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The influence of strategic alliances on marketing crisis management

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Abstract
This study aims to explore the Influence of strategic alliances with dimensions (project, relationship, contract) on marketing crisis management. Based on literatures a conceptual framework were proposed and tested, using statistical package for social sciences testing the correlation and regression hypotheses. The results of the study show that strategic alliances influence marketing crises management, so organizations can no longer continue to grow and expand, and be able to face the crisis without taking into account strategic alliances.

Keywords: strategic alliances, project, relationship, contract, marketing crisis management

Introduction

Strategic management of businesses require that the leaders adopt aggressive control and management styles to cushion the entity from events that may lead to unnecessary losses, which could have been otherwise prevented (Goetsch & Davis, 2014) [18]. Marketing crisis has been one of the risks that businesses have recently found themselves dealing with and utilizing unplanned finances for the solution of the problem arising from marketing crisis situations (Boukas & Ziakas, 2013; Gao, Xie, Wang & Wilbur, 2015) [5, 17]. The definition of the term crisis provides a background understanding of marketing crisis and its consequences to the business organization and thus calls for adoption of strategic preparation for crisis of this nature and possible alliances with organizations in the same industry to distribute the costs of marketing crisis in a manner that no single entity bears the full costs of the crisis (Wang & Pizam, (Eds.) 2011; Keller, Parameswaran & Jacob, 2011) [35, 24].

A sustainable relationship is then forged among competing organizations by making sure the burdens of marketing crisis are collectively solved. The inherent characteristics of a marketing crisis include the risks occasioned by an event that forces a marketer to lose control over the products within the crisis environment or a situation where the marketer significantly misses the mark or fails to achieve the core objectives of advertising (Järveläinen, 2013; Brown, Brown & Billings, 2013) [23, 7]. Sharing information about marketing crisis is usually the widely advised action for business organization to identify the sources of the problem and the possible solutions. The author seeks to investigate the extent to which marketing crisis events can lead to financial losses in an organization and propose few methodologies that can be followed in solving marketing crisis. Which are the possible ways an organization can adopt in the management of marketing crisis in the current society and market environment that has increasingly adopted digital means of management.

As part of the solution mechanism for marketing crisis, strategic alliances may provide an opportunity to cope with incidences of market crisis episodes (Stuart, 1998; Reuer & Arino, 2007) [34, 30]. When entering into such agreements, the strategic alliance professional practice stipulates that the organizations that team up to form a strategic alliance do so to pursue a set of common objectives within the marketing environment, but still remain independent of each other (Schweitzer, 2014; Ozmel, Robinson & Stuart, 2013; Hohberger, Almeida & Parada, 2015) [32, 22]. For instance, related organization in the production line may adopt a similar marketing strategy to help each other in the marketing of their products but still maintain their individual management structures which cannot be altered when the strategic alliance for advertisement purposes expire or gets terminated by the parties (Kumar & Malegeant, 2006; Ariño, 2003,; Pansiri, 2008) [25, 2, 29].

Despite the availability of numerous research works that look into the strategic alliance partnerships for business organization, there are few academic works that focus on the impact of strategic alliances in the management of possible marketing crisis (Elkington, 1998,; Chan, 2002) [13, 9]. Therefore, this paper will delve into analyzing that feature significant relation between different organization for the purpose of managing marketing risks that can arise from within the industry or from other sources that can cause slowed marketing progress. Moreover, the research project will seek to identify various lessons to be learned from the studies selected for the development of this paper by demonstrating the importance of making informed decisions in the event of marketing crisis.

2. Literature Review

2. 1. Strategic Alliances

A strategic alliances can be as alternative to the strategy and exploited to achieve the objectives of the entities. Thus, The strategic alliance is strategically linked to the process of organizational integration (Reuer& Arino,2007). The Strategic alliance defines the establishment of two or more organizations to form a reciprocal integration aimed at increasing the utilization of shared resources in a competitive environment aimed at adapting to environments that include opportunities and threats. The strategic alliance assists in responding to and anticipating environmental changes and taking advantage of the associated opportunities (Austin, 2010) [3]. It also assists the strategic alliance in addressing risks and threats, as well as engaging in tangible and intangible benefits (Fang, 2011) [14].

The strategic alliance includes a set of relationships based on contracting between competing organizations in order to achieve a common goal. Accordingly, the form of cooperation between these organizations is determined and becomes permanent cooperation, especially if these relations depend on inter-organizational goals. Aims to achieve common goals (Das & Rahman, 2010) [11].

2.2 The Importance of Strategic Alliances

According to the literature, the strategic alliances contribute to achieving a number of goals for the organizations:

1. 1 - Reducing the competitive factor: This is done by agreeing on the common goals that organizations are working to achieve, and here competition between organizations is weakened (Hess *et al*., 2011) [21].
2. Risk sharing: The exposure of organizations to multiple risks can not be addressed individually, so strategic alliances contribute to reducing risk (Fang, 2011) [14].
3. 3 - Integration in the production process: The short life cycle of the product is relatively small, and no distinction between these stages is distinguished by the development of advertising methods and modern marketing methods and the speed of imitation that lead to price cracking (Austin, 2010) [3] and this needs to be a process of change accelerated creative and innovative, and here the organization may not be able to do so alone (Beuren *et al*., 2013).
4. 4 - Overcoming Marketing Obstacles: Today, organizations are responsible for trying to reduce the additional costs. Organizations are studying the market to overcome these costs and implement an effective marketing plan. The organizations provide their products and market them to ensure high quality and lower costs (Das & Rahman, 2010) [11].
5. Expanding knowledge: Sources of wealth have varied from their sources in the past. Knowledge at the present time is the basis for the success of production and marketing processes, has become a great wealth in business, gives more economic returns and helps organizations grow and survive (Carayannopoulos & Auster, 2010) [8].

2.3 Strategic Alliances Dimensions

A strategic alliance is a relationship of strength or a relationship of authority or a negotiated relationship, which is centered around three main dimensions*:*

2.3.1 Project

It is a shared vision that helps to achieve an effective strategy by relying on cooperation to achieve common goals through cooperation in human and financial resources and technological and marketing skills. These include (Smith, 2012) [33];

- Shared resources can be similar or different depending on the work*.*
- Shared resources will be as a part of the activities of the alliances (Fedorova, 2010) [15].
- The partner work together to achieve the goals.
- Preparation of a mechanism to monitor the benefits of cooperation.
- Making joint decisions with common benefits to achieve the objectives of the project**.**

2.3.2 Relationship

These relations are unnecessary and not important if they are based on weak factors, and be successful in the case of building on the basis of humanism, and here is the principle of communication and exchange of information is conducive to interaction to achieve common goals and achieve the desired returns.(Flatten *et al*.,2011) [16].

The companies adopt strategic cooperation and partnerships, which are an important factor and a central role in the success and overcoming the challenges, through cooperation and coordination with each other to carry out a specific project with a common competency and interest, while intensifying efforts and providing competencies in addition to providing the means and possibilities necessary for the success of this project (Warner & Sullivan, 2017) [36].

2.3.3 Contract

The complex and ambiguous nature of coalitions appears in the diversity of forms that can be given. Cooperation and strategic alliances of legal vision must examine two different aspects (Lew & Sinkovics, 2013) [26]:

First: The legal way in which client organizations choose to regulate their relations in the field of contracts or the law of organizations*.*

Second: Legal and regulatory framework among organizations by the community in general. In particular those relating to competition law (Das & Rahman, 2010) [11]. It is therefore necessary for organizations that aim to establish coalition contracts to pay attention to the legal aspect, which in its entirety represents a set of treaties and agreements that gain legal force that will help to sustain the long-term alliance (Di Matteo, 2010) [12].

According to the above,it could say that the strategic alliance allows for the replacement of cooperation in competition, which allows organizations to exploit their capabilities to achieve a common goal, rather than adopting the method of competition that may lead to the exit of one of the organizations from the market (Fang,2011) [14]. The alliance leads to control of risks and threats and get tangible and intangible profits and benefits.

The term alliance can take several meanings and words, including: cooperation, solidarity, coordination, participation in the achievement of a specific goal or objectives, teamwork, accompaniment (Austin, 2010) [3].

It is not enough to express the importance of the coalition unless it is characterized by strategy, because the process of the coalition is not random and not only to work with others, but the coalition is a comprehensive view of multiple dimensions that allow the institution to recognize the goals well-anticipated and identify the necessary means to achieve this, True support for the allied organizations to continue their activity and expansion in the future.

2.4 Marketing Crisis Management

In general, we find it difficult to define one concept of crisis, as the crises have multiple concepts as a result of the multiple views of writers and researchers and study of the crisis in different aspects (Hall *et al*., 2012) [20], However, it can be said that there is a special definition from the marketing side. Successful organizations that prepare themselves from the developed organizations must take into consideration the concept of marketing crisis and its potential dimensions when developing marketing programs and placing them at the top of their marketing priorities (Coombs, 2014) [10].

The organizations are exposed from time to time to some marketing crises, whether current organizations in the labor market or organizations wishing to market their products at the beginning of its work (Ottman, 2017) [27]. When reviewing marketing literature to discover a number of key indicators of marketing crises, the roots of the marketing crises are rooted in the early 1980s (Broome, 2010) [6]. Studies have confirmed that little can deny that modern marketing crises and these crises are very serious, but are not considered new marketing crises and at the same time not difficult to resolve.

In general, marketing has two major crises:

1. The first is the identity crisis and the definition of marketing role in the organization (Hai & Chik, 2011) [19].
2. The second is an accounting crisis in determining the value of marketing in the organization

The marketing crisis is considered to be a decline in the strategic role of marketing. This was agreed upon by marketing literature in the early 1980s. They pointed out that the marketing crisis is a clear decline in the role of strategic marketing. Crisis has become an expected event for all organizations in this era full of changes and developments (Rodríguez *et al*., 2014) [31], and whenever the crisis was able to adapt to the changes, It has had the ability to deal with crises with consistency and balance. It is the unavoidable negative event, whatever the degree of crisis, as the organization's readiness says, and crises are suddenly occurring, which means that something unexpected happens, causing damage (Aktas & Gunlu, 2012).

Crisis management can be defined as preparedness for crisis by planning and implementing a number of strategies that can prevent a number of negative impacts on the organization(Broome,2010) [6], The researchers point out the importance of crisis management before it occurs and is in the initial stage, It is therefore possible to say that crisis management is a set of functions and processes that aim to identify, study and predict issues before they turn into crises and develop and identify ways to prevent and deal with it.

3. Material and Methods

3.1 Instrument

In order to achieve the objectives of the study, the questionnaire was used as a main tool for data collection. Three tourist companies were identified as a field of study, and 50 questionnaires were distributed. 44 were retrieved, including 41 valid for statistical analysis, were based on analysis of correlation and regression relationships to test the relationships between the variables, the reliability coefficients were calculated using the Cronbach alpha coefficient. The results were acceptable as all values were greater than 0.70 as it shown in table 1.

Table 1: Reliability Coefficient

Variable	Code	Reliability	Items
Strategic Alliances	SA	0.776	1-5
Project	PR	0.725	6-10
Relationship	RE	0.713	11-15
Contract	CO	0.778	1-15
Marketing Crisis Management	MCM	0.803	16-25

3.2 Conceptual Framework

Conceptual Framework in figure 1 was formulated in order to explain the casual relationships between variables, the independent variable was strategic alliances which includes three dimensions (project, relationship,contract), while the dependent variable is marketing crisis management, there are two type of hypotheses, correlation hypothesis with three sub hypothesis, and regression hypothesis with three sub hypothesis as follow :

H1: There are positive significant relation between strategic alliances and marketing crisis management.

H11: There are positive significant relation between Project and marketing crisis management.

H12: There are positive significant relation between relationship and marketing crisis management.

H13: There are positive significant relation between contract and marketing crisis management.

H2: There are positive significant influence between strategic alliances and marketing crisis management.

H21: There are positive significant influence between project and marketing crisis management.

H22: There are positive significant influence between relationship and marketing crisis management.

H23: There are positive significant influence between contract and marketing crisis management.

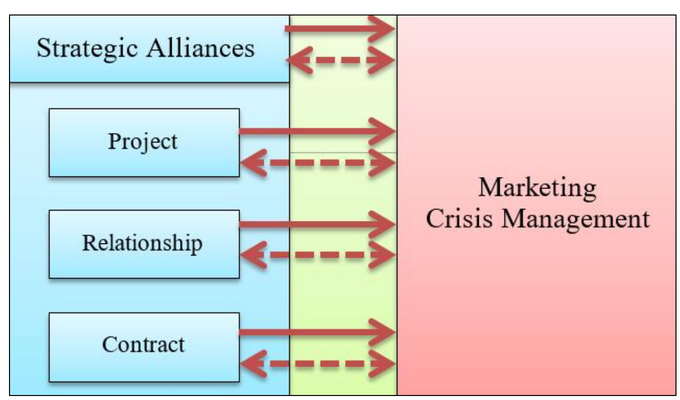

Fig 1: Conceptual Framework

4. Finding

4.1 H1 Hypothesis

In order to test the correlation between the dimensions and the variables, the simple correlation test for each variable was adopted. This correlation is reflected in the correlation matrix in Table 2. The correlation coefficient between the variables (strategic alliances, marketing crisis management) was 0.610. T recorded accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant, which indicates support for the first main hypothesis concerning with sub-hypotheses were as follows:

The correlation between the two variables (project, marketing crisis management) has a correlation coefficient of 0.497 which is a significant correlation, T recorded is accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant, which indicates support for the first sub-hypotheses.

And the correlation between the two variables (relationship, marketing crisis management) has a correlation coefficient of 0.330 which is a significant correlation, T recorded is accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant, which indicates support for the second sub-hypotheses.

Also the correlation between the two variables (contract, marketing crisis management) has a correlation coefficient of 0.473 which is a significant correlation, T recorded is accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant, which indicates support for the second sub-hypotheses.

Table 2: Result of correlation between variables

Independent	Dependent				
	MCM				
	r	T	Tt 0.05	Tt0.01	Statistics
PR	0.497**	3.579	1.684	2.423	Support
sig.	0.000				
RE	0.330**	2.180			Not Support in 0.01
sig.	0.035				
CO	0.473**	3.348			Support
sig.	0.002				
SA	0.610**	4.810			Support
sig.	0.000				

4.2 H2 Hypothesis

The results of the analysis in Table 3 show that there is a significant effect of the independent variable strategic alliances on the dependent variable marketing crisis management. The value of alpha recorded (0.876) and beta (0.785). This result indicates that the changes in the independent variable strategic alliances affect (0.785) in the dependent variable, and there is an explanation of the value of (0.372) for any change in the dependent variable, because the value of the interpretation coefficient recorded a value of (0.372), which is high, and the rest is due to other variables not covered in this model. F recorded accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant, which indicates support for the first main hypothesis.

Table 3: Regression result (SA-MCM)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610[a]	.372	.356	.31249
a. Predictors: (Constant), SA				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.259	1	2.259	23.136	.000[b]
	Residual	3.808	39	.098		
	Total	6.067	40			
a. Dependent Variable: MCM						
b. Predictors: (Constant), SA						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.876	.721		1.215	.232
	SA	.785	.163	.610	4.810	.000
a. Dependent Variable: MCM						
Ft 0.01 (1,39) = 7.314, Ft 0.05 (1,39) = 4.084						

Regarding sub hypotheses table 4 shows there is a significant effect of the independent variable project on the dependent variable marketing crisis management. The value of alpha recorded (2.504) and beta (0.409). This result indicates that the changes in the independent variable project affect (0.409) in the dependent variable, and there is an explanation of the value of (0.247) for any change in the dependent variable, because the value of the interpretation coefficient recorded a value of (0.247), which is high, and the rest is due to other variables not covered in this model. F recorded accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant, which indicates support for the first sub-hypotheses**.**

Table 4: Regression result (PR-MCM)

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.497[a]	.247	.228	.34222		
a. Predictors: (Constant), PR						
ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.500	1	1.500	12.806	.001[b]
	Residual	4.568	39	.117		
	Total	6.067	40			
a. Dependent Variable: MCM						
b. Predictors: (Constant), PR						
Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.504	.515		4.863	.000
	PR	.409	.114	.497	3.579	.001
a. Dependent Variable: MCM						
Ft 0.01 (1,39) = 7.314, Ft 0.05 (1,39) = 4.084						

As for the second sub hypothesis is also supported,table 5 shows that there is a significant effect of the independent variable relationship on the dependent variable marketing crisis management. The value of alpha recorded (2.687) and beta (0.373). This result indicates that the changes in the independent variable relationship affect (0.373) in the dependent variable, and there is an explanation of the value of (0.109) for any change in the dependent variable, because the value of the interpretation coefficient recorded a value of (0.109), which is high, and the rest is due to other variables not covered in this model**.** F recorded accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant.

Table 5: Regression result (RE-MCM)

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.330[a]	.109	.086	.37240		
a. Predictors: (Constant), RE						
ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.659	1	.659	4.751	.035[b]
	Residual	5.408	39	.139		
	Total	6.067	40			
a. Dependent Variable: MCM						
b. Predictors: (Constant), RE						
Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.687	.759		3.539	.001
	RE	.373	.171	.330	2.180	.035
a. Dependent Variable: MCM						
Ft 0.01 (1,39) = 7.314, Ft 0.05 (1,39) = 4.084						

And the third sub hypothesis was also supported, as table 6 shows there is a significant effect of the independent variable contract on the dependent variable marketing crisis management. The value of alpha recorded (2.508) and beta (0.423). This result indicates that the changes in the independent variable contract affect (0.423) in the dependent variable, and there is an explanation of the value of (0.223) for any change in the dependent variable, because the value of the interpretation coefficient recorded a value of (0.223), which is high, and the rest is due to other variables not covered in this model**.** F recorded accepted value that is larger than its tabled value in the level of significance of 0.05, and the sig. value is accepted and significant.

Table 6: Regression result (CO-MCM)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473[a]	.223	.203	.34761
a. Predictors: (Constant), CO				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.355	1	1.355	11.212	.002[b]
	Residual	4.713	39	.121		
	Total	6.067	40			
a. Dependent Variable: MCM						
b. Predictors: (Constant), CO						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.508	.549		4.569	.000
	CO	.423	.126	.473	3.348	.002
a. Dependent Variable: MCM						
Ft 0.01 (1,39) = 7.314 Ft 0.05 (1,39) = 4.084						

5. Conclusion and discussion

The results of the study show that organizations can no longer continue to grow and expand on their own. If the global economy is dominated by multinational corporations throughout the 20th century, the economy of the 21st century is dominated by economic alliances like political alliances.

Increased competition and horizontal expansion of globally active institutions, increased openness and liberalization at all levels, accelerated foreign investment, the formulation of laws to do so and the granting of concessions would be detrimental to local organizations.

The present century imposes many challenges and threats on the organizations. Many variables have emerged in a rapidly changing world. Technology has swept all fields. The tremendous scientific progress in the media and communication has contributed to breaking political, geographic, cultural and economic barriers. Globalization, which has acquired many dimensions, is at the heart of the challenges.In the face of these challenges and new variables, modern organizations are no longer dependent on their production and marketing capabilities. This is due to the intensification of competition on the one hand and the increase in specialization in all fields of activity, from supply to production to marketing and product delivery to the consumer. When it was small, its activity was limited and its markets narrow.

The results indicate that there is an impact of strategic alliances in improving the marketing crisis management. This indicates that the alliances between the organizations will lead to the exchange of information and knowledge. Broad cooperation will lead to correct decisions. The impact of the project is greater than the other variables, This indicates that attention to the nature of the project, which is the strategic alliance around it, will lead to a clear vision of future, which contributes to the decision is appropriate to the nature of the project, the impact of the contract has shown a clear impact in the management of marketing crises, A specific goal will increase the chances of achieving that goal. In addition, the impact of relations has been strong. It indicates the importance of relations between organizations and individuals, which will lead to effective strategic alliances based on effective cooperation, which will contribute to improving marketing performance and managing marketing crises.

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