

MARKET-DYNAMICS SENSING AND MARKETING RESILIENCE OF DOMESTIC AIRLINES IN NIGERIA

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ABSTRACT

This study examined the relationship between market-dynamic sensing and marketing resilience of domestic Airlines in Nigeria. The study treated market-dynamic sensing unidimensionally, but decomposed marketing resilience into situation awareness, coping-with-change, marketing adaptability and resilient marketing ethos. The study adopted a descriptive research design and collected primary data through cross-sectional survey; using a structured questionnaire. The relationship between market-dynamic sensing and proxies of marketing resilience was assessed using the Spearman's rank order correlation, relying on the statistical package for social sciences (SPSS) version 24.0. The study found that market-dynamic sensing relates to marketing resilience of domestic Airlines in Nigeria. This is premised on the fact that market-dynamic sensing posted positive and statistically significant association with all the measures of marketing resilience. The study concluded that market-dynamic sensing informs marketing resilience of domestic Airlines in Nigeria or that marketing resilience of domestic Airlines, represented by situation awareness, ability to cope-with-change, marketing adaptability and resilient marketing ethos depends on market-dynamic sensing. The study thus recommends that domestic Airlines in Nigeria that desire improved marketing resilience should invest in structures and practices that advance their capacity to sense market-dynamics.

INTRODUCTION

Today's operating milieu of firms is highly mercurial, thus, enigmatic and largely precarious. To improve and remain relevant, firms must learn continuously; they must anticipate, make provision for, respond appropriately and adapt to incremental and abrupt market disruptions (Ateke & Nadube, 2017). Also, as a basic requirement for growth and robust marketing operations, firms must be able to adjust, reposition, refocus or redirect marketing programmes, policies and activities smartly, and in reaction to shifting market conditions (Ebenuwa, 2021). This however, demand that firms develop and effectively harness the capacity to scan the environment and identify current and emerging events, trends or patterns that hold exploitable opportunities or threats that must be avoided.

The relevance of observing, identifying and reacting to environmental change is even more essential in lieu of the reality that, whether imposed on the firm or instigated by the firm itself and whose outcomes are eagerly anticipated, change is pervasive and prevalent, and a necessary phenomenon of personal, group, organizational, and national life. Contemporary firms are more susceptible to catastrophe than their forebears. They are prone to vulnerabilities induced by distortions and disruptions that often accompany change; and the low level of trust, publics have in corporations have made business failure an ever-present, though undesirable reality. Market shocks are detrimental to brand value and reputation if

the firm fails to respond quickly enough (Harcourt & Ateke, 2018). However, the most harmful market disruption is the one that the firm is not prepared for, and for which, it does not have a plan. Such shocks aggravate already chaotic situations as the chances of instituting an organized response become slimmer (Ebenuwa, 2021). This truth further reinforces the essential of vigilance as a necessary factor for sustainable business prosperity.

Market-dynamics sensing - the process of collecting and interpreting market intelligence to facilitate informed marketing decisions and actions or the ability to figure-out environmental changes and react to them through value innovation (Likoum, Shamout, Harazneh & Abubakar, 2018) and refocus company operations to remain competitive is a fundamental capability. It requires firms to have in-built structures and systems that guarantee continuous monitoring of premeditated and unanticipated environmental shifts; and be prepared to face such shocks and rebound and remain functionally fit. This however, stems more from a strategic stance on collecting and learning from information about forces, factors and actors in the internal and external environment; than short-term tactics designed to solve operational problems (Ateke & Nwulu, 2021). Though it is not likely that a firm will have intelligence on every conceivable market-dynamic; and make plans for them; having the capacity to assess and tinker existing plans when the unanticipated occurs is what distinguish resilient firms. In organizational studies, resilience is a multifaceted construct that describes a firm's doggedness and tenacity amidst uncertainties arising from changes in the operating environment and emerging stronger and better (Lee, Vargo & Seville, 2013).

Based on empirical and anecdotal positions, scholars have suggested a legion of activities, capabilities, competencies and programmes firms can institute to enhance their resilience. But, most of these studies focused on resilience at the organizational level, and attempted to situate its predictors. These includes the studies of Mama and Onuoha (2020) which investigated the role of sensing capabilities on organizational resilience; Akhigbe and Onuoha (2019) that looked at strategic agility and organizational resilience; Ateke and Nwulu (2018) which studied employee competency development and organisational resilience; and Ateke and Nadube (2017) which anecdotally linked agile marketing to organizational resilience. Others include Harcourt and Ateke (2018) which examined customer-contact employee empowerment and resilience; Ahiauzu and Jaja (2015) on process innovation and organizational resilience; Fainshmidt (2014) on dynamic capabilities and organizational resilience; Beermann (2011) on corporate climate adaptation strategies on organizational resilience and Lengnick-Hall, Beck and Lengnick-Hall (2011) on strategic human resource management and organizational resilience.

These studies do not focus on resilience at the marketing function level or looked at market-dynamics sensing as an explanatory variable for resilience. Also, these studies were conducted in industries, other than aviation. Hence, they hardly provide adequate succor to firms with marketing resilience concerns, especially domestic airlines in Nigeria. Thus, this study joins the discourse on resilience, by examining the nexus between market-dynamics sensing and marketing resilience of domestic airlines in Nigeria, using situation awareness, coping-with-change, marketing adaptability and resilient marketing ethos as proxies of marketing resilience.

BASELINE THEORY

This study is premised on the theory of distinctive competences (Selznick, 1957). Theory of distinctive competences is a benchmark theory of strategy and competitiveness which holds that firms own or have access to “a set of unique capabilities” which allows them to enter markets of interest and gain advantage over competitors. Distinctive competences evolve from “tangible and intangible resources which a firm owns or has access to” (Hitt & Ireland, 1985). A firm’s strengths which cannot be easily matched or imitated by competitors, and which builds competitive advantages are its distinctive competence. Abdullah, Sabah, and Shawqi (2017) therefore, views distinctive competences as the “aggregate of multiple activities that firms perform better than rivals in an industry. Mooney (2007) define it as “a unique firm-specific strength that allows a company to better differentiate its products and achieve competitive advantage.”

Hence, “distinctive competence must be sustainable and visible to consumers, and not restricted to the outcome of a firm’s special adaptation to its special purposes and programmes” (Abdullah *et al.*, 2017). A distinctive competence is usually a strategic strength, but a strategic strength may not always be a distinctive competence as rivals in a highly competitive industry are apt to imitate a firm’s competence, such that what was once a distinctive competence could become a minimum requirement to compete in the industry. The theory of distinctive competence thus presupposes that firms could develop competences in specific areas such as environmental scanning and cross-functional responsiveness or in general areas by developing expertise in such areas as marketing, procurement, production etc. which are noticeable by rivals and customer. This study therefore adopts the theory of distinctive competences as a baseline theory on the premise that it is a viable theory to explain how firms can develop expertise in responding swiftly to market shifts, thus enhance their resilient capacity in their operating environment.

CONCEPT OF MARKET-DYNAMICS SENSING

Market-dynamics sensing involves acquiring market intelligence about internal and external environmental forces (Lindblom, Olkkonen Mitronen, Kajalo, 2008). The activities involved in market-dynamics sensing according to Bailey (2014) includes scanning, searching and exploring market dynamics. In this regard, Hou (2008) defined market-dynamics sensing as a firm's ability to sense the needs of its customers better than rivals. Today’s businesses confront very strong competition and turbulent operating environments (Ahmed, Albrahim, & Hasaballah, 2017) where uncertainties and risks are the only certainties. Businesses are thus challenged to adjust their marketing activities to changing conditions; to instigate change through innovation and to acquire strategic advantage therefrom (Diaz-Fernandez, Bornay-Barrachina, & Lopez-Cabrales, 2015). These firms fulfill the need to compete or to increase competitive advantage while ensuring self-preservation through market dynamics sensing. Market-sensing thus provides firms with an understanding of environmental changes and equips them to identify changes that portend threats to be guarded against and those that provide opportunities to be exploited (Ahmed *et al.*, 2017).

Market-sensing strengthen innovation in highly competitive environments; as it indicates the “ability to anticipate future evolution of markets and detect emerging opportunities based on information collected from the business ecosystem” (Mu, 2015). Market-dynamics sensing thus shifts the firm from “management under uncertainty” to a structured risk

analysis process that guards against potential losses to achieve superior results; and enhances marketers' attentiveness to, and watchfulness of market trends and opportunity discovery (Lin & Wang, 2015). It focuses on information about customers, competitors, events and changes in the business environment to gain market intelligence through sense and sense-making to determine and direct strategic courses of action.

Market-dynamics sensing is important in developing a market-focus that enhances marketing performance (Ahmed *et al.*, 2017; Bailey, 2014). It is a critical input to new product development, suggesting that "the development processes of effective new product engage incessant information sharing and utilization" (Ahmed *et al.*, 2017). Furthermore, Bailey (2014) states that "firms competing in low-income market should carry out activities to build their market sensing abilities to better adapt and overcome challenges related to the lack of information and understanding of such markets in order to improve their performance". Thus, marketers possessing superior market-sensing capabilities perform better because they have a greater "understanding of customers' expressed wants and latent needs, competitors' capabilities and strategies, channel requirements and developments, and the broader market environment than rivals" (Ebenuwa, 2021). This portray market-dynamics sensing as a multidimensional construct, however, this study treated it unidimensionally.

MARKETING RESILIENCE

Resilience is a construct that originated from physics where it was used to describe "the quality of materials to regain their original shape after being bent, compressed, or stretched" and in engineering where it was used to "determine the capacity of an entity or system to maintain and renew itself, particularly in the presence of stressors" (Smyntyna, 2016). The construct was later introduced to studies of ecological systems, and was defined as "the ability of a system to maintain its structure and patterns of behaviour in the face of disturbance" (Folke, 2006). Resilience soon gained transdisciplinary significance due to its close links with the concept of "adaptive capacity", which in "socio-ecological systems refer to the ability of humans to deal with change in their environment by observation, learning and altering their interactions" (Smyntyna, 2016). This understanding led to the wide use of the concept of "climatic resilience", which represents the "capacity of a socio-ecological system to (1) absorb stresses and maintain function in the face of external stresses imposed on it by climate change and (2) adapt, reorganize, and evolve into more desirable configurations that improve the sustainability of the system, leaving it better prepared for future climate change impact" (Folke, 2006).

Today, resilience is an emphasized idea across a range of disciplines including psychology, engineering, ecology, economics, emergency management and organizational research (Ateke & Nwulu, 2018); as well as in cultural and social anthropology, psychiatry, behavioural studies, healthcare systems (Mallak, 1998). The first use of resilience in organizational studies was by Wildavsky (1988) cited in Akhigbe and Onuoha (2019); and by the late 1990s, became widely used in various aspects of organizational studies (Akhigbe & Onuoha, 2019); where it has been defined as the ability of a firm to reinvent itself when conditions change, and the capacity to respond to uncertain conditions (King, Newman, & Luthans, 2015) cited in Ebenuwa, (2021); and is exemplified in the ability to react to disruptions timeously. In the view of Ateke and Nadube (2017), resilient organizations have

the ability to anticipate, prepare for, respond and adapt to gradual and abrupt disruptions in the operating environment without losing their functional capabilities and remaining fit for purpose over the long term.

The construct of resilience is herein extended and applied to marketing to represent the ability of marketing to cope with disruptions in the operating milieu, overcome adversity and function adaptively, as well as stage a comeback from knocks. Put differently, marketing resilience is the positive ability of marketing to recover rapidly, overcome, respond or otherwise adapt to disruptions in marketing operations caused by environmental upheavals. This is line with the conception of resilience as “a system’s ability to continue to perform and meet its objectives amidst adverse conditions” (Barasa *et al.*, 2018) as cited in Ateke and Nwulu (2018). Marketing operations are conducted in challenging climates that present both threats and opportunities; cultivating a resilient marketing culture therefore better positions a firm to prosper (Harcourt & Ateke, 2018); also, marketing operations do encounter unanticipated turns; some of which (could) have debilitating effects. However, marketing has an overarching need to remain fit for purpose, irrespective of the uncertainties created by such turns and twists; and become more robust and responsive.

Resilience is a multidimensional construct. In this study, we decompose marketing resilience into situation awareness (Lee *et al.*, 2013), coping with change (Zhang & Liu, 2012), marketing adaptability and resilient marketing ethos (Lee *et al.*, 2013; Stephenson, Vargo, & Seville, 2010; McManus, Seville, Vargo, & Brunson, 2008). The choice of these measures is predicated on the fact that, to be truly resilient, marketing must first of all, be conscious of its operating environment in order to be able to adeptly tinker the variables with which it seek to build and maintain profitable relationship with customers. Also, true resilience requires marketing activities to be highly adaptable. This means that marketing operations must be nimble enough to respond to market shifts seamlessly and timeously. In addition, marketing must have the ability to maintain its operational capabilities under different circumstances, that is, marketing has to be able to cope with change. True resilience will require that marketing is able to function effectively, irrespective of disruptions in the operating environment. It must be able to create and deliver consistent value all the time and in all conditions. Finally, marketing must develop a culture of resilience if it must drive or enhance the robustness of the firm. To be able to cope with environmental shocks and rebound from setbacks better and stronger, the marketing function must have a culture of resilience.

Situation awareness

Situation awareness is the “perception of elements in the environment within a volume of time and space, the comprehension of their meaning, and the projection of their status in the near future” (Endsley, 1995). Sarter and Woods (1991) viewed situation awareness as “all knowledge that is accessible and can be integrated into a coherent picture, when required, to assess and cope with a situation;” while in the view of Carretta, Perry and Ree (1996), situation awareness is the “awareness and understanding of the operational environment and other situation-specific factors that have the potential to affect goal achievement, in order to rapidly make appropriate decisions and take effective actions”. “Having complete, accurate and up-to-the-minute situation awareness is essential to those responsible for controlling complex, dynamic systems and high-risk situations, such as combat pilots, air

traffic controllers, emergency responders, surgical teams, military commanders, etc. (Carretta *et al.*, 1996). Lacking in situation awareness is a primary factor in accidents attributed to human error. "Maintaining good situation awareness involves acquiring, representing, interpreting and utilizing information in order to anticipate future developments, make intelligent decisions and stay in control" (Salmon, Stanton, Walker, & Green, 2006).

In business, very costly marketing errors will be committed if the marketing function is not always conscious of its operating environment (Ateke & Nwulu, 2018). The concept of situation awareness thus describes the knowledge marketing has of its operating environment (McManus *et al.*, 2008); which includes the ability to anticipate opportunities, threats, disturbances and the ability to correctly identify potential crisis, their likely effects and what must be done to turn things around (Tamunomiebi, 2018). It involves understanding how events, trends, information, or own action affect the realization of immediate or future goals (Gugerty, 1997). Marketing functions as the bridge between the firm and its market, and is therefore, required to always be alert to changes even before they become manifest and possibly take a toll on the firm's health. Ahiauzu and Jaja (2015) observe that:

"The loss of situation awareness usually occurs over a period of time and leaves a trail of clues such as confusion, use of improper procedures; departure from regulations; failure to meet planned targets; unresolved discrepancies; ambiguity and fixation. Situation awareness is thus dynamic, hard to maintain, and easy to lose".

Keeping in touch with the environment all the time is very difficult, especially during complex high stress operations (Tamunomiebi, 2018). Marketing thus require resources to continually scan the environment to discern opportunities that could be exploited and threats that should be avoided. Therefore, "combining new information with existing knowledge in working memory and the development of a composite picture of the situation along with projections of future status and subsequent decisions as to appropriate courses of action to take" is essential to marketing resilience.

Coping-with-change

Bourgeoning intra- and inter-industry competition, exacerbated by unrelenting globalization has made it mandatory for firms to hone their ability to manage and survive change (Cao & McHugh, 2005). Change represents a transformation of situations from established or expected trajectory to radically different courses, thus requiring adjustment of plans or re-planning in order to remain focused on a preset course. The environment in which business is conducted is sophisticated, convoluted, intertwined and less predictable (Lelièvre, Radtke, Rohr, & Westinner, 2019). Environmental shocks emerge from several factors that herald change, and these must be subdued by maintaining or reconfiguring current templates or designing and integrating new ones (Rafferty & Griffin, 2006). The ability to implement plans even when unexpected turns tend to upend the plans and dis-align functioning is enhanced by a capacity to cope with change. Coping with change involves accommodating unexpected vagaries in the environment and remaining the same in functions, structures, processes and programmes.

Environmental upheavals force marketers to reset and reinvent their operations by retreating to the core of their business that remains strong (vision, mission, values and the main

products that the business is well known for); or by reducing expenses (staff, operating, marketing, etc.) in response to the situation (Herscovitch & Meyer, 2002). Reinvention becomes adequate after resetting; as the business can “craft new plans, develop products and delivery methods, hire people and spend money on growth again” (Herscovitch & Meyer, 2002). The intent of all these strategic maneuvers is to effectively cope with change. In coping with change, the ability to absorb and react to shock is crucial. Marketers must constantly roll with changing market requirements by creating new products and processes, as well as the accompanying levels of customer service and customer-firm interfaces. This without, marketers will awake to find that yesterday’s customers are different than today’s customers and that today’s customers will not be available tomorrow; and therefore have “the wrong value directed at the wrong people at the wrong time”. To forestall this, marketers must be equipped with the right information from the right sources and also be fitted to cope with change (Lelièvre *et al.*, 2019).

Marketing adaptability

McCann (2004) and Hamel and Välikangas (2003) view the capacity to adapt marketing activities to changing market conditions as “the ability or inclination of individual or teams within marketing to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances”. Marketing adaptability is a process that promotes the design and implementation of proactive insights about future possibilities that enables the creation of value that connects with stakeholders. It is linked to competitiveness as it demonstrates resilient characteristic, and describes the ability to adapt operations to prevailing conditions with a view to gain advantage over less adaptive competitors, and maintain a robust marketing profile (Akhigbe & Onuoha, 2019). Marketing adaptability implies “the aptitude to adapt swiftly to varying environmental conditions; and is essential to navigating firms in the contemporary business milieu where turbulent disruptions constitute the new norm”; and facilitates firms’ ability to respond to threats and opportunities in the environment. Marketing is inherently adaptive, the practice of marketing today is markedly different than what obtained a decade ago, and it will appear even more different by the next decade (Ateke & Nadube, 2017).

Marketing adaptability may be orchestrated by changes in internal resources or external challenges; it is nonetheless, the natural outgrowth of a market orientation or the “customer first” mindset that adapts to changing customers’ requirements and specificities of other environmental factors. It often involves reforming marketing programmes and operations to suit changing consumer preferences, geography or era in which the firm operates. Marketing adaptability is thus context-specific (McManus *et al.*, 2008); “it varies in terms of value and nature and may be analyzed through coping ranges, the conditions a system can deal with, accommodate, adapt to, and recover from” (Ateke & Nwulu, 2018). Marketing adaptability promotes consistent alignment of marketing objectives and customer desires, mostly, by creating “innovative customers” or marketing practices, programmes and operations to suit emerging market trends (Ateke & Nwulu, 2018).

Resilient marketing ethos

Ethos describes beliefs, norms or ideas about social behaviour and relationships within a group. It is a system of values, norms and artifacts designed to produce a desired set of actions” (Sung-Joon & Sung-Ho, 2005). Marketing ethos therefore represents market-

oriented values, norms and actions that inform and guide marketing actions. It is one that practically translates the marketing concept, which emphasizes the importance of customers not just within marketing, but throughout the firm; and anchored on identifying market demands and meeting them better than competitors. A market-oriented culture focuses on developing, communicating and delivering value; and thrives on learning about market developments, sharing this information with appropriate personnel, and adapting operations to changing market conditions. Zostautiene, Zvireliene, and Susniene (2017) aver that marketing practices are encumbered by a "perfect storm" of adversities orchestrated by forces ranging from turmoil and instability of markets, economic downturns, changes in employees' values, resource shrinkages, technological revolutions, fragmentation in demographics, pandemics, etc.

The most suitable time since the invention of management for firms to prepare for adversity by building resilient marketing ethos is now. A resilient marketing culture is a climate within marketing that foster resilience in the wake of adversity; an environment that the majority of marketing personnel perceive as non-punitive, but motivating and supportive (Zostautiene *et al.*, 2017). One that encourage innovation, stimulate personal satisfaction and growth, as well as extraordinary success. A resilient marketing ethos is one equipped to face challenging market disruptions, and to handle turbulence proactively with skills, tools, and a mindset to cope with new environmental realities; one designed to "perform in the storm" in times of massive disruptive changes. Resilient marketing ethos is a system-wide shared attitude, habits and beliefs that encourage resourcefulness, reflectiveness and responsiveness to environmental shifts (Stephenson *et al.*, 2010).

MARKET-DYNAMICS SENSING AND MARKETING RESILIENCE

Likoum *et al.* (2018) describes market-sensing as the ability to sense environmental change and react to them through value innovation. Identifying, seizing, mapping and creating the knowledge required to sense environmental change is however a major challenge to marketers (Solek-Borowska, 2017). Sensing environmental change requires knowledge about competitors, consumers' sophisticated demands, regulatory frameworks, etc. Market-dynamics sensing results to innovation (Ardyan, 2016), anticipation of environmental shocks and knowledge management (Fang, Chang, Ou, & Chou, 2014) in Alshanty and Emeagwali (2019). Market-dynamics sensing also spur rapid and seamless response, especially in less bureaucratic teams; and enhances the ability to exploit changes in the environment (Alshanty & Emeagwali, 2019).

Market-dynamics sensing is thus essential in lieu of the fact that it support innovation (Alshanty & Emeagwali, 2019); and enables the development of marketing teams that are "skillful at learning, perceiving, and responding to market dynamics" (Likoum *et al.*, 2018). Sensing the demands of customers, collaborators, competitor and the larger operating milieu provides treasured knowledge that is fundamental to the search for marketing opportunities (Alshanty & Emeagwali, 2019). Rakthin, Calantone, and Wang (2016) describe "innovativeness as the development of novel, appropriate, and unique products". It also embraces "openness to new concepts, products, and procedures, readiness to transform and adopt latest technology and market trends" (DeLuca & Atuahene-Gima, 2007). Also, market-sensing ability "*encourages firm to exert efforts in acquiring market facts, operating on varying circumstances to outsmart competitors, creating and sustaining cordial relationships with staffs*

and customers, and involving inner strengths in conformity with other external environmental conditions” (Likoum *et al.*, 2018). The procurement of market intelligence is thus crucial to innovation (Rakthin *et al.*, 2016) and to overall marketing wellness.

Market-dynamics sensing further confer unique competences that facilitate the achievement and sustenance of competitive edge (Alshanty & Emeagwali, 2019) by enhancing the “acquisition of market knowledge for decision-making; and promotes the recognition of opportunities, improves customer experience and knowledge. Innovation is enhanced when “current knowledge within a system is employed alongside well internalized knowledge from external sources” (Shu, Page, Gao, & Jiang, 2012) gathered through market dynamics sensing. Also, market-dynamics sensing provides knowledge that may be transformed to innovation and used to exploit market opportunities. In addition, as the world goes through unprecedented, rapid monumental changes that encompass every facet of life, market-dynamics sensing stands to enliven entrepreneurialism through innovativeness, proactiveness and calculated risk-taking that allows marketers to distinguish themselves from rivals (Ireland, Hitt, & Sirmon, 2003).

Here again, it may be re-emphasized that sensitivity to market dynamics enhance productive learning, heightens proactiveness and triggers higher inclinations to scout for and seize value-adding opportunities in the market (Chaston & Scott, 2012). Consequently, this study believes that market-dynamics sensing will positively relate to marketing resilience. However, for the purpose of statistical testing and interpretation, the study formulates the following null hypotheses:

- Ho₁:** Market-dynamics sensing does not relate significantly to situation awareness of domestic Airlines in Nigeria.
- Ho₂:** Market-dynamics sensing does not relate significantly to coping with change of domestic Airlines in Nigeria.
- Ho₃:** Market-dynamics sensing does not relate significantly to marketing adaptability of domestic Airlines in Nigeria.
- Ho₄:** Market-dynamics sensing does not relate significantly to resilient marketing ethos of domestic Airlines in Nigeria.

METHODOLOGY

The focus of this study is to examine the association between market-dynamics sensing and marketing resilience. The study adopted a descriptive research design based on the conviction that a descriptive research adequately describes phenomena in their natural state; and addresses a range of factors, including the nature of relationship between variables and the theoretical model that might be developed and tested to explain them. The study was anchored on the realist ontology and positivist epistemology; it adopts a nomothetic methodology based on the conviction that man’s interaction with the environment is deterministic. A questionnaire thus served as the instrument of primary data collection. The study was conducted in a natural setting; hence, the researcher did not exert any form of control over the research elements (the test units). The cross-sectional survey, which permits researchers to collect data from test units at a point in time, was adopted.

The population of the study comprised domestic airlines in Nigeria. Information from the Nigerian Civil Aviation Agency (NCAA) indicates that the number of domestic airlines in

Nigeria is twenty-three (23). These twenty-three (23) domestic Airlines constitute the population of the study. The study took a census since the population of the study is not large. The study however surveyed one hundred and fifteen (115) management level staff of the twenty-three (23) airlines on a sample frame of five (5) respondents per airline. The study purposively surveyed marketing; operations; corporate communications; regional and general managers of the airlines. The choice of this category of staff is premised on the conviction that they are (1) better placed to understand the trajectory of the study, (2) privy to the core of airline operations and therefore possess the required information, and (3) in positions of authority to speak for their firms.

The instrument used in this study passed through face and content. The face validity of the instrument was ascertained through experts consisting of members of the academia within marketing, organizational studies, and measurement and evaluation; and practitioners with adequate knowledge of the subject of the study; while the content validity of the instrument was predicated on the fact that it was derived from literature, and mostly from instruments used by other researchers, with minimal adaptation where necessary. The internal consistency of the instrument was determined through a test of reliability using the Cronbach's Alpha test with a threshold of 0.70 (Nunally, 1978). Table 1 presents a summary the results.

Table 1: Reliability result for the study

Variables	No. of items	Alpha coefficients
Market-dynamic sensing	8	0.891
Situation awareness	8	0.820
Coping-with-change	6	0.967
Marketing adaptability	8	0.914
Resilient marketing Ethos	9	0.962
Competitive intensity	8	0.895

Source: Simulation from SPSS output of data analysis on market-dynamics sensing and marketing resilience (2021).

The study used the Spearman's Rank order correlation as the test statistic, relying on the Statistical Package for Social Sciences (SPSS) version 24.0. The choice of the Spearman is premised on its noted flexibility in assessing correlations for both ordinal and interval data (Neuman, 2006). The decision rule for accepting or rejecting the null hypotheses was premised on the adoption of the 0.05 level of significance as a criterion for assessing the Probability value (Pv). Hence where $Pv < 0.0$, the null hypothesis was rejected, and accepted where is $Pv > 0.05$.

RESULTS AND INTERPRETATION

Table 2: The relationship between market-dynamic sensing and marketing resilience

		Market-dynamics sensing	Situation awareness	Coping-with-change	Marketing adaptability	Resilient marketing ethos
Spearman's rho	Market-dynamics sensing	Correlation	1.000	.740**	.655**	.730**
		Coefficient				
		Sig. (2-tailed)	.	.000	.000	.000
	N		109	109	109	109

Situation awareness	Correlation	.740**	1.000	.752**	.825**	.818**
	Coefficient					
	Sig. (2-tailed)	.000	.	.000	.000	.000
Coping-with-change	N	109	109	109	109	109
	Correlation	.655**	.752**	1.000	.790**	.806**
	Coefficient					
Marketing adaptability	Sig. (2-tailed)	.000	.000	.	.000	.000
	N	109	109	109	109	109
	Correlation	.730**	.825**	.790**	1.000	.767**
Resilient marketing ethos	Coefficient					
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	109	109	109	109	109

Source: SPSS Output of Data analysis on market-dynamics sensing and marketing resilience (2021).

The results of the test of hypotheses shown on Table 2 indicates that the relationship between market-dynamics sensing and situation awareness of domestic Airlines in Nigeria is strong, positive and statistically significant with a rho coefficient of 0.740** and Pv of 0.000. The null hypothesis is thus rejected. Therefore, there is a significant relationship between market-dynamics sensing and situation awareness of domestic Airlines in Nigeria.

Also, Table 2 indicates a rho coefficient of 0.655** on the relationship between market-dynamics sensing and domestic Airlines' ability to cope with change. This value (0.655**) is high, and is indicative of a strong relationship between the variables. The positive sign of the correlation coefficient suggests that the link between market-dynamics sensing and domestic Airlines' ability to cope with change is a positive one; while the Pv = 0.000 suggests that the relationship between the variables is statistically significant. Hence, the null hypothesis is rejected.

Table 2 likewise, indicates that a strong positive and statistically significant association exists between market-dynamics sensing and marketing adaptability of domestic Airlines in Nigeria. This position is premised on the test results which produced a rho coefficient of 0.730** and Pv of 0.000 on the relationship between the variables. Based on this outcome, the null hypothesis is rejected in favour of the alternate.

Furthermore, Table 2 shows that the rho coefficient on the relationship between market-dynamics sensing and resilient marketing ethos of domestic Airlines in Nigeria is 0.789**, with a Pv of 0.000. These values imply that a strong, positive and statistically significant relationship exists between market-dynamics sensing and resilient marketing ethos of domestic Airlines in Nigeria. Hence, the null hypothesis is rejected.

The results from the test demonstrate that market-dynamic sensing contributes significantly towards the manifestation of marketing resilience of domestic Airlines in Nigeria; as the relationship between market-dynamics sensing and proxies of marketing resilience is observed to be positive, strong and statistically significant. As such, it is evident that market-dynamics sensing play dominant roles and strongly relates to marketing resilience of domestic Airlines in Nigeria.

DISCUSSION OF FINDINGS

The growing volatility and disruptive tendencies of markets pose serious challenges for firms. This is even more acute in the Airline industry where the slightest market shake-up can have far-reaching effects on firms. Consequently, domestic Airlines are required to regularly scan their environment to identify current and emerging realities, and determine their effects of the firms' operations. Based on the empirical analysis conducted, this study observed that market-dynamics sensing translates to better resilience capacity of firms. The observed relationship between market-dynamic sensing and the indicators of marketing resilience demonstrates the influence of considerations and sensitivity to market features and characterizing elements in the related outcomes of situation awareness, coping with change, marketing adaptability and resilient marketing ethos.

The findings demonstrate that actions concerned with the cognitive and conscious assessment of market-dynamics such as changing values, demographic developments, shifts in customer preferences, price changes etc. facilitates learning and repositioning of marketing actions and functions best suited to engaging such dynamics. This is as Ahmed *et al.* (2017) states that sensing, and knowledge of the operating environment, precedes other actions and helps in molding or contriving marketing structures, procedures, strategies and techniques aligned to emerging market conditions.

The evidence generated on the relationship between the variables further aligns with those of Alshanty and Emeagwali (2019) in demonstrating the usefulness of context-based research with findings integrated into organizational training and development programmes as well as marketing strategies tailored to address the unique attributes or elements of the market. This is anchored on the understanding and appreciation of the dissimilarities in the features of market, particularly in line with Airline services. Christopher (2000) argue that despite the pervading impact of globalization and the merging of markets, there is still the issue of service internationalization and localization, especially since regions and contexts yet continue to shape and dictate the behaviour and actions of businesses located geographically within their scopes. One finds the need for sensing more so evident within developing contexts which according to Ahiauzu and Jaja (2015) are increasingly evolving culturally, socially and economically.

CONCLUSION AND RECOMMENDATIONS

In addressing the problems and mitigating effects of competitiveness deficiencies, functionality and change pervading the Nigerian Airline industry, this study has established that market-dynamics sensing contributes significantly towards enhancing marketing resilience of domestic Airlines in Nigeria. This position presents market-dynamics sensing a key to ensuring that domestic Airlines are competitive and able to sustain their relevance through increased or enhanced levels of situation awareness, ability to cope with change, marketing adaptability and resilient marketing ethos. Based on this observation and the discussion of findings presented above, the study concludes that market-dynamic sensing, by facilitating learning, change forecasting and identification of market opportunities and gaps; enhance domestic Airlines' behaviours and actions, and leads to heightened situation awareness, ability to cope-with-change, marketing adaptability and resilient marketing ethos. The study therefore recommends that domestic Airlines in Nigeria that desire to maintain or enhance their resilient capacity should institutionalize structures and practices

that advance or drive market-dynamic sensing activities. This may take the form of actively engaging in research and development or building collective networks (with customers, vendors and other stakeholders) that facilitate effective gathering and sharing of market(ing) intelligence.

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