

A Study on Marketing Strategic Types and Performance in the Korea Apparel Firms

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ABSTRACT

The purpose of this study is to empirically ascertain how the fitness between marketing strategy each firm chooses and environment facing each firm affects the performance of firms measured by the growth rate of market share and the growth rate of profit/sales ratio. In doing so, firms are divided into three groups. With regard to the marketing strategy, firms are classified into three groups based on marketing strategy type; prospector, analyzer, and defender. The main result of this study are as follows:

First, responding firms are classified into prospector, analyzer, and defender following Miles & Snow's marketing strategy types. This classification is made using a self typing method and further confirmed by a factor analysis using a number of variables relating marketing objectives and marketing mix. Second, the results show that there are significant differences across marketing strategies in the performance measures of the growth rate of market share and profit/sales ratio. It seems, however, that there is no straight forward relationship between the marketing strategy and the performance measures. This strongly implies that the type of marketing strategy to be adopted by each firm should depend on the environment facing each firm. Third, the result indicates that the growth rate of market share tends to depend only on the marketing strategy type regardless of sufficiency and variation of environment, but profit/sales ratio tends to depend on the fitness between marketing strategy type and environment. It implies that a firm should adopt different marketing strategies for different environment characteristics, in order to enhance the efficiency of resources used reflected in the profit/sales ratio.

Key Words : environmental group, marketing strategy type, performance

I . Introduction

Korea apparel distribution is changing rapidly. Department store, street shop and discount store have been possessed in the middle of clothing distribution industry and home shopping, mail-order; internet shopping appeared into new distribution form of non-store retailing. This means intensification of competition and like this way, apparel en-

terprise pick off to become harsh competition and develop a diverse activities with in order to respond changes and to recognize small movement on internal and external active environment. As faced by environment, an action of apparel enterprise largely affects the extents of company by uncertainty case into fitness relation on companies'environment. Therefore, every year a company focuses on its management that able to call a result and it affects owned an interest of how company establish and analyze

its strategy and environment and company abilities. By these results Environment->Strategy->Performance called contingency approach progressed much on the way of integrative and systematical study. However in case of field of marketing, there are a lot of study result on marketing strategy about how to establish systematic and able to reflect suitably on company environment, but integrated study of marketing activities are not enough that occupy importance of management strategy is depreciated. Also study that treated relevance overlooked marketing strategic directivity and a direct related inquiry¹⁾ has the connection with the result of fitness which got through environment.

From now on, we will try to set up and approach to the model of Marketing strategy type ->performance by using analysis model which have shown treated relevance on strategy and result that form of environment->strategy->result to adapt reality of company of domesticate clothing enterprise which is limited in a marketing field of company. From this perspectives, the purpose of this study was to investigate how clothing company by introducing concept of environment in study of strategy type, how to adapt and develop an Miles and Snow's strategy type²⁾ which verified as what have high feasibility in a view point of marketing, we are like to examine how does fitness the relationship influences a market share and sales profit on clothing enterprise.

II . Review of Literature

1. Marketing Strategy Type

Relates to company's management, study of marketing strategy is basically on how the company corresponds to environment and accomplishment of faced special environmental condition by having re-

flective special organization strategy to achieve their goal. Study of strategy type can be explained from two perspectives.³⁾ The first method is the researchers follow the track on theoretical basis to strategy type, which specified strategy type by dimension of distributors that can imply as typological approach. And the second method is about taxonomic approach which strategy type based on actual proof of analysis results without any relation of transcendental standard. On the other hand, there are three strategies; cost advantage, discriminative, and centralization strategy studies are presented by Porter,⁴⁾ and Miles and Snows'formatted strategies according to a type of active and passive form using attack, analytical, defensive, and reactor strategies that previous companies cope to extent attitude and capture product or marketing chance with getting out of selected strategies.⁵⁾ And the result of study of analyzing strategy group looking over as economic side point of view was called as framework study and methodology which analyze existence of strategy group written in itemized question list was presented by Dranove, Peteraf, and Shanley.⁶⁾

In 1950's, when theory of business administration start to discuss actively, business school in Harvard university, at first introduced strategic concept in a business administration study field, than business policy and strategy administration established independently in education field, and brought many scholars start study in the field. Sheth⁷⁾ treated an evolution problem of marketing strategy of mass economic on changing environment study with environmental conditions are followed as integration between regions, borderless economy, technical progress, and presenting the world of free ideology obeyed with borderless marketing, related marketing, the fifth of marketing called "p(policy)", mass cus-

tomization, the possible forecast innovation, customized quality, "trickle-up" marketing, value based marketing, range marketing, and network marketing are giving 10 types of marketing strategies. These studies are treating marketing strategy comprehensively, and it is evaluating with high on the side of making generalized on standard of marketing strategy study.

product and service level to attempt in order to set up a paradigm of technical level to find out which marketing strategy can secure companies competitive advantage on a specific product or in a service market. Namely, he borrows the concept from military science based on the action of rival than relation with environment called strategy must be defined and revises, and prepares for a competitive

<Table 1> Marketing strategy types

Researcher	Marketing strategy types	Content
Miles & Snow (1978)	Defensive attack React Analytical	Enterprise with Defensive Strategy: Maximization of Technological Efficiency Enterprise with attack Type Strategy: Development leaders of various technologies Enterprise with Reactive Strategy: Strategic failure Enterprise with Analytical Strategy: Highest level of profitability
Porter (1980)	Discriminative Prime cost superiority	Enterprise with Discriminative Strategy: Requires additional expenses and has comparatively low market share. Level of uncertainties if relatively high due the low level of task structure Cost leadership Strategy: Standardization of product. Due to the high level of task structure of, level of uncertainties is relatively low.
Buzzell & Wiersema (1981)	Discriminative Prime cost superiority	Pursuing discriminative strategy will result in cost reduction due to the high level of market share, and makes possible simultaneous execution of cost leadership strategy.
Miller & Friesen (1986)	Prime cost superiority Discriminative Centralization	Enterprises with effective business strategies show higher level of financial performance than do enterprises without business strategies.
Abernethy & Guthrie (1994)	Attack Defensive	Extensive information provided to an enterprises with attack strategy will have a significant effect on its business administrative performance
Choi Man Ki (1994)	Attack Defensive	Attack Strategy: High level of stability Defensive Strategy: High level of profits
Kang Byung Hang (1996)	Attack Defensive	When provided with extensive information, administrative performance of enterprise with attack strategy will be higher than that of enterprise with defensive strategy.

Kim (1999). p. 13.

Cooks study⁸⁾ keep an eye on. In a business strategy standard, he lowers an analysis level alike

company how large the cost have invested into a product, a channel, a promotion, and a price called

factors of marketing strategy and it materialized into 5 strategy types as follow; dominate strategy, 1 strategy, match strategy, flank strategy, and retreat strategy. And last type, study attempting on analyzing strategy about consumers' brand selection and making alteration of brand had to start from understanding basis of consumers' structure of a product market and competition pattern to be a successful marketing strategy. Preference of this study, an executed analysis study with actual proof have at range of a competitive product based on the recognition of a consumer in branding level, and can obey the study about Strategic meaning to search factor of marketing mix based on consumers' processed information.⁹⁾ This study being insufficient at duty of study object on integrated consideration of marketing mix rather than second type of study and in order to led relative general principle of marketing strategy¹⁰⁾, it is important object to Analytical consumers' behavior. And a type of management strategy is the same as <table 1>.

2. Miles and Snow's Strategy Types

As it's representative study Miles and Snows' strategy type is presented a large theoretical basis

with using study of Porter is presenting four strategy types in a theoretical mold that is related to process variable as well as an organization strategy and structure is basis on observation of environmental change about 84 companies in 4 different industries. Miles and Snows' theoretical basis of strategy type can find concept of strategic selection which study of Child presented.¹¹⁾

Miles and Snow are explaining that the role of company is to consistently to keep developing the behavior pattern for achieving with the environment a mutual harmony which reflects the concept of adaptive cycle. Interpreting managers' prohibits of adaptive cycle on Analytical environment information using an appropriate tool by a process of responding activeness, process of manage as well as development of technology, and company to achieve goal more efficiency and effectively must be understand as one of innovation process that maintains and design integrative on limited resource and it appears in a difference on the result. With a standard of following these selections, Miles and Snow have divided a task of company in three categories, entrepreneurial task, engineering task, and administrative task. The characteristics of these three strategy types are presented in <Table 2>.

<Table 2> Miles and Snow's characteristics by task type

Task type	Characteristic
Entrepreneurial Tasks	<ul style="list-style-type: none"> • Market domain adjustment/adaptation, Unique product - Market domain accommodation • Formulation of support plan to assist in reaching business objective
Engineering Tasks	<ul style="list-style-type: none"> • Periodic assessment and maintenance of system • Creation of system capable of addressing and resolving systems administrative problems and issues
Administrative Tasks	<ul style="list-style-type: none"> • Minimization of uncertainties within organization • Business position and engineering control function • Tasks related to role and relationship of structural elements of organization

Classification as mentioned above, based on market policy and product of company emphasis classified by work of organization, Miles and Snow seen the strategy type on the increasing order of reactor, which have relatively low level of adaptation ability, defensive, analytical, and attack, what have highest adaptation ability and they are explaining the characteristic of each strategy type in <Table 3>.

firstly, it's unsuitable for strategic result because observers' preconception and prejudice can react while using accounting data,¹³⁾ second, accounting data is indicating limited range and time matter. In the other hand of business performance on the Merediths' study is classifying organization by internal and external performances, therefore internal-takes on efficiency, productivity, effectiveness, and

<Table 3> Types of adaptation of businesses and their characteristics

Type	Environment	Strategy	Organization structure
Attack	Non routine and flexible technology without a long-term focus on one particular technology.	Seeks and uses new products and new technology for aggressive changes and creation	Department of Marketing and Research have business authority. Organic structure.
Defensive	Routine and integrated technology, which promotes as much as possible production, sales, and distribution of product or service.	Aggressive activity in a limited market to maintain a stable customer base and to ensure stability of its product	Department of product manufacturing has business authority. Mechanical structure.
Analytical	A complex technology that displays efficiency in a stable market and flexibility in a market with flux.	Seeks opportunities for new products and technology as it establishes and secures its foundation in the existing market	Combination of organic and mechanical structure

Shon (1994). p. 38.

3. Intrinsic characteristics of performance based on strategy

The Chakravarthy study¹²⁾ about organization performance on traditional management, arranged 14 performance indexes into 4 factors : first factor is mentioning profitability and a relative market rank, second for profitability and a change of cash flow, third factor is about sales and market share, and fourth is about giving factor of growth rate. However, strategy causes lot of problems by looking over the company's general performance of on the financial performance indexes that are even close to accounting data is leading with reasons;

external takes on market image, performance, variety, quality, cost and timing as an example. And Mckee, Varadarajan, and Pride¹⁴⁾ Analyticals strategic adaptation and company performance in marketing fitness view point, there by strategy type on Miles and Snow Study with (minute) correlation brings up the effort from company and relation between strategy type and marketing strategy differ from accordance of market circumstances changes insists aspect on relation of market of strategy and performance. Venkatraman and Ramanujam Study¹⁵⁾ is known as measuring strategy on business performance using a comparative access method is presenting standards to classify 10 access methods into

2 dimensions to measure business performance carries financial measurements as a first dimension and it states ultimate and secondary data as a second dimension.

In Cavusgil and Zou's study¹⁶⁾ is explaining about the relation between marketing strategy and performance by investigating the export market. This study used personal interview method targeting export companies with performance of export market on comprehensive potential decision factors of consideration for analyzing object by its individual product. Also, facing the performance of marketing strategy influenced from Okoroafo and Russows study, noted about affecting of indicated influence of business performance from actual proof Analytical of marketing strategy at open-developed countries on the recognition level of administrators.¹⁷⁾

III. Research Method

1. Model

This study is about classifies Miles and Snows strategy type into a foundation of Korea apparel distribution on the group that is using different marketing strategy types, and if there have existence of performance difference between marketing strategy types according to characteristic between marketing strategy types gave establishment for presenting clear standard and direction of marketing strategy composed 3 basic study frame.

First, the factor, which can explain fitness relation of a marketing strategy type with consideration of environmental characteristics. Second, with selected factors above, observe performance difference between marketing strategy types regarding on environmental characteristic using the factors selected in 1st frame. Third, base on the findings, the relevance between performances and marketing strategy

types were investigated.

2. Variables

This study was to observe Korea apparel firms which have facing hardness in operation on company with strategic marketing view point and basis on theory of Miles and Snows' strategy type distributes what affect does marketing strategy type will bring to performance on demonstrative purpose of marketing type concept have usability. Therefore, this study considers an environmental characteristic (abundance fluctuation) of a company based on Miles and Snows' strategy type, and composed an Analytical frame individually selected from performance dimension on marketing share and sales profit rate.

1) Classification of types of marketing strategies

Facing in a marketing strategy type regarding on variable of selection, Child is emphasizing that structure of company doesn't automatically selected from environment and this study is to observe marketing strategy of company that is surrounded by environmental characteristics and influence about extend performance with reference on literatures of Miles and Snow, and McDaniel and Kolari use self-typing method to give advances of three strategy types; Defensive type, attack type, and analytical type to classify. Also, identified specific factors of marketing mix on concentrative product level among at marketing target and various efforts to achieve the goal of companies objected on research to identify characteristic between marketing strategy types.

2) Performance Index

In the recent studies are showing trend on compounding Analytical index and all indexes together that are related to many studies came up with result of presented each strategy type between per-

<Table 4> Variables to verify marketing strategy type

Category	Concepts for formation of variables
Characteristic of strategy from the view point of marketing mix	Product domain : establishment of new market, R&D Investment, market segmentation, single brand market, multi product production system, product packaging, products for supply, emphasis on basic function and utility, product standardization, product production strategy, minimization of production costs using new facilities and equipments
	Cost domain : minimize production cost, various price setting methods, high price/low price policy, price setting with cost as a variable
	Promotion domain : increase market share, emphasize design and supplemental services, increase product variety, discount policy with distributor, street campaign or events, minimization of marketing costs, various promotion methods
	Distribution domain : strict management of distributors, optimization of distribution process, control credit function of distributor, find new distribution routes, simplify existing distribution routes etc.

formance indexes which shown relation of contradiction. Because of these reasons, performance with using dependency variable must use multiple indexes and according to introduce strategies into study which surely give expectancy on that there is difference between indexes of each performance. There by, this study determined market share and sales profit rate by measuring on the performance indexes. Investigate objected companies from 2003 to 2004 for total 2 years, collected data of market share and sales profit rate and calculated each of these provision increment by year by year using sum of arithmetic average for Analytical data.

3. Hypothesis

One of the most important issues that almost all of strategy group studies are showing an interested is about the performance will be differ from strategy group. In this study, hypothesis of verify performance difference between marketing strategy types, and if there are existence of performance difference between marketing strategy types and likely Analytical hypotheses performance difference in

marketing strategy types

1) Hypothesis of performance between marketing strategy types

A hypothesis about a performance between marketing performance which related to marketing strategy type's close related with the performance of the company, additionally how does difference of affects each company performance and to verify the relative issue that existing of difference means big to them. Along a marketing strategy types shows a difference in a performance of company to disclose identify dimension of resources on inner company to evaluate, and according to marketing strategy type, causes of performance difference explaining that is proper than it can think of. Therefore, in order to verify increasing rate of market share between marketing strategy types likely to set up the hypothesis as followed.

[Hypothesis 1]

There will be a difference in increasing rate of market share rate in between marketing strategy types.

[Hypothesis 2]

There will be a difference in increasing rate of sales profit rate in between marketing strategy types.

The Reasons of setting up the hypothesis above are the companies that are composing marketing strategy type came up with in trend on increasing expenditure about marketing, and sales of each companies marketing ratio of possession existence may differ from marketing strategy types. This change of importance of marketing sales can be explain by sales scale, ability of resource, and exited marketing related activity of companies that are composing individual strategy type.

2) Hypothesis of performance in identical marketing strategy type

Strategy types on basic studies were simply verified only on performance difference between strategy types. It did not verify performance difference between companies that are using same strategy type. But recently most studies related to strategy types are providing performance difference between strategy types inner part of company reports the analysis level. This study is to understand the performance difference between the relationship and marketing strategy types systematically. To identify the performance difference of marketing strategy types of companies, not only on performance difference between marketing strategy types.

[Hypothesis 3]

There will be a difference in increasing rate of market share rate between companies that are fully using same marketing strategy type.

[Hypothesis 4]

There will be a difference in increasing rate of

sales profit rate between companies that are fully using the same marketing strategy types.

The reasons of setting up the hypothesis above is that between strategy types performance difference being exists using identical marketing strategy types according to existence of performance difference between companies marketing strategy to performance directly affects or individual companies ability of resources like to maintaining from the other factors affects on performance analysis can be possible.

Also this hypothesis abandons about performance difference between companies, part of explanation of marketing strategy will get larger and inside of the company direct causes of performance difference can be found on companies' development of discovering from marketing strategy.

4. Sample and Data analysis

Data were collected from members of KAIA (Korea Apparel Industry Association) with more than three years business experience in March 2005. Total 148 companies were surveyed by direct interview, fax, e-mail and mail. One hundred say questionnaires were returned with a response rate of 78.4% answer these, 7 incomplete questionnaires were excluded, and 109 questionnaires were used for the data analysis. In this study, random sampling method to select objective companies, A SPSS 10.0 statistical package for window was used for analysis data, was used basic analysis in order to measure general reliability about questions of questionnaire on confidence modulus from Cronbachs' α a modulus showed a rate of inner momentum. Marketing strategy types characteristic variables are three factors: Attack type, Analytical type, Defensive type. Validity of marketing strategy characteristic variables executed factors analysis. Also which

needs appropriateness valid on necessary items used correlation analysis factors were executed to verify dimension of variables. In this study analyzed hypothesis of verify performance difference between marketing strategy four types

IV. Results

1. Verification result of Reliability and Feasibility

Result of reliability and the feasibility, this study was going to measure reliability of verification of various tools that are used to measure exact concept or property is the step must be preceded and of this measured a Cronbach's α a modulus about all variables.

From 72 marketing strategy types characteristic variables from configuration use on first questionnaires, used only the variables that removed 42 by the last analysis, and the case of removed variables had duplication of meaning or insincere of low reliability along an answers. Therefore, obeyed from analysis factors mostly were with low proper duty variables. Variables of verification or reliability used in this study can arrange as follow <Table 5>.

which a developed measurement tool is reflecting relevant property.

In this study, Validity of marketing strategy characteristic variables executed factors analysis in order to verify it, adapted principal component analysis for analysis method, and as factor rotation method of orthogonal rotations Varimax method was because correlation may release as 0 between each factors with having individual stability. Extracted factors were extracted by using Aigen value basis of 1.0, and accordingly there were 3 factors appeared with variance cumulative ratio of 63.7%, and analyzed result of factors in marketing strategy characteristic variables in <Table 6> shown under.

As it can be seen in the above table 6, 3 factors of variables were tied up on the result of marketing strategy characteristic variables than executed important factors that can be highlights marketing strategy type's characteristic from these analyzed factors and used it to verify variables of marketing strategy types. And many of marketing strategy types variables surrounded company can be organized as 3 factors, and tries to naming factors on possessed variable characteristic each of factors from companies' strategic side point of view. Therefore, the <factor 1> was named as defensive

<Table 5> Feasibility verification result

	Category	Items	Cronbach's α
▶ Characteristic variable of Types of marketing strategies	Attack type Characteristics Variable	10	0.663
	Analytical type characteristics variable	10	0.735
	Defensive type characteristics variable	10	0.708
▶ performance		4	0.754
▶ company		5	0.682

On the other hand, Validity is to distribute with concept to show measuring or concept of exact measuring on the property, it is the measurement concept or measuring property is to know related to

factor, <factor 2> analytical factor, and <factor 3> attack factor were organized.

<Table 6> Factor analysis result of marketing strategy characteristic variables

Marketing strategy types characteristic variables		Factor 1	Factor 2	Factor 3
B4	Application of analytical methods for price setting of product	.7142	.2913	.2619
B23	Increase in efficiency of production facility through product standardization	.6424	-.3482	.1275
B17	Production of product similar to leading product of the market	.6332	.0843	-.2337
B18	Share in financial role of the distributor	.6294	-.2624	.1695
B11	Competitive pricing policy	.6151	-.1913	.2328
B19	Emphasis on basic function and utility of product	.6078	-.18475	-.2702
B21	Market segmentation of current market of product	.5937	.1237	.2872
B47	Provision of production related information via improved packaging	.5712	.2589	.1237
B20	Product production system for multiple brands	.5543	-.1923	-.2703
B24	Simplification of product distribution routes	.5245	.3493	.2874
B25	Minimization of marketing expenses	.5197	.1245	.2334
B44	Policy of having affairs run by a select few product agencies	.5084	.1665	.1745
B6	Carve out market through promotion activities	-.0292	.7038	-.1042
B9	Minimization of production costs by using new production facilities	.0333	.6898	.0354
B12	Product characteristics such as design and supplemental services	.1204	.6767	.1496
B2	Price setting with cost as a variable	.0725	.6438	.1364
B13	Aggressive establishment of new market	.2697	.6215	.0822
B26	Increase market share through the products for supply	.1452	.5753	.0128
B28	Enhancement of productivity through reduction in production costs	.1872	.5525	-.1526
B27	Search for new distribution routes of existing products	.0719	.5444	.0886
B32	Market capture through use of single brand	.1543	.5129	-.0912
B33	Optimization of distribution process and pursuit of high distribution margin	.1764	.4998	.0444
B30	Increase expenses for promotion activities	.0896	-.1819	.6044
B1	Secure number of distribution centers	-.1705	.0772	.5719
B38	Establish "increase in market share" as administrative objective	.2772	.1515	.5427
B7	Investment in R&D for development of new products	.0155	-.0117	.5317
B8	Emphasis on product variety for consumer satisfaction	-.2096	.2096	.5015
B5	Execution of discount policies for distributors	-.1193	-.1494	.4727
B14	Strict management of distributor and distribution routes	.1003	.2253	.4615
Eigen value		3.22	2.67	1.87
Explanation Variance		32.5%	20.1%	10.6%
Cumulative Variance		32.5%	52.8%	63.7%
Cronbach's α		0.719	0.615	0.705

2. Strategy types between analysis results of marketing strategy types' characteristic factors

Executed difference verification on 3 characteristic factors of marketing strategy types are extracted from the front to raise objectivity on marketing strategy types, which individual respondents

presented with their own taxonomy. This is to watch how much each of strategy characteristic factors affects distribution of marketing strategy types with Analytical emphasis composition difference between marketing strategy types and with finding out that marketing strategy types' characteristic more clearly, used multi-range verification of DunKan which is informed as a sensitive way, and to verifies a difference between marketing strategy types. Therefore <Table 7> arranged as followed.

sis multi variety dispersion to verify differences between marketing strategy types and strategy types about reasons.

As it can be seen above, clearly notify of difference between 3 marketing strategy types about individual strategy characteristics, Total strategy characteristic factors and objective strategy types on Pillais verifications' result is also reasonable shown there are characteristics exist on the difference between marketing strategy types.

<Table 7> Verification of Significance between marketing strategy types

Type of Marketing Strategy performance	Attack Marketing Strategy (N=32)	Analytical Marketing Strategy (N=48)	Defensive Marketing Strategy (N=29)	FValue (Significance Level)
Attack Factor	4.02	3.13	2.16	9.39
Duncan Multiple Range Test	Attack type ⇔ Analytical type & Defensive type			(p =.004*)
Analytical Factor	3.35	3.75	3.23	3.46
Duncan Multiple Range Test	Attack type& Analytical Type& Defensive Type			(p=.074)
Defensive factor	2.15	3.22	4.22	7.33
Duncan Multiple Range Test	Defensive type ⇔ Analytical type & Attack Type			(p =.011*)

* p value < 0.05

<Table 8> Analysis of marketing strategy difference on using MANOVA

Factor Verification Statistical Figures	Attack factor	Analytical factor	Defensive factor
F value	23.55	21.16	27.15
Difference (α=0.05)	0.001*	0.012*	0.000*
Pillais verification	Pillais = 1.754 (p=0.000*)		

*p value < 0.05

As it can be seen above, aggressive and defensive factors of f value is showing the reasonable differences between marketing strategy types about significance rate of α=0.05, according to each of their special marketing strategy types showed high emphasis serious on same concept of strategy characteristic. However, in case of analytic factors, 3 marketing strategy types didn't showed reasonable differences. Next <Table 8>is the result from analy-

3. [Hypothesis I] and [Hypothesis II] verification result

Cluster analysis was conducted based on squared Euclidean distance- the distance that adds up the variables after squaring the difference between them with the method of measuring similarity. As the method of clustering, single linkage, nearest neighbors method was applied, in which two clusters be-

come a new cluster in case that the distance between an individual belonging to a cluster and other individual belonging to other cluster is the nearest.

In order to analyze the relationship between the types of each marketing strategy and company's outcome, the analysis was performed using the outcome variables such as two indices of increasing rate of market occupancy rate and return on sales. This analysis was conducted to verify the [hypothesis I, II] and it has been demonstrated that there were some differences among the types of each marketing strategy for each outcome index as seen in the <Table 9>. It means that the company's outcome has been influenced by the types of marketing strategies conducted by companies, but it did not give us an answer to how much it has been influenced by them corresponding to different degrees of such an outcome. Therefore, it is one of the subjects for discussion that should be resolved in the research on marketing strategy and outcome in the future.

<Table 9> performance difference between marketing strategy types verification result

Marketing strategy types performance	Attack marketing strategy (N=32)	Analytical marketing strategy (N=48)	Defensive marketing strategy (N=29)	F value (Level of Significance)
Increase rate of market share rate	16.5(%)	12.6(%)	9.53(%)	17.342 (p=.000*)
Verification of Duncan Multiple Range Test	Attack & Analytical ⇔ Defensive Attack ⇔ Analytical			
Increase rate of sales profit rate	3.98(%)	5.53(%)	3.02(%)	22.453 (p=.000*)
Verification of Duncan Multiple Range Test	Analytical ⇔ attack & Defensive Attack ⇔ Defensive			

* p value < 0.05

We could recognize by looking under <Table 10>, it is showing that to find out whether or not

the marketing strategy types' performance depends on strategy type with reasonable difference, we executed using multi-variance Manova, and results showed there are reasonable differences in all of the marketing strategy types.

<Table 10> MANOVA - Performance difference of total

Factor Test Statistics	Increase in Market Share	Increase in earnings
F value	22.55	12.46
Difference (α=0.05)	0.000*	0.001*
Pillais verification	Pillais = 1.754 (p=0.000*)	

* p Value < 0.05

4. [Hypothesis III] and [Hypothesis IV]

In order to investigate a difference in performance of the identical marketing strategies, we firstly verified performance variable into 3 groups and then investigated which group is preponderant with performance variables.

The reason that we divide a whole specimen into

3 groups is that when there is a difference in performance result in identical marketing strategies, we

could assume that individual performances are distributed similarly into 3 groups. Therefore, It is difficult to explain a relationship between strategy types and performances when there is a significant difference in individual result.

This means that there can be variety of components that affects performances in direct and indirect ways such as marketing strategy types of firms, capability of firms, and another unknown point. And this can be a problem because we are not sure that which of these components affect performances of firms and a mixture if these components can affect firms' overall performance in varieties of ways and magnitude.

To verify this, We decide to investigate Hypothesis 3 and 4. In doing so, we cross tab analysis these data and to prove this, We use χ^2 investigation to show a difference in individual performance within identical management strategy types which is shown in <table11>.

keting strategies which leads to the fact that there is not a big difference in performance itself when we use identical marketing strategies.

Therefore, we obtain the fact that if firms use the same marketing strategies, the difference in results do not come from the marketing strategy. However, we do not assume that result of firms and marketing strategies are not correlated. There are varieties of reasons. Firstly, as I mentioned before, performances of firms are made in a complex way which means that one cause does not directly lead to a result but it is formed with many compounded reasons. Secondly, what they call 'strategies' in firms are too broadly comprehended. To solve this problem, we focus on that there is difference in performances of firms depend on the types of the management strategy they choose rather than focusing on firms using identical marketing strategies. So we can investigate and cross examine a relationship between result of firms and type of

<Table 11> Performance difference verification in marketing strategy types

Performance index of Types of Marketing Strategy	Increase in Market Share			Increase in Earnings		
	High	Average	Low	High	Average	Low
Attack Marketing Strategy (N=32)	19	9	4	4	21	7
Analytical Marketing Strategy (N=48)	31	10	7	5	36	7
Defensive Marketing strategy (N=29)	18	5	6	4	19	6
Total (N=109)	68	24	17	13	76	20
Ratio	62.4%	22%	15.6%	11.9%	69.7%	18.4%
Chi Square (χ^2)	19.46			14.58		
Degree of Freedom	6			6		
Significance Level	0.011*			0.037*		

*p value < 0.05

As we see in the <table11>, 3 groups of individual variable result give preponderant to a certain group depend on the marketing strategies and this means that there is not a significant difference in performance variable when we use identical mar-

keting strategies and conclude a better explanation.

V. Conclusion

This study obtains a fact that types of the marketing strategy affects performances of firms, by investigating types of marketing strategy which each firm uses and verifying effects on these to the marketing share of firms and income sales, which are important indices of performance and found that there is a correlation between types of marketing strategy and indices of performance of firms.

However, degree of strength of the relationship between types of marketing strategy and performances of firms have is not yet found and has to be answered. 3 groups of individual variable result give preponderant to a certain group depending on the types of marketing strategy, which is found by using cross tab analysis. And the result followed by using χ^2 investigation shows that there is not a significant difference in overall performances of firms when they use identical marketing strategies.

This study analyzed that Miles and Snows' strategy type distributes what affect does marketing strategy type will bring to performance on demonstrative purpose of marketing type concept have usability.

On the other hand, many studies on this issue do not give a better solution to the existing marketing strategies, which is focused on marketing mix. This is because in a way that many people agreed on the fact that contingency approach environment—strategy—performance is the best solution found and could explain everything.

Studies on contingency approach will continue and may be the best solution found yet. But then, our study is meaningful in a way that it provided a different way of looking at the problem by using unified and practical concept and I insist that there has to be intensive effort to study on this issue to

make this settled.

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