

1. As Jarratt and Fayed (2001) state, "The development of integrated supply systems moves competition into a new phase, with systems competing against systems to create efficiency and client value at each point in the system" [1,12]. To be considered effective a well-formulated strategy must be implemented successfully. Implementation effectiveness however, clearly depends on the appropriateness, feasibility and desirability of the strategy. Our argument is that through the development of competency in implementation--the ability to translate ideas into actions and generate positive outcomes--can provide a source of competitive advantage for the organization. A diversity of perspectives has been put forward in defining the concept of strategy implementation [13].

1.2 Research Objectives On the one hand this study aims to investigate role of Marketing Strategy Alignment in Chemical Companies in specific area (Zanjan Province), on the other hand, tries to pursue Marketing and it's strategies from wider scope like Supply chain. British Journal of Economics, Management & Trade, 4(9): 1356-1375, 2014 1358 2.

LITERATURE REVIEW

2.1 Marketing strategy concept Marketing strategy is an important principle that an organization uses to organize and allocate its resources to make profit from customers (who are part of market) with logical parameters related to its components and size[3]. Aaker stated in his research that marketing strategies included widespread function of strategies like positioning, pricing, distributing and globalizing strategies. A successful marketing need and stable competitive advantageous in planning and executing [4]. In another definition which is presented by Tikanen et al, marketing strategy is a systematic effort through recognition of organizational goal in making optimum values for customers, stock holders and other organizational partners who are relating with operational and strategic goals [5]. Organizational marketing strategy with understanding defined activities for marketing in organizational business strategy took measures to plan this strategy by totalizing manager and systematic processes of complicated changes, coordination, matching, and market and customer intelligence in inside business channel related to organization [5]. Dramond an Answer defined marketing strategies as environment analysis and customer requirements definition, matching activities with customer needs and executing plans to achieve a competitive condition in related with competitors [6]. Two kind of strategic principle are brought up in the literature of this area. The first type of hypothesis is miles and snow's hypotheses which are of 4 kinds as, Prospectors, Analyzers Defenders, and Reactors [7]. And the second kind related to generic porter who was divided strategies in to 3 kinds as leadership cost, differentiation and focus [8]. Both of these strategies are used in literature widely but porter's hypothesis is considered more because of marketing view point. Since, it mentions the ways of creating values by organization [9]. As differentiation and leadership cost and how an organization covers its marketing limitations [10]. Also Slotter said that there were little researches in the field of investigating marketing strategies integrally. Then Slotter and Olsson Categorized marketing strategies which included offensive marketing, mass marketing, spastic marketing, valuing marketing [10]. Offensive strategies emphasizes on unique, qualitative productions, innovation in productions with high price and special strategies for distribution. While, mass marketing presented wide limitations of productions by using of widespread distribution and low prices. Spastic marketing had the least consideration to marketing and valuing marketing of low prices in contrast with high services to customers [11].

2.2 Marketing Strategy Alignment Considering the views and investigation of Green et

al. [1] in 2012 a discussion as marketing strategy Alignment is presented. This view is a near relation with Supply chain processes and especially making relationship with Supply chain partnership and marketing strategies Alignment which are used for creating coordination between Supply chain members in Supply chain, which includes; co-ordination of organizational marketing strategy philosophy with its other partners, creating new concept of productions and services and productions expansion, pricing strategy execution, executing promotion strategy, implementing distribution strategy as well as expansion of unite activity for creating values. British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1359 In this research this model is used to investigate marketing strategies and Alignment among processes. In following we are going to explain these factors and this model.

2.3 Alignment of Marketing Philosophy

The organizations arrange their marketing activities on base of the following five viewpoints. These viewpoints are: generation, selling, holistic. In the following we are going to explain these philosophies briefly.

2.3.1 Compatible marketing philosophies

2.3.1.1 The production concept

The production concept, one of the oldest in business, holds that consumers prefer products that are widely available and inexpensive. Managers of production-oriented businesses concentrate on achieving high production efficiency, low costs, and mass distribution [14].

2.3.1.2 The product concept

Other businesses are guided by the product concept, which holds that consumers favor those products that offer the most quality, performance, or innovative features. Managers in these organizations focus on making superior products and improving them over time, assuming that buyers can appraise quality and performance [14].

2.3.1.3 The selling concept

The selling concept, another common business orientation, holds that consumers and businesses, if left alone, will ordinarily not buy enough of the organization's products. The organization must, therefore, undertake an aggressive selling and promotion effort. This concept assumes that consumers must be coaxed into buying, so the company has a battery of selling and promotion tools to stimulate buying [14].

2.3.1.4 The marketing concept

The marketing concept, based on central tenets crystallized in the mid-1950s, challenges the three business orientations we just discussed. The marketing concept holds that the key to achieving organizational goals consists of the company being more effective than its competitors in creating, delivering, and communicating customer value to its chosen target markets [14].

2.3.1.5 The Holistic marketing concept

Kotler Define Holistic Marketing Concept in this way "Develop, design and implement marketing programs, processes and activities that recognize breadth and interdependencies."

3.3 Data Analysis

Method 3.3.1 Structural equation modeling

Presupposition method of LISREL software in instructional equation modeling is the probable maximum method, this method estimates a set of parameters, based on these British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1368 estimated primary value, fitness function were calculated, this function is a coefficient that describes fitness parameters with research data.

What to be measured; This topic focused on different issues; In Gunsacaran and Tuni (2001) on indexes to be costly or not; in works of Ashonsil (2004) on quality, cost, flexibility and delivery; In Beamon's (1999) studies on resources, output and flexibility; In Heeber's work in the frame of supply chain cooperation, on combining and coordination efficiency and in Chan's papers (2003) on input, output and processing. These factors consist of: the ability of delivering products without any deficiency to the final customer, the potential of delivering products and services with value added to

the final customer, the ability to remove any delay, damaged and deficient orders to customers, the capability of replying and solving customers' issues in a short time, the ability to deliver products in on time, the ability of delivering the right number and quantity of products to the customers, the capability of delivering orders in various sizes, being able to offer products of tiny sizes (special products) to customers, the ability to reduce the total cost, being capable of minimizing any kind of waste throughout the supply chain, the ability to minimize stored channels along the supply chain. In the latest studies, the researchers have examined the different varieties of communications with suppliers; Cannon and Perrault believe that relationship with suppliers can be developed according to the level of exchanged information, operational persistency, cooperation norms and coordination of seller and buyer.

INTRODUCTION Fast and inevitable change in present day caused by globalization phenomenon and scientific fast improvement in economic, social, political and industrial dimensions especially in two previous decades, were accompanied by tremendous changes in technology in information and relations.

Subsidiary hypotheses correlations Variables SSP CR LIS QIS PO Marketing Strategy Alignment

0.53**	0.48**	0.70**	0.74**	0.09
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*Correlation is significant at the .05 level (two-tailed). By using ideas of professors and experts in this field, the questions related to the questionnaire of part one (marketing strategies Alignment) has changed mainly and one question was deleted from a set of questions in this part, some of these questions in next sections were not understandable because of some problems in translation that were eliminated by some reforming. From the discussed descriptions, it can be concluded that CRM is a business strategy for optimizing profitability, making revenues and customer satisfaction that is designed based on organizing selling services according to customer needs, increasing the level of customer satisfaction while core concern is customer and implementing customer locus processes.

Main hypotheses correlations Variables MSA SCMP SCP Marketing Strategy Alignment Supply Chain Management Practices Supply Chain Performance

1.00	0.59**	0.62**	1.00
0.74**	1.00		

*Correlation is significant at the .05 level (two-tailed). Producer's marketing strategy and especially the goals that he chooses for gaining competitive advantage, quality, price, availability, execution engineering and technical services, complete production line, technical production leadership etc.

2.5.2 Customer relationship The necessity of information technology evolution and in particular global internet network and electronic commerce has offered an opportunity to improve relationship with customers in association with previous facilities in today's competitive markets. As mentioned above, some other postponement strategies were presented by some scholars like; Cooper, Dapiran, Feitzinger and Lee, Pagh and Cooper, Van Hoek, Yang and Burns and also Mikkola and Larson. In order to supplying raw materials, Most of companies make use of cyclic procurement system, in a way that in daily or weekly timelines, transportations flows are left to be gathered in the form of massive parcels then ordering is fulfilled. Considering the role of industrial distributors in marketing strategies' success (e.g. entering new products to the market, fulfilling the needs of small segments in the market) industrial distributors' features and particular capabilities must be examined [23].

2.6 Indexes of Performance Measurement in Supply Chain Altogether, variety of efforts have been made to clarify the indexes for performance measurement in supply chains that each effort entails a different view and approach for categorizing and grouping such indexes. Customer oriented criteria like the percentage of fulfilling orders

(rate of supply), minimizing the delay in product delivery, minimizing the time to respond customers, British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1365 minimizing LT (the time between obtaining and delivering the order) and minimizing tasks replication ?In a supply chain, transportation processes are taking place in a way that comes below: Supplying raw materials from foreign suppliers or from a remote domestic factory to the place of manufacturing, from the logistic outlook both are the same. The first part, relates to marketing strategies Alignment in which 7 questions are presented to evaluate the Alignment of these strategies, the second part relates to Supply chain management practice which includes 5 factors that a question is presented for each, and the third part relates to British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1367 Supply chain Performance that 11 questions are presented for its measuring. According to Soni and Kodali, The constructs of the framework are frequently used and observed constructs in SCM literature so it is the reason to call it a framework for SCM excellence [26].

2.5.1 Strategic supplier participation

Managing suppliers depends on the kind of communication that the organization establishes in developing and maintaining the relationship with suppliers. Operational persistency involves functional integrations of the organization in establishing relationship from the view of systems, British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1363 procedures and technologies. As a process, CRM entails supervising customers (e.g. gathering their appropriate data), managing and evaluating data and finally creating real advantage from the output information of transaction with them [34]. – Consuming goods to wholesalers and retailers are often sent in customized tiny sizes that demands combining transportations when they are launched [27].

RESEARCH METHODOLOGY

The aim of this research, at first stage investigates marketing strategies among chemical industry companies in specific geographical region (Zanjan province). In this research, secondary information includes using related English and Persian sources and similar investigations as well as existing information in industries and mines organization archive, chemical companies through internet and expert in this field. Acceleration speed of these changes in deferent dimensions guide managers to improve inside processes of organizations and companies to help their survival in world that is more competitive than yesterday.

2.3.4 Promotion Strategy

In managing a marketing communications systems require a draft strategy and sales programs that effectively and efficiently. The ultimate aim of turning this communications and transactions into more profitability is through increasing repurchasing and decreasing the costs of obtaining customer [30]. Some definitions for Customer Relationship Management (CRM) from the theorists' point of view are narrated below: CRM is a part of a strategy of an organization for discovering and maintaining customers' satisfaction and transform them into permanent customers. Meek Helen, Meek Richard, Strategic Marketing Management (Planning and Control), an imprint of Elsevier Science, Butterworth–Heinemann, Oxford; 2002. On the other hand, marketing strategies and Alignment between them have a great importance in advance of organizational goal in implementation of Supply chain processes. The business processes that must necessarily be integrated and coordinated include: purchasing, manufacturing, marketing, logistics, and information processes.

2.3.5 Defining the role of distributor in marketing strategy

Marketing strategy plays a crucial role in managing the channels of industrial distribution. 2 primarily was developed for accounting goals in order to discern the profitability of different

processes in production and manufacturing.

2.5.5 Postponement

Postponement is defined as the transference of one or some processes (manufacturing, resource finding and delivering) to another spot in supply chain.[41] Various kinds of postponement strategy and discussions about its benefits are introduced in debates of marketing, logistics and supply chain management. Products distribution from a factory to the customers Distribution system depends on the kinds of products: – Capital goods like machineries or industrial customers' equipment are carried through a specific transportation linkage just once or rarely.

H1–1– Marketing Strategy Alignment in Chemical Companies

positively and directly affects Strategic Supplier Partnership. The primary information in this research is totally collected by questionnaire method as well as email and in some cases because of impossibility of this method; the questionnaire method is used in verbal and personal way.

3 (MSA1 to MSA6) is related to Marketing Philosophies, New Product Development and Innovation, Pricing, Promotion, Distribution and Value Chain Respectively.

So, competitiveness, flexibility and products diversity are considered by productive organizations. A company should constantly look for new goods and marketing improvement to supply customer's satisfaction constantly and offend itself against competitors is removing them away. Johnsozn defined innovation as commercializing new things which could be investigated through following items: ? However, different types of promotional tools (e.g., monetary and nonmonetary promotions) may have different effects on sales, profitability or brand equity [22]. The technical specifications and characteristics of production, especially far different production features among various marks in the world and technical judgment of satisfying customer needs. Selling products using industrial distributors must be done through the marketing strategies' framework, because industrial distributors have an important role in meeting market demand.

2.3.6 The concept of value and value chain

Value chain is like a precious index that its usefulness in determining the strategies for attaining competitive advantage is proved. Conceptual framework

2.4 Supply chain management

The concept of supply chain management (SCM) originated and flourished in the manufacturing industry [25]. Based on mission and vision, business strategy is formulated that is referred to as competitive strategy which is at the bottom of building that signifies on the basis of business strategy only, further strategies are framed [27].

2.5 SCM Practices

SCM practices have been defined as a set of activities undertaken in an organization to promote effective management of its supply chain. Cooperation norms are the level of expected prototype of cooperating with each other to reach individual and shared goals [29]. CRM is the collection of methodologies, processes, software and systems which assists institutions and companies in effective and organized management of customer relationship [32]. Managing customer relationship is a business and marketing comprehensive strategy which integrates the processes technology and the entire of business activities all-round the customer [35]. In the process of implementing supply chain management both of these dimensions are extensively effective while each has been put forward as an independent variable in the previous studies of supply chain management. The word level refers to the quantitative facet of information sharing and it clarifies to what extent crucial and private information should be shared with supply chain partners [37]. The literature of this issue is filled up with examples of nonfunctional effects of presented information in supply chain that are inaccurate and deferred. Alderson discussed postponement from the marketing viewpoint that put forward this theory as a promising reaction to demand uncertainties which

leads to drop in costs. In some papers qualitative section of the postponement strategies are remarked and in others quantitative section has been reviewed [44]. Focusing on the status of indexes being qualitative or quantitative that has been examined in the works of Beamon in 1999. Considering strategic, operational or technical focus of indexes to which the studies of Gunasacaran (2001) were devoted [45]. An integrated view on transportation processes, manufacturing and inventory maintenance is a description of the concept of a modern supply chain management. In which manufactured items are transferred to the sale points in the form of large parcels, then representatives of distribution process initiate selling and delivering the items to the customers. As it can be seen it in Fig. 1 it includes 4 dimensions Internal Marketing, Social Responsible Marketing, Integrated Marketing and Relationship Marketing [14].

Stability: price doesn't always have a special value and the agreement between seller and buyer determine it precisely. **Negotiable:** buyer and seller negotiate to archive and agreed price. Sales promotions are also a key marketing tool in communication programs that influence brand equity. The importance (capability) of production immediate access (product) to customer or vice versa, to the extent to which customer needs are predicted and planned. For companies, value chain provides a tool for finding out approaches to create more customer British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1362 value and it deals with analyzing the capabilities of an organization. The term which has been mainly used for SCM in the literature is framework though apparently there is a lack of consensus about what actually a framework [26]. Many researchers and consultants have tried to propose frameworks to perform developments in SCM over a period of time. After all some researchers have noted the lack of clear definitional constructs to consider as the base to SCM research.

2.5.4 Quality of Information Sharing

The quality of information sharing involves dimensions like accuracy, scheduled plan, sufficiency and credit of the exchanged information [38]. Cost based criteria like minimizing cost, cutting down investment in inventories, maximizing profit and maximizing Return On Investment (ROI) ?

2.7 The Green's Method in Evaluating Supply Chain Performance

For examining supply chain performance, Green et al. considered 11 scales in their article.

1.2.4 The role of logistics in supply chain in chemical companies

Transportation processes are one of the necessary sectors of supply chain. – Also materials for production are forwarded to industrial customers; regularly, repeatedly and through the same direction.

Marketing Strategy Alignment in Chemical Companies positively and directly affects Supply Chain Management Practices.

H1–5– Marketing Strategy Alignment in Chemical Companies positively and directly affects Postponement.

1Marketing Strategy Alignment (MSA) 2Supply Chain Management Practice(SCMP)

British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1370 Table 2. Organizations review their strategies by different ways and find survival code in creating more satisfaction of customers. In this regard, one of the considered philosophies was Supply chain manager philosophy. Holistic marketing dimensions Source: [15]

2.3.2 New product development and innovation

Innovation is a survival source of blood in an organization. Anyway, this is just part of equation, and innovation also depends on changes in goods, processes and activities [16]. A new instructional diagram or a new managing approach or a combination of these two or more components [17, 18].

2.3.3 Pricing strategy

Pricing is a value (which is measured by some money) those sellers agree to exchange the goods with money and the buyers agree to take goods or services in

exchange of paying the value [19,20]. Promotion is a key element in corporate campaigns and promotional campaign is best done by satisfied customers. In 1985, Porter claims that to a large scale competitive advantage is determined through the way that companies manage each element and the transactions between the elements. In the framework mission and vision of a business are situated on the top of the house that this fact clarifies that the ultimate goal to a company or a member of supply chain is to achieve mission and finally vision. Managing customer relationship means creating and retaining personal relationship with profitable customers [33]. Shared information in contemporary supply chain system requires information among direct partners (members) and also all Networks that encompasses the entire of supply chain. Since information sharing is important, its importance on supply chain management relies on three elements: British Journal of Economics, Management & Trade, 4(9): 1356–1375, 2014 1364 What information is shared? Diverse interests and seeking their own favors among supply chain partners and information asymmetry along the supply chain impacts information quality [39, 1]. Postponement allows the organization to have different flexible production in meeting customers' changing needs and product differentiation or change in demand function. Alderson and Bucklin presented two articles in this area. Bucklin introduced this concept in the distribution channels area and offered this question; where, how and when to store the inventories to decline the cost [42,43]. Productivity based criteria like; maximizing the use of capacity and making use of resources. H1–2– Marketing Strategy Alignment in Chemical Companies positively and directly affects Customer Relationship. H1–3– Marketing Strategy Alignment in Chemical Companies positively and directly affects Level of Information Sharing. Holistic Marketing recognizes that everything Matters. Fig. (In Persian)

24. 1. ?2. 3. 4. 2. ???3. H1.