCC → CIMaC → NPP	0.170	0.077	2.183	0.028*

Note:
 * $p < 0.05$.

Discussion

This study aims to investigate the relationship of MIQ and CCC with CIMAC and NPP, as well as the mediation role of MIQ in the relations of CIMAC and CCC with NPP. This study has proved how important the role of CIMAC is for companies in the fashion industry with the following characteristics: short life cycle, unstable demand, low predictability, and high level of impulse purchasing (Christopher et al., 2004). CIMAC has become a convincing mediator in the relationship of MIQ and CCC with NPP. At least, this study has given a new reference for a solution to the controversy over the relationship between market intelligence and customer-centric with new product performance. The result of this research has confirmed the role of external and internal factors in strengthening CIMaC. The external factors are derived from the quality of the information obtained from competitors and customers, such as market information quality, while the internal factors are derived from the commitment of the owners, leaders, and employees to focus on customer satisfaction. As an external driver of CIMaC, market information quality occurs when a company has a strong market orientation culture. Meanwhile, as an internal driver of CIMaC, CCC arises in the form of a company's orientation and commitment to understanding the needs and desires of profitable customers, so the efficiency and effectiveness of marketing activities are guaranteed (Kaur & Sharma, 2009).

The result of this study is in accordance with the perspectives of Narver and Slater (1990), Garcia and Calantone (2002) and Gellynck et al. (2012) that market information collection will continuously help companies in identifying customer needs, and this knowledge will positively impact company performance. According to Zimmerer and Scarborough (1998), the secret of success in marketing is to recognize who the customers of the company are, what they need, how big their demand is, and what they desire, before competitors meet their needs, demands, and desires. Rich customer knowledge becomes an important resource for building interaction capabilities with customers. In another definition, the quality of market information will allow the company to interact with customers. Therefore, it is not surprising that the market intelligence quality becomes an important driver for the formation of customer interaction capabilities and the improvement of new product performance.

In fact, micro-enterprises are more effective than large companies in developing and maintaining long-term relationships with customers, so that they can re-shop (Zimmerer & Scarborough, 1998). Micro-enterprises can serve a narrow target market effectively and efficiently and achieve an excellence in market. The special advantages can be a close relationship with the customer, personal attention, focus on service, and flexibility in management and organizations (Zimmerer & Scarborough, 1998). The main customer focus means engaging customer-centric management which is more serious, so it will continually deliver superior value for selected customers. Knowing that the customer-centric implementation depends on the people who play a role in the organization, the commitment of a strong customer-centric focus will enable the company to interact with customers.

Slightly different from the research of Wang and Feng (2012), which shows that the CRM capabilities affect company performance, this study analyzes more specifically the CRM capabilities, the customer interaction capabilities, and its relation with the company performance. Through effective management of customer interactions, enterprises will obtain customer data as a main contact for service satisfaction (Lamb et al., 2010). The enhancement of customer interaction capabilities will impact company performance (Day, 1994; Morgan et al., 2009; Wang & Feng, 2012).

One thing that is different from other studies is that this research found that the CCC does not directly affect new product performance. This may occur when the stakeholders are willing to effectively and efficiently support the programs of consumer services; are directly involved in the operational activities of customer satisfaction development; are willing to exert maximum effort in satisfying customer needs; and are willing to regularly discuss customer service issues that are not sensitive to new product performance. In a very dynamic fashion industry, each entrepreneur needs continual intensive interaction to ensure that customers are following the new mode. Without interaction ability, it is very difficult for micro-entrepreneurs to improve their business performance. Therefore, a company with a strong commitment to customer-centric focus and is able to boost the capability of customer interaction has the potential to improve new product performance.

According to the overall analysis of the structural model, MIQ directly impacts CIMaC and NPP, while CCC only directly impacts CIMaC but has no effect on NPP. CCC does not directly affect the new product performance through CIMaC. In particular, the market intelligence quality contributes to customer interaction capabilities, which in turn can improve new product performance. Consistent with the research of Wang and Feng (2012), this study further confirms the mediating role of CIMaC in the relationship between the market intelligence quality and business performance, which was ignored in the studies of Toften and Ottar Olsen (2003), Chao and Spillan (2010), Haverila and Ashill (2011), Trainor et al. (2013), and Sanuri Mohd Mokhtar (2013).

Limitations and research agenda

Some previous researchers have put the capabilities of CRM as a variable mediating the orientation of customer relations, customer-centric organizational system, and CRM technology with the company performance. This research more specifically puts the market intelligence as part of a market orientation, customer-centric commitment as part of a customer-centric organizational system, customer interaction capabilities as part of CRM capabilities, and new product performance as part of the company performance. Meanwhile, in-depth research on other dimensions of the research of Wang and Feng (2012), such as CRM technology, customer relationship upgrading capabilities, and customer win-back capabilities in relation to the company performance, still need to be done. In the future, testing on the other mediation variables from the relationship of market intelligence and

customer-centric commitment with NPP, such as customer relationship upgrading capabilities and customer win-back capabilities (Wang & Feng, 2012), innovation speed (Carbonel, 2010), new product development capability (Trainor et al., 2013), or organizational knowledge (Toften & Ottar Olsen, 2003), is still necessary for marketing management knowledge development.

Some previous studies have put a variable in the internal context which moderates the market intelligence relationship to the new product performance, such as the innovation speed (Carbonel, 2010), product excellence (Langerak et al., 2004), innovation performance (Bodlaj, 2010), and competitive advantage (Porter, 1985; Zhou et al., 2009). Meanwhile, the placement of variables such as external context, market and sustainable competence, the intensity of competition and market growth play a moderator role in the relationship between market intelligence (in the context of market orientation) and business performance. The conclusions of the previous studies are inconsistent. External variables can be used to add to the model of this research and examine its impact on the relationship between MIQ and NPP. In addition, the types of business strategies also affect the impact of market orientation relations on business performance. Therefore, future studies can focus on the type of business strategy in the model of this research to examine the relationship between MIC and CCC towards NPP.

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