
**THE DIGITAL TRANSFORMATIONS AND ENHANCE THE MARKET POSITIONS:
INSIGHT THE R-A THEORY**

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ABSTRACT

The multinational- corporate should not operate within the misguide to implemented the vision and missions in the heterogeneous- industrial competitiveness and the consumers engagement, tight competitions, data, customer-based value and an incremental innovation. This study would be inquiry of fulfillment the research gap with the competition- advantage within market positions from the digital transformation within multinational-firms. The novelty research model has the intervening variables- the powerful digital marketing and the focus creation in customer- value that could be more exploring the R-A theory. Furthermore, the research methods conducted with the confirmed strategy in structural equation modeling within an entire latent variable.

KEYWORDS: Enhance digital transformations, the market positions, R-A Theory.

1. INTRODUCTION

The digital marketing capabilities among multinational firms have many misguide and gap to improve the marketing performance and pursue the market- position, that it intended and attempt the financial performance of the firms within the global pandemic era. The lack of this develop the digital marketing was the marketers need the robust platform, the distinctive digital capability, the building of the digital culture and the digital resources. (Herhausen et al., 2020)

Hence, the factors of the digital transformations within firms pertains; digital- channel consumer engagement, tight competitions, data based, customer value and innovations that have been the interesting of confirmed result of many research (Vivek et al., 2012), (Hollebeek, 2012), (Harrigan et al., 2017), (Bitter and Grabner-Kräuter, 2016), (Hamilton, 2009, Haifen et al., 2017, Glińska-Neweś et al., 2017, Straker and Wrigley, 2016).

Actually, an inquiry the process for the impact to the competitive advantage- market positions still have minus exploring the meaning in multinational- firms as the result research in many scholars analysis, that would making some research gap that must be fulfill the novelty variables as the new models to be confirm within market- based management research.(Bürkner and Lange, 2017, Wang et al., 2017, Straker and Wrigley, 2016, Walmsley, 2016, Järvinen and Karjaluoto, 2015) The objective

of this study would be develop the new conceptual model to fulfilling the research gap between the relation on the digital transformations within firms to the competitive advantage- market positions and its implication the superior-financial performance. The research gap in this an investigates conducted with the new research model to Attempt Superior- Financial Performance within Multinational- Corporations with novelty variables the powerful digital marketing and the focus creation in customer value such as intervening variables within a research model. (Li, 2010, Järvinen and Karjaluo, 2015, Obal and Lancioni, 2013, Walmsley, 2016, Demirkan and Spohrer, 2014, Geraerds, 2012, Landroquez, 2013, Kim et al., 2013)

Furthermore, the marketing within accountable- based and entire multinational- corporations have many ways to create some digitalize marketing planning, and should be determining with the newest big data that could integrated in many sources, the modern incremental innovations- competitively within intelligent for face the tight competition, the development for the resources- advantage and could attempt the best market position to multinational market for achieve the big opportunity to gain the profit within business ethic and good service quality to entire consumers (Aima, Susilo, Purwanto and Wiratih, 2015). Moreover, the entire multinational corporate should making attentions' within digital customer engagement to predict the interaction between digital channel an end-user, the powerful digital marketing, the focus for create on customer value on the multinational firm that conducted by digitalize era to affect the competitive advantage- market position. (Anselmsson and Bondesson, 2015, C. Roach et al., 2014, Ben Aissa and Goaid, 2016, Takata, 2016)

2. Literature review and hypothesis development

Indeed, in this analysis was investigated model of variables that conducted to pursue the contributions for grand R-A theory and to develop of the body of knowledge and more empirical in the result, also for the contributions to the management implications as actions plan and the executive summary for strategies within entire multi-national enterprise. Moreover, in this inquiry conducted with practice theory, that correlated within the R-A Theory for attempted the robust competitiveness advantage in market position and the superior financial performance for long-run operations in business.

The R-A Theory and Develop on Body of Knowledge

Resources- advantage theory could exploring some knowledge about competition between Entire Corporation in heterogeneous venture for doing business, and then the sustainable competitive advantage should have the rigor basis as the foundation of the corporation to design the structures, bundles and provide the hi-organization's resources and have agile management to moving forward and winning the competitions for lung-run business. (Hunt, 2013, Hunt, 2015, Hunt and Morgan, 1995)

The scholar has developed the grand theory to fulfill the research gap and could make the contribution for the body of knowledge to enlightened and have the novelty result from doing empirical research as follow, the figure 1 below:

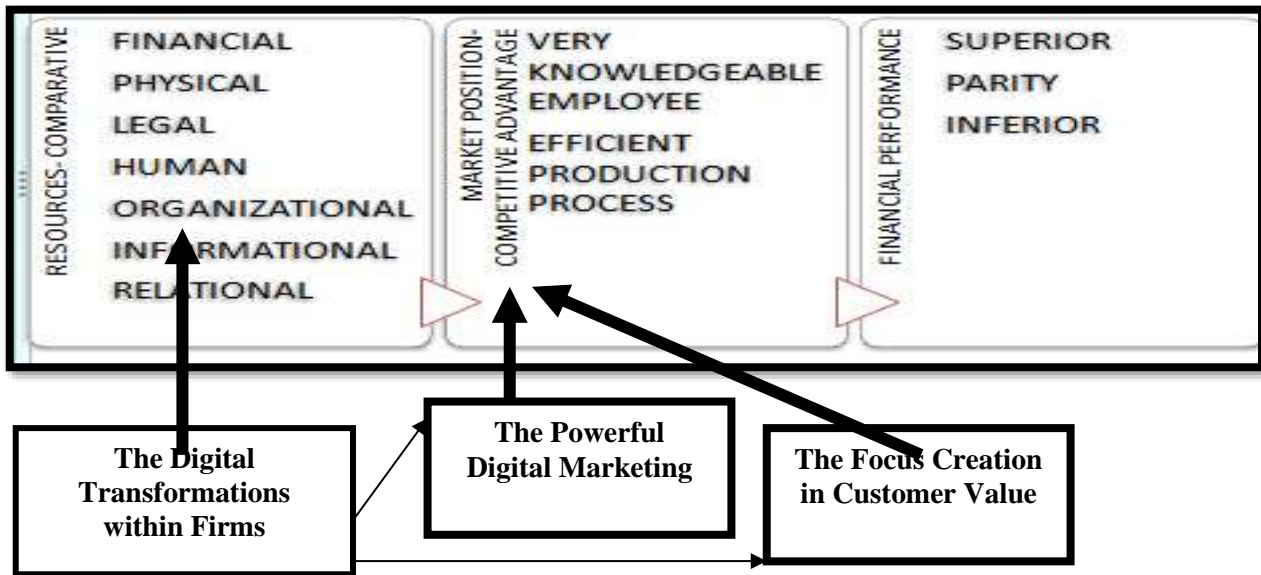


Figure 1. The R-A Theory and Develop on Body of Knowledge within the Digitalized Marketing

Proposed the Framework and Hypothesis Development

Actually, the research framework of Superior- Financial Performance within Multinational-Corporations should have for development to fulfillment the research gap for finding the knowledge to improvement the superior- financial performance within heterogeneous industries and contributions for R-A Theory in the body of knowledge (Hunt, 2015, Hunt, 2013, Hunt and Arnett, 2006). Furthermore, the scholar could more achieve the contributions to body of knowledge within the strategic choice theory, that analysis focused on; the tight related between marketing managers and their choice, the faster change in marketplace and the correlation the managers with marketplace.

This middle range- theoretical could bridging to the practice theory in practical management for doing business. Hence, The Stakeholder theory could support managers to understanding about the moral and value for managing the firms with well ethics in business within shareholders and many groups. (Hooks and Stewart, 2015, Ren et al., 2016, Hernández-Perlins, 2016, Carvalho and Gomes, 2017, Forthofer et al., 2016)

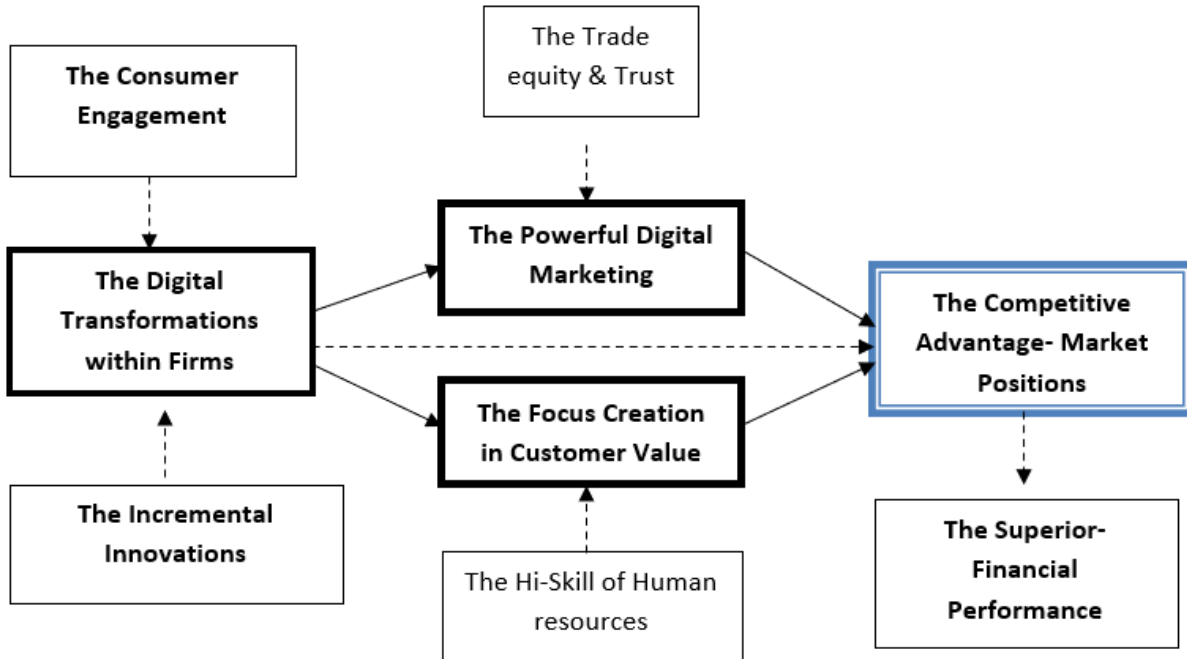


Fig.2. The Research Model to Attempt Superior-Market Position- Corporations
(Source: Develop from an Authors- concept)

The digital transformations within firms and the digital marketing.

The digital transformation was conducted to develop the R&D department of the firms and the firm policies from board of director to the deployment firms’ strategies and also determine the transforming of the consumer behavior, the social mobility, network and the relationship between corporate and among customer. (Erz and Heeris Christensen, 2018, Ponte and Campos, 2018, Fonfara et al., 2016, Erevelles et al., 2016)

Furthermore, the digital marketing have the art for the long-run business that the marketers have focus to develop within this strategy for improve the customer commitment and the consumer loyalty. Hence, the digital marketing capabilities was also have some gaps comprises; the capabilities, the digital resources and the future decisions in business. (Reydet and Carsana, 2017, Roggeveen et al., 2016, Herhausen et al., 2020, Canhoto et al., 2016, Cenamor et al., 2017)

The digital transformation and consumer value.

The distinctive-digital transformation (an essential and readiness of among firms) would make some movement for the consumer value in this global pandemic era and the marketer should make some improvement to create the consumer value within the strategic that it friendly with among consumer

and pursue the brand position, capture value and complex relationship would lead to marketing-performance. (Rowles and Brown, 2017) (Jeng and Yeh, 2015). (Yeh et al., 2016, Barrena and Sánchez, 2013, Tasci, 2016, Aspara and Tikkanen, 2012)

Further, the consumer value have many diversity and could improvement by the creative marketer within the team digital marketing determining the value attitude approach and the social value, and also always enhance value and the relationship value. (Aspara and Tikkanen, 2012, Hasman and Østerdal, 2004, Lu and Keung, 2019, Sakari Soininen et al., 2013, Gökbulut Özdemir, 2013, Kirkley, 2016, Wong and Dean, 2009, Nguyen Tho and Nguyen Trang, 2011, Korsgaard and Anderson, 2011, Gordon et al., 2018)

The digital transformations within firms and the market positions.

The platform of digital marketing, the resources and capabilities of the digital marketing would leverage to the market position, the responsive market, the market knowledge and market orientation and also determine the market- structure of entire multi-national firms in Jakarta. (Sørensen, 2009, Chen et al., 2015, Herhausen, 2016, Wong and Wu, 2013, Liu et al., 2010)

Recently the marketer should understand the market to deliver the product value of many customers' and determine the market evolution, the cross-market validity that it could impact to the market performance. (Dijk et al., 2015, Tournois, 2013, Tasci, 2018, Karakaya et al., 2016)

Furthermore, the market position would impact to the sustain and long- rung business within the multinational venture and face the competitiveness in business to growth a firm on the global-pandemic era. (Tan et al., 2014, Erz and Heeris Christensen, 2018, Echeverri-Carroll et al., 2018, Ulaga and Loveland, 2014)

The confirming strategies for hypothesis in these inquiries the conceptual research model on figure 2 above, as follow:

- H₁. The digital transformations within firms is positively related to the powerful digital marketing.
- H₂. The digital transformations within firms is positively related to the focus- creation in customer value.
- H₃. The powerful digital marketing is positively related to the competitive advantage- market positions.
- H₄. The focus creation in customer- value is positively related to the competitive advantage- market positions.

3. RESEARCH METHOD

a. Sample and data collection

The respondent in digital era as which participated that daily used the consumers good which have the newest technology- product within total sampling. The population will border within the sample frame base on SEM- multivariate requirement between 100-300 respondents. (Mathwick et al., 2010, Thomas, 2013, Sarstedt et al., 2016, Hasan and Ali, 2015) The data would be collected from in the central Jakarta, which used the compatible computer in daily activities. The sample in this study conducted with the clustered- area sampling. (Sekaran and Bougie, 2016).

b. Measurement of variables

The survey was conduct within the self-administered questionnaire that uses the rating scale for entire latent variables to make the response for use the newest technologies consumers goods brand (Sekaran and Bougie, 2016) (Susilo, 2017, Susilo, 2020). Moreover, the tools- instrument have the independently cross-sectional collected method and conducted with the rating scale as an interval data scale (1 to 10 very agree) Hence, the validity and reliability construct test that conducted with measurement model in structural equation modeling among variables. (Susilo, 2020) (Hair, Black, Babin and Anderson, 2010)

The indicators of the market position were comprises; pursue the competitive advantage of the firms, the knowledgeable employee and the efficiency- production process. Further, the digital transformation within firms has indicators, pertains; the essentials and the readiness, and the intervening variable have the powerful digital marketing (multitasking and hi-performance) and the focus creation in customer value (the newest-technological and user friendly).

4. Data analysis, The Model of Fitting and Hypothesis testing

a. Data analysis

The data analysis would conducted to the structural equation modeling, because entire the variables were latent characteristics.(Hair et al., 2011, Hair et al., 2010a) Moreover, the two step approach have pertains; measurement model and the structural hybrid full model and used the confirmatory strategies were conducted in this multivariate data analysis, with a testing the validity and the reliability construct, also synthesis the fitting model and hypothesis proved (Hair et al., 2010b, Sarstedt et al., 2016)(Susilo and Yulius, 2017). The research result would have for the data analysis pertain:

- A sensitivity analysis: the test indicated did not have the outlier and missing value that conducted with SPSS and the z value <2.50. (Susilo, 2020, Susilo, 2017)
- An univariate and multivariate of normality test:

b. The Model of Fitting and Hypothesis testing

The goodness of fit research model could be analyzed within the indexed value such as; GFI, NFI, RMSEA, CHI-SQUARE and p-value. (Hair et al., 2010a) (Hair et al., 2010b, Sarstedt et al., 2016) Moreover, the entire hypothesis confirmed was conducted with t value >2 . (Hair et al., 2010a)

5. Conclusions and research contribution.

a. Conclusions:

Indeed, our research result could successfully to confirm entire hypotheses, if it will have the greatest value and can find to pursue the market positions on multinational corporations. The scholar hope the fulfillment the research gap within the new research model can effectively to achieve the market position with the on- line platform within the digital marketing and would leverage to the customer value.

b. Research contribution:

The research contributions were within 2 (two) area that pertain; first, the contributions for theoretical implications to the body of knowledge of the recourse advantage, and the market position of the multi- national venture. Moreover, the conducted with R-A theory as the explanations and predicted the relationship for the attempt the financial performance that it will investigate on the market- based research in management.

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