

# Marketing Strategy Improvisation: Antecedent and Moderator

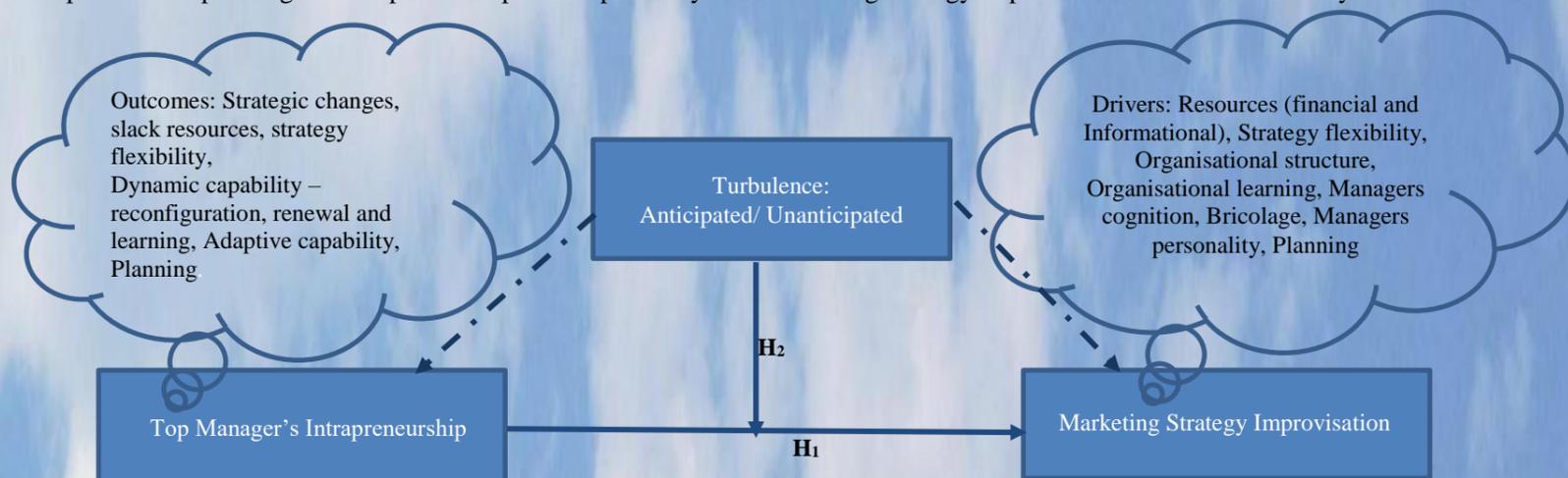
## Abstract:

Marketing strategy improvisation is the spontaneous and creative decision made in response to exigencies. Business environmental turbulence are responsible for exigencies. These turbulences includes environmental dynamism, competition intensity, government regulations and industry complexities which raises the need for organisation to act and improvise strategies. Anticipated exigency such as demand for a product pose as an opportunity when firms are certain of consumers demand.

Anticipated turbulence gives room for planning. Been able to plan helps managers to provide for slack resources and have access to diverse information. Also, marketing planning involves vertical and horizontal integration. This integration helps firms proffer alternative solutions proactively, thus enhance strategy spontaneity and creativity in the event of turbulence.

In retrospect, unanticipated turbulence is “unprepared for”. It necessitates fear and pose as a threat to firm performance which may makes it difficult to improvise on one hand but also necessitate the need to improvise on another. Moreover, not all consumer demand can be anticipated for, since there are other factors that affect consumer demand that firms may not have access to, such as; negative word of mouth, loss of job, income reduction and competitors action. The ability of Marketing Mangers (MMs) to make spontaneous and creative decision (i.e improvisation) would enhance responsiveness. However, improvisation is risky and costly and if not employed could lead to loss of market shares and reduced financial performance. Also, improvisation requires strategy flexibility influenced by TMs cognitions and Organisational Structure.

TMs support enhances strategy implementation and facilitates employees’ sense making of change. Top managers’ cognition and experience precedes the organisational structure which influences how decisions are made and quality of decision made. Intrapreneurship is an organisational capability that indicates the top managers’ ability to instigate proactivity, risk taking and innovation. These qualities are revealed in managerial supports, the extent of explicit information or guidelines given to middle managers, the top managers’ sponsorship ability and the extent to which entrepreneurial attitudes are encouraged. Using a survey of UK manufacturing firms; the study intend to prove that top managers’ intrapreneurship relates positively with marketing strategy improvisation and moderated by environmental turbulence.



**Aim: To help organisations identify possible solutions to exigencies during turbulent times.**

## Research Questions:

- What is the relevance of marketing strategy improvisation?
- What kind of turbulence facilitate marketing strategy improvisation?
- What is the impact of top managers Intrapreneurship on marketing strategy improvisation?

## Literature Reviews:

1. Organisations cannot anticipate for all contingencies and therefore may find it difficult to make spontaneous decisions.
2. Responding to unanticipated exigencies is expensive, a trial and error process is not a guarantee for profitability.
3. Unanticipated event require an immediate reaction, if not reacted to deter firms from achieving implementation outcomes.
4. Improvising strategy require expertise, resources and cognitive capability, which may not be readily available due to unpreparedness.
5. Improvisation enhance market performance (e.g. sales) by providing avenue for firms to meet consumers demand changes
6. Top managers are important in setting the tone for culture and structure of the organisation which influences decision process and quality
7. Intrapreneurship involves transformational leadership, bricolage activities of employees, the ability to take risk and be innovative.

## Research Hypothesis

Hypothesis 1: Top manager's Intrapreneurship is positively related to marketing strategy improvisation.

Hypothesis 2: The positive relationship between top manager's intrapreneurship and marketing strategy improvisation can be negatively/positively moderated with unanticipated/anticipated turbulence.

## Definition of Themes:

Unanticipated/ Anticipated Turbulence: It is the inability/ ability of firms to predict environmental changes and the inaccessibility/ accessibility of information to predict environmental changes (Qian et al. 2013).

Marketing Strategy Improvisation: A spontaneous and creative decision made in response to a threat and in order to seize opportunities (Hodgkinson, et al. 2016; Nemkova, et al. 2015)

Intrapreneurship: The leadership quality and ability to instigate proactiveness, risk taking and innovation within the organisation (Nasution and Mavondo, 2008; Kuratko, et al. 1990)

## Theory:

Decision making theory  
Upper Echelon theory

## Method

Mixed Method  
Survey of top managers and middle managers in UK manufacturing firms.

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