

Market Knowledge and Responsiveness to Competitors Its Influence on Marketing Agility Mediated by Market Turmoil Variables (Case Study on Tile Producer MSMEs in Kebumen Regency)

Tiyan Fatkhurrokhman¹, Najmudin², Sudarto³

¹ Management programme of Muhammadiyah Gombong University

^{1,2,3} Jenderal Soedirman University

Abstract

This research aims to study the influence of market knowledge and responsiveness to competitors on marketing agility on MSMEs producers of strawberries in Kebumen district, as well as the role of market agitation mediation in the relationship. This research uses a quantitative method with a questionnaire distributed to the owner of MSMEs genteng in Kebumen district. The data obtained was analyzed using SPSS software to test the hypothesis put forward. Research data is obtained from questionnaires designed to gather information related to market knowledge, competitor responsiveness, marketing agility, and market turmoil. The respondents consisted of the owner of MSMEs producer of strawberries in Kebumen district. Research has shown that market knowledge and responsiveness to competitors have a significant influence on marketing agility. MSMEs with market knowledge and high responsiveness are better able to adapt and make quick decisions in the face of market dynamics, improving their marketing agility.

Key words: market knowledge, competitor responsiveness, marketing agility, market turmoil.

INTRODUCTION

Micro, small and medium enterprises (MSMEs) plays a vital role in the local and national economies, contributing significantly to job creation and a more equitable distribution of income. In Indonesia, MSMEs accounts for more than 60% of Gross Domestic Product (GDP) and provides more than 90% of jobs. (Tambunan, 2019). One of the important MSMEs sectors in Kebumen district is the milling industry, which has a strategic

role in supporting the local economy. This industry not only creates jobs but also improves the well-being of the people through revenues derived from the production and sale of strawberries.

The straw market in Kebumen district is facing complex dynamics, including fluctuations in demand and tight competition. This dynamic forces manufacturers to keep adapting to remain competitive. The ability to understand market changes and respond to competitor actions is key in improving and enhancing their market positions (Day, 2011). Adequate market knowledge allows MSMEs to identify opportunities and threats more quickly and accurately, while responsiveness to competitors helps them adopt more effective strategies in dynamic competition.

In this context, marketing agility becomes crucial. Marketing agility refers to an organization's ability to respond to market changes quickly and effectively, which in turn can improve business performance. (Tallon et al., 2019). Factors such as market knowledge and responsiveness to competitors greatly influence marketing agility. Comprehensive market knowledge allows MSMEs to make more informed decisions, while responsiveness to competitors allows them to quickly adapt marketing strategies to changing market conditions. (Shams et al., 2020).

The performance of MSMEs mill producers in Kebumen district shows significant variation, reflecting gaps in adaptation and response to market changes. Field observations show that some MSMEs are able to adapt quickly to market dynamics, while others lag behind in facing similar challenges. One of the main factors affecting these performance differences is the level of market knowledge each MSMEs possesses as well as their ability to respond to competitor actions (Rauch et al., 2016). Inadequate market knowledge and slow response to competitors impede MSMEs in adjusting their business strategy, which in turn affects their resilience and growth.

When the market is fluctuating, MSMEs with solid market knowledge and high responsiveness tend to take quick and accurate action, thus being able to take advantage of opportunities and reduce risks. However, for MSMEs who do not have sufficient market awareness and low responsivity, market turmoil can cause confusion and delays in decision-making, which negatively affect their performance. (Boso et al., 2017).

LITERATURE ANALYSIS AND METHODOLOGY

The lack of marketing agility has become one of the main causes of performance gaps among MSMEs manufacturers of strawberries in Kebumen. Marketing agility, which includes the ability to respond to market changes quickly and efficiently, is vital in the context of dynamic competition and turbulent markets. (Weber & Tarba, 2014). Research shows that

MSMEs with low levels of marketing agility have difficulty in adjusting their marketing strategy to changing market conditions, which ultimately impedes their business performance. Therefore, it is important to examine the factors that influence marketing agility, including market knowledge and responsiveness to competitors, in order to identify steps that can be taken to improve MSMEs performance in this sector.

Previous research has shown that market knowledge has a positive influence on marketing agility. For example, research by Nguyen et al. (2019) found that comprehensive market knowledge allows companies to be more flexible and fast in responding to market changes, thereby improving marketing agility. In addition, responsiveness to competitors has also been shown to strengthen marketing agility. According to research by Kim and Lee (2020), the ability of companies to monitor and respond to competitor actions quickly and accurately can improve their ability to adapt to market dynamics. Another study by Ahmad et al. (2021) revealed that market turmoil can affect market knowledge and responsiveness to competitors, strengthening the relationship between these factors and marketing agility.

Other studies show that market knowledge does not always have a significant influence on marketing agility in a particular context. Research by Chen and Jaw (2017) shows that in a very stable industry, high market knowledge is not automatically translated into marketing agility. Another study by Davis et al. (2020) concluded that market knowledge and responsiveness to competitors are not always affected by market turmoil, depending on industry characteristics and organizational context.

Differences from previous research suggest other factors that may mediate the relationship between market knowledge, competitive responsiveness, and marketing agility. One of the significant research gaps is the lack of studies that include market turbulence variables as mediators. Although some studies have explored the direct influence of market knowledge and responsiveness on competitors, not many have investigated how market turmoil can mediate these relationships, especially in the context of MSMEs manufacturers. This study aims to fill the gap by studying the role of market agitation mediation in the relationship between market knowledge, competitor response, and marketing agility.

This research aims to study the influence of market knowledge on marketing agility on MSMEs producers of strawberries in Kebumen district. Market knowledge, which includes an in-depth understanding of customer needs, market trends, and competitor behavior, is considered a key factor in improving market agility. (Cao et al., 2018). In addition, the study will also explore the influence of competitor responsiveness on marketing agility. Responsiveness to competitors reflects a company's ability to respond quickly to competitor

actions and strategies, which can improve adaptability and flexibility in marketing strategies. (Lee et al., 2020).

This study will examine the role of market turmoil as a mediating variable in the relationship between market knowledge, competitor responsiveness, and marketing agility. Market turmoils, which are characterized by rapid and unexpected changes in the market environment, can affect how market knowledge and competitor response are translated into actions that enhance market agility (Fang et al., 2021). Thus, the study aims to provide a deeper insight into the mechanisms underlying this relationship and offer practical guidance to MSMEs strawberry producers in Kebumen district to improve their marketing agility in the face of changing market dynamics.

The novelty of this research lies in the use of market agility variables as a mediator, which offers a new perspective in understanding how market knowledge and responsiveness to competitors influence marketing agility. Previous studies have investigated the direct influence of market information and competitor response to marketing agility, but not much has been studied on the role of market Agility mediation in this relationship. This study will fill the gap by investigating how market agitation, as a dynamic and unexpected external factor, can mediate the relationship between market knowledge, competitor responsiveness, and marketing agility. (Chen et al., 2020).

The research focuses on a case study of MSMEs producers of strawberries in Kebumen district, which provides more specific and relevant contextual insights for local decision-making. This geographical and industry-specific context allows research to dig deeper into the unique characteristics of MSMEs in this sector, which are often overlooked in more general research. (Agyapong et al., 2018). Thus, the results of this research not only enrich the literature on marketing agility but also provide practical recommendations that MSMEs in Kebumen district can implement to improve their marketing agility in the face of turbulent market dynamics.

The practical implications of this study are very significant. The research results are expected to provide guidance for MSMEs in Kebumen district in developing more adaptive and responsive strategies to market changes. Knowledge about how market turmoil affects the relationship between market knowledge, responsiveness to competitors, and marketing agility will help MSMEs to design more effective and efficient business strategies, thereby improving their competitiveness and performance in the long term. (Xie et al., 2019).

Thus the hypothesis in this study is as follows:

H1: Market knowledge has a significant positive effect on the Market turmoil of MSME tile producers in Kebumen Regency.

H2: Responsiveness to competitors has a significant positive effect on the market turmoil of tile producer MSMEs in Kebumen Regency.

H3: Market knowledge has a significant positive effect on the Marketing Agility of tile producer MSMEs in Kebumen Regency.

H4: Responsiveness to competitors has a significant positive effect on the Marketing Agility of tile producer MSMEs in Kebumen Regency.

H5: Market turmoil mediates the relationship between market knowledge and marketing agility of tile producer MSMEs in Kebumen Regency. Indicators

The research method used in this study is the quantitative method, in which data is obtained through questionnaires distributed to respondents who are owners of micro, small and medium-sized enterprises (MSMEs) Handicrafts in the district of Kebumen. These questionnaires are distributed online using the Google Forms platform, which allows for efficient data collection and easier access to different geographical locations. Questions in questionnaires are designed to gather relevant information related to research topics, including variables related to Market Knowledge, Competitor Responsiveness, Marketing Agility, and Market Disruption at MSMEs perajin Genteng in Kebumen district. After data is collected, data management and analysis is carried out using Statistical Package for the Social Sciences software. (SPSS).

RESEARCH AND RESULTS

This validity test is used to evaluate the legality and validity of a questionnaire. A questionnaire is considered valid if the question can explain what is meant to be measured. The validity test results are shown in the following table:

Table 1 Validity Test Results

Variable	Statement	Pearson Correlation	Say.	Information
Market Knowledge	PP1	0,797	0,000	Valid
	PP2	0,802	0,000	Valid
	PP3	0,788	0,000	Valid
	PP4	0,713	0,000	Valid
Responsiveness to Competitors	RTK1	0,737	0,000	Valid
	RTK2	0,765	0,000	Valid
	RTK3	0,664	0,000	Valid
	RTK4	0,737	0,000	Valid

	RTK5	0,716	0,000	Valid
	RTK6	0,617	0,000	Valid
Marketing Agil- ity	MA1	0,774	0,000	Valid
	MA2	0,854	0,000	Valid
	MA3	0,707	0,000	Valid
Market turmoil	GP1	0,614	0,000	Valid
	GP2	0,760	0,000	Valid
	GP3	0,756	0,000	Valid
	GP4	0,704	0,000	Valid

Source: SPSS Output Results

All statement items—Market Knowledge, Competitor Responsiveness, and Market turmoil , and Marketing Agility—are valid, as shown in Table 14 above. This is because the statement item has an overall significance value below 0.05

Reliability Test

This test is used to measure the questionnaire, which serves as an indicator for each of the research variables. The results of the reliability test of this study are as follows:

Table 2 Reliability Test Results

Variable	Cronbach Alpha	Information
Market Knowledge (PP)	0,808	Reliable
Responsiveness to Competi- tors (RTK)	0,777	Reliable
Marketing Agility (MA)	0,817	Reliable
Market turmoil (GP)	0,778	Reliable

Source: SPSS Output Results

Table 15 shows that the statements found in this questionnaire have a Cronbach alpha value greater than 0.7, which indicates that statements related to the variables of Market Knowledge, Responsiveness to Competitors, and Market turmoil , as well as Marketing Agility, are trustworthy and can be used in the study.

Classical Assumption Test

Normality Test

The normality test is used to determine whether independent and dependent variables have a normal distribution. The regression model satisfies the assumption of data normality when the data is scattered around the diagonal line and follows the direction of the diagonal line. The results of the normality test of the following research:

Table 3
Sub-Structure Normality Test Results 1
One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		100
Normal Parameters ^{a,b}	Stone	0,0000000
	Std.	
	Deviation	0,32419008
Most Extreme	Absolute	0,113
Differences	Positive	0,073
	Negative	-0,113
Test Statistic		1,126
Asymp. Sig. (2-tailed)		0,158c

a. Test distribution is Normal

b. Calculated from data

Source: SPSS Output Results

Table 16 above shows that the Asymp sig (2-tailed) value is 0.158. The results are in accordance with the provisions, so it can be concluded that the data from substructure 1 is normally distributed and can be used in this study.

Table 4 Sub-Structure Normality Test Results 2
One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		100
Normal Parameters ^{a,b}	Stone	0,0000000
	Std.	
	Deviation	0,16748728
Most Extreme	Absolute	0,048

Differences	Positive	0,048
	Negative	-0,043
Test Statistic		0,480
Asymp. Sig. (2-tailed)		0,975c

- a. Test distribution is Normal
- b. Calculated from data
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: SPSS Output Results

Table 17 above shows that the Asymp sig (2-tailed) value is 0.975. The results are in accordance with the provisions, so it can be concluded that the data in substructure 2 are normally distributed and can be used in this study.

Normal P-P Plot Regression Standardized Residual
Variable Department: Market turmoil (GP)

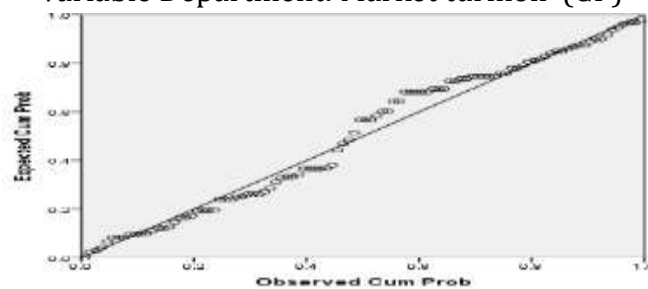


Figure 1 Sub-structure normality test graph 1

Source: SPSS Output Results

Normal P-P Plot Regression Standardized Residual
Departemen Variable : Marketing Agility (MA)

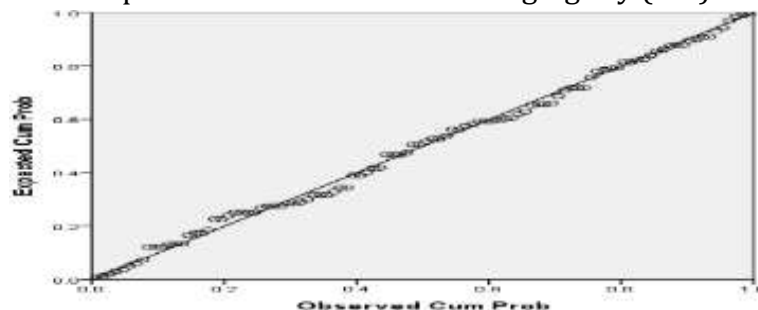


Figure 2 Sub-Structure Normality Test Chart 2

Source: SPSS Output Results

The results of normality testing in Substructure 1 and Substructure 2 with the graph approach above show that the data is distributed normally or close to normal. This is indicated by the fact that the points in the distribution drawing spread out or approaching around the diagonal line, and the unidirectional points spread out along the diagonal line.

Multicollinearity Test

In the regression model used in this study, there is no multicollinearity problem if the VIF value is less than 10 and the Tolerance value is also less than 1.

Table 5 Results of Sub-Structure Multicollinearity Test 1

Variable	BRIGHT	Tolerance	Information
Market turmoil (GP)	1,860	0,537	Free of Multicolinearity
Marketing Agility (MA)	1,860	0,537	Free of Multicolinearity

a. Dependent Variable: Gejolak Pass (CM)

Source: SPSS Output Results

Table 6 Results of Sub-Structure Multicollinearity Test 2

Variable	VIF	Tolerance	Information
Market Knowledge (P)	2,164	0,462	Free of Multicolinearity
Responsiveness to Competitors (KR)	2,421	0,413	Free of Multicolinearity
Market turmoil (CM)	2,426	0,412	Free of Multicolinearity

a. Dependent Variable: Marketing Agility (KP)

Source: SPSS Output Results

Tables 18 and 19 above show that there is no multicollinearity if each variable has a Tolerance value that is not close to 1 and a VIF value that is less than 10.

Heteroscedasticity Test

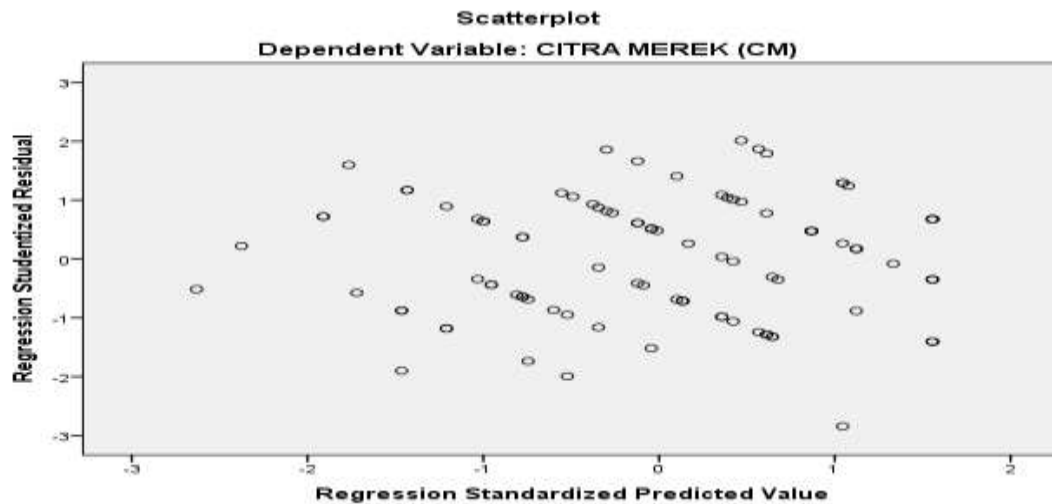


Figure 3

Sub-Structure Heteroscedasticity Test Graph 1 Source: SPSS Output Results
Appendix 3 (Processed)

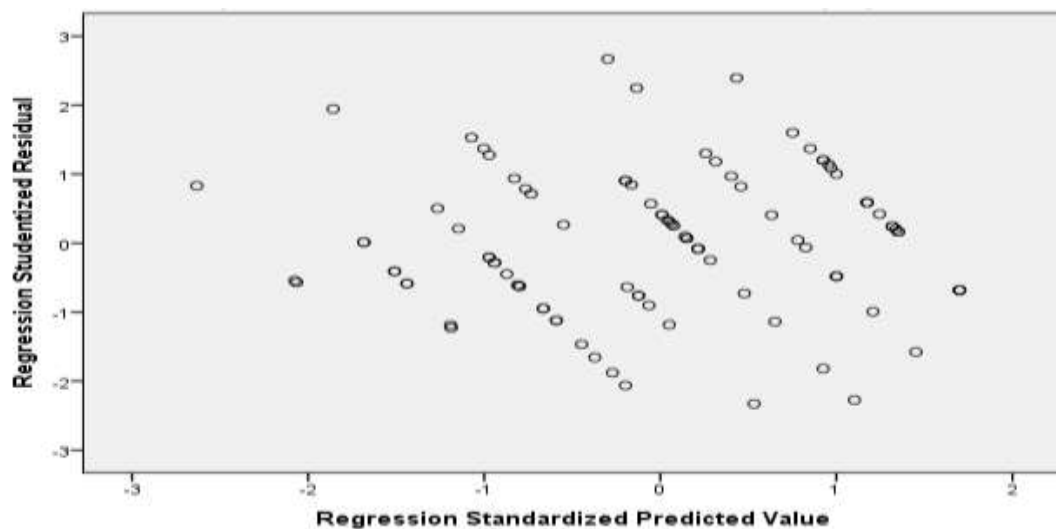


Figure 4 Sub-Structure Heteroscedasticity Test Graph 2

Source: SPSS Output Results

In figures 6 and 7 above, the dots are scattered randomly and do not form a clear pattern. Since the dots are scattered above and below the 0 and Y lines, it can be concluded that substructures 1 and 2 are not subject to heteroscedasticity disturbances.

Model Feasibility Test

Test F

Table 7 F Model 1 Test Results ANOVA

Model		Sum of Squares	DF	Mean Square	F	Say.
	Regression	14,838	2	7,419	69,162	0,000b
1	Residual	10,405	97	0,107		
	Total	25,242	99			

a. Predictors: (Constant), Market Knowledge, Responsiveness to Competitors, Market turmoil

b. Dependent Variable: Marketing Agility

Source: SPSS Output Results

Table 21 shows that the significance value of the F test in model 2 is 0.000 or < 0.05 , which shows that the influence of the variables Market Knowledge, Responsiveness to Competitors, and Market turmoil simultaneously (simultaneously) has a significant effect on Marketing Agility. These results show that the level of Market Knowledge, Responsiveness to Competitors, and Market turmoil of MSME Tile Producers in Kebumen Regency greatly affect the level of Marketing Agility.

Test Coefficient of Determination (R²)

The value of the determination coefficient ranges between zero and one. The following table shows the results of the determination coefficient (R²) test of the regression model:

Table 9 Model 1 Determination Coefficients
Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,767a	0,588	0,579	0,32752

a. Dependent Variable: Gejolak Pass

Predictors: (Constant), Market Knowledge, Responsiveness to Competitors

Source: SPSS Ouput Results

From table 20, we can see that the value of R square (R²) for regression model 1 is 0.588, or 58.8%, which shows that the variables Market Knowledge and Responsiveness to Competitors provide 58.8% of the change in the Market turmoil variable. Other variables not studied in this study provided 41.2 percent of the total.

Table 10 Model 2 Determination Coefficients

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0,924a	0,853	0,849	0,17008

a. Dependent Variable: Marketing Agility

b. Predictors: (Constant), Market Knowledge, Responsiveness to Competitors, Market turmoil
Source: SPSS Output Results

Table 21 shows the R square (R²) value for regression model 2 of 0.853, or 85.3% of the change in the Marketing Agility variable. This shows that the variables Market Knowledge, Responsiveness to Competitors, and Market turmoil provide 85.3% of the change in the Marketing Agility variable, and other variables not studied in this study provide 14.7% of the remainder.

Hypothesis Testing

Table 11 Test Results

Hipotesis	Variable	T	Say.	Information
1	Market Knowledge → Market turmoil	3,980	0,000	Significant
2	Responsiveness to Competitors → Market turmoil	5,407	0,000	Significant
3	Market Knowledge → Marketing Agility	5,057	0,000	Significant
4	Responsiveness to Competitors → Marketing Agility	3,169	0,002	Significant
5	Market Turmoil → Marketing Agility	8,857	0,000	Significant

Source: SPSS Output Results

The results of the research hypothesis testing shown in the table above, will be explained in the following order:

- Hypothesis Testing 1: The Influence of Market Knowledge on Market turmoil
- With the criteria in the t-test formulation, if the significant value of 0.000 is less than 0.05, then the significant value can be obtained based on the results of the test above. Therefore, it can be concluded that H1 is accepted and that the Market turmoil Market Knowledge variable is significant and has a positive impact.

- c. Hypothesis Testing 2: The Effect of Responsiveness to Competitors on Market turmoil : Based on the results of the above test, a significant value of 0.000 can be obtained with the criteria in the t-test formulation if the significant value of 0.000 is less than 0.05. Therefore, it can be concluded that H2 is accepted, and the Responsiveness to Competitors variable towards the brand image proves to be significant and has a positive impact.
- d. Hypothesis 3 Testing: The Influence of Market Knowledge on Marketing Agility: Based on the results of the above test, a significant value of 0.000 can be obtained with the criteria in the t-test formulation that the significant value of 0.000 is less than 0.05. Therefore, it can be concluded that H3 is accepted and the Market Knowledge variable is proven to be significant and has a positive effect on Marketing Agility.
- e. Hypothesis 4 Testing: The Effect of Responsiveness on Competitors on Marketing Agility: The results of the above test show that a significant value of 0.002 can be obtained, with the criterion in the t-test formulation that the significant value of 0.000 is less than 0.05. Thus, it can be concluded that H4 is accepted, and the Responsiveness to Competitors variable has a significant and positive influence on Marketing Agility.
- f. Hypothesis Testing 5: The Effect of Market turmoil on Marketing Agility: Based on the results of the above test, a significant value of 0.000 can be obtained with the criteria in the t-test formulation that the significant value of 0.000 is less than 0.05. Therefore, it can be concluded that H5 is accepted and the Market turmoil variable is proven to be significant and has a positive effect on Marketing Agility.

Sobel Test

Table 12 Results of Indirect Influence Testing (*Sobel Test*)

Independent Variables	Variable intervention	Dependent Variables	Influence Indirect	Sat	Z	Information
Market Knowledge		Results Purchase	0,1845	0,0510	3,6154	Significant
	Market turmoil					
Quality Product		Results Purchase	0,2368	0,0517	4,5788	Significant

Source: SPSS Output Results

According to table 25, the Market Knowledge variable has a Z value of 3.6154 greater than 1.96 with a significance level of 0.05 and an indirect influence of 0.1845. Therefore, the mediation coefficient is significant, which indicates that there is a mediation effect, which

means that Market turmoil mediates the influence of Market Knowledge on Marketing Agility. Therefore, it can be concluded that Market turmoil mediates the influence of Market Knowledge on the Furthermore, the Responsiveness to Competitors variable has a Z value of 4.5788, which is greater than 1.96, with a significance level of 0.05 and an indirect influence of 0.2368. Thus, the mediation coefficient is significant, which indicates that there is a mediation effect, which means that Market turmoil mediates the effect of Responsiveness to Competitors on Marketing Agility. Thus, it can be concluded that Market turmoil mediates the influence of Responsiveness to Competitors on Marketing Agility.

CONCLUSION AND RECOMMENDATIONS

The Effect of Market Knowledge on Market turmoil

The results show that the Market Knowledge variable has a significant influence on Market turmoil directly, with a value of sig. by 0.354 and the value of Sig. $0.000 < 0.05$. This relationship shows that Market Knowledge has a significant influence on Market turmoil .

The Effect of Responsiveness to Competitors on Market turmoil

The results showed that the Responsiveness to Competitors variable had a significant influence on Market turmoil , with a significant value of 0.481 and a Sig. value of $0.000 < 0.05$. This shows that Responsiveness to Competitors has a significant influence on Market turmoil .

The Effect of Market Knowledge on Marketing Agility

The results show that the Market Knowledge variable has a significant result and has a positive impact on the Marketing Agility variable directly, with a Sig. value of 0.291, which shows that the relationship shows that Market Knowledge affects Marketing Agility significantly.

The Effect of Competitor Responsiveness on Marketing Agility

The test results showed that the Responsiveness to Competitors variable had significant results and had a positive impact on the Marketing Agility variable directly, with a Sig. value of 0.193 and a Sig. value of $0.002 < 0.05$, which shows that Responsiveness to Competitors has a significant influence on Marketing Agility.

The Effect of Market turmoil on Marketing Agility

The results show that the Market turmoil variable has a significant value and has a positive impact on the Marketing Agility variable directly, with a Sig. value of 0.540, which

shows that the relationship shows that Responsiveness to Competitors affects Marketing Agility significantly.

The Effect of Market Knowledge on Marketing Agility Mediated by Market turmoil

The results of the study show that Market turmoil affects Marketing Agility indirectly. The results of the sobel test show that Market turmoil significantly mediates direct influence, with a Z value of 3.6154 greater than 1.96. The amount of direct influence of Market Knowledge on Marketing Agility is greater than the amount of indirect influence of single Market Knowledge.

The Effect of Responsiveness to Competitors on Marketing Agility Mediated by Market turmoil

The results of the study show that product market turmoil affects buyers' decisions indirectly through Responsiveness to Competitors. The results of the sobel test show that Market turmoil significantly mediates direct influence, with a Z value of 4.5788 greater than 1.96. The direct influence of Responsiveness to Competitors on buyer decisions is greater than the influence that is indirect.

REFERENCES

- Agyapong, A., Agyapong, G. K. Q., & Poku, K. (2018). Nexus between social capital and performance of micro and small firms in an emerging economy: The mediating role of innovation. *Cogent Business & Management*, 5(1), 1-20.
- Ahmad, N., Lodhi, R. N., Zafar, M. A., & Shehzad, M. (2021). Market turbulence, knowledge resources and firm performance: A moderated mediation model. *Journal of Business & Industrial Marketing*, 36(6), 953-966.
- Boso, N., Story, V. M., & Cadogan, J. W. (2017). Entrepreneurial orientation, market orientation, network ties, and performance: Study of entrepreneurial firms in a developing economy. *Journal of Business Venturing*, 28(6), 708-727.
- Calantone, R. J., Harmancioglu, N., & Droge, C. (2019). Strategic knowledge integration and product development proficiency: The role of information processing, knowledge sharing, and knowledge absorptive capacity. *Journal of Product Innovation Management*, 37(4), 383-403.
- Cao, L., Duan, Y., & Cadden, T. (2018). The link between information processing capability and competitive advantage mediated through decision-making agility and market responsiveness. *International Journal of Information Management*, 39, 121-135.

- Chen, C. J., & Jaw, Y. L. (2017). The impact of market orientation and market knowledge competence on new product performance. *Journal of Business Research*, 69(10), 4574-4581.
- Chen, J., Tang, J., Jin, J., Li, J., & Paillé, P. (2020). Linking market knowledge competence to innovation performance: The moderating role of environmental dynamism. *Journal of Business Research*, 120, 185-195.
- Davis, P. J., Babakus, E., Englis, P. D., & Pett, T. (2020). The influence of market conditions on the effectiveness of knowledge management practices in organizations. *Journal of Knowledge Management*, 24(2), 373-389.
- Day, G. S. (2011). Closing the marketing capabilities gap. *Journal of Marketing*, 75(4), 183-195.
- Fang, E., Palmatier, R. W., & Grewal, R. (2021). Effects of customer and competitor orientations on performance in global markets: A contingency analysis. *Journal of International Business Studies*, 52(6), 1091-1107.
- Kim, S., & Lee, S. (2020). Competitive intelligence and marketing agility: The role of environmental uncertainty. *Journal of Business Research*, 120, 91-100.
- Lee, H., Seo, M., & Sharma, A. (2020). Market responsiveness and product innovation: The role of knowledge integration and the perceived potential of customer co-creation. *Journal of Business Research*, 108, 385-396.
- Luo, X., & Homburg, C. (2017). Neglected outcomes of customer satisfaction. *Journal of Marketing*, 81(5), 108-126.
- Mu, J., Thomas, E., Peng, G., & Di Benedetto, A. (2018). Strategic orientation and new product development performance: The role of networking capability and networking ability. *Industrial Marketing Management*, 78, 26-35.
- Ngo, L. V., & O'Cass, A. (2020). Innovation and business success: The mediating role of customer participation. *Journal of Business Research*, 108, 280-289.
- Nguyen, T. T., Vu, H. M., & Nguyen, T. V. (2019). Market knowledge and marketing agility in small and medium enterprises. *Journal of Small Business Management*, 57(4), 1449-1464.
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2016). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3), 761-787.
- Santos-Vijande, M. L., López-Sánchez, J. Á., & Trespalacios, J. A. (2019). How organizational learning affects a firm's flexibility, competitive strategy, and performance. *Journal of Business Research*, 97, 194-205.



- Shams, S. M. R., Vrontis, D., Thrassou, A., & Themistocleous, C. (2020). Agile marketing capabilities and firm performance: An empirical investigation. *European Business Review*, 32(4), 565-584.
- Tallon, P. P., Queiroz, M., Coltman, T., & Sharma, R. (2019). Information technology and the search for organizational agility: A systematic review with future research possibilities. *The Journal of Strategic Information Systems*, 28(2), 218-237.
- Tambunan, T. (2019). Recent evidence of the development of micro, small and medium enterprises in Indonesia. *Journal of Global Entrepreneurship Research*, 9(1), 1-15.
- Wang, Y., & Kim, S. (2019). Marketing agility: The concept, antecedents, and a research agenda. *Journal of Business Research*, 99, 410-418.
- Weber, Y., & Tarba, S. Y. (2014). Strategic agility: A state of the art introduction to the special section on strategic agility. *California Management Review*, 56(3), 5-12.
- Xie, X., Huo, B., & Zou, H. (2019). The curvilinear relationships between dynamic capabilities and performance: The moderating role of environmental dynamism. *Journal of Operations Management*, 66(7-8), 869-882.
- Zhang, J., Ma, H., & Wang, H. (2018). Market orientation and firm performance: The moderating effect of market dynamism. *Journal of Business Research*, 81, 148-157.

