

The alignment of ethical marketing and innovational organization growth

O alinhamento do marketing ético e do crescimento organizacional inovador

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Abstract

Nowadays the economic and social context is demanding very fast responses to consumer's need, so that, organizations have to show their strengths and follow their competitors, trying even to go beyond customer's expectations. Bearing this in mind, several organizations decide to go international, in order to correspond to market's demands and also follow their competitors. Therefore, the initial phase of internationalization requires a very detailed forecast of markets, culture, political and cultural boundaries. Organizations have to emphasize their opportunities thru sensing and seizing efforts, in order to reconfigure and adapt very fast. As the society is constantly changing their demands, organizations should be prepared to reexamine their strategic focus, their tools and resources. Considering these constant changes, ethical questions are really at the background of all business topics, particularly when certain benefits or even business scandals take place within public or private organizations. Marketers have a very difficult path, as sometimes the goods requested by the customers have negative impact, so these managers feel divided, whether to sell, despite being unethical, or on the other hand to don't sell and penalize their sales performance. Following this path, this research aims to align ethical marketing to the need of innovation and organizational growth. A in depth conceptual research is performed in order to shed light on this very actual research topic, as, to the best of our knowledge, a research gap is identified in the literature related to this interlinkage. Based on the expected outcomes, further empirical studies might be performed.

Keywords: Marketing; Innovation; Ethics; Organization.

Resumo

Hoje em dia o contexto económico e social exige respostas muito rápidas às necessidades dos consumidores, para que as organizações tenham que mostrar os seus pontos fortes e seguir os seus concorrentes, procurando até mesmo ir além das expectativas dos clientes. Pensando nisso, várias organizações decidem se internacionalizar, para atender às demandas do mercado e também acompanhar os seus concorrentes. Portanto, a fase inicial da internacionalização requer uma previsão muito detalhada dos mercados, cultura, fronteiras políticas e culturais. As organizações devem enfatizar as suas oportunidades por meio de esforços de deteção e aproveitamento, com a finalidade de reconfigurar e se adaptar muito rapidamente. Como a sociedade muda constantemente as suas demandas, as organizações devem estar preparadas para reexaminar o seu foco estratégico, as suas ferramentas e recursos. Considerando essas mudanças constantes, as questões éticas estão realmente no pano de fundo de todos os tópicos de negócios, especialmente quando certos benefícios ou mesmo escândalos de negócios ocorrem dentro de organizações públicas ou privadas. Os profissionais de

marketing têm um caminho muito difícil, pois às vezes as mercadorias solicitadas pelos clientes têm impacto negativo, por isso esses gerentes se sentem divididos, seja para vender, apesar de ser antiético, ou por outro lado, não vender e penalizar seu desempenho de vendas. Seguindo esse caminho, esta pesquisa visa alinhar o marketing ético à necessidade de inovação e crescimento organizacional. Uma pesquisa conceitual em profundidade foi realizada a fim de lançar luz sobre este tópico de pesquisa muito atual, uma vez que, tanto quanto é do nosso conhecimento, uma lacuna de pesquisa é identificada na literatura relacionada a essa interligação. Com base nos resultados esperados, outros estudos empíricos podem ser realizados.

Palavras-chave: Marketing; Inovação; Ética; Organização.

1. Introduction

The importance and relevance of Ethics is growing at a very speedy limit, as the number of publications has turned three times higher as in the past, although a lot of research ought to be done, to improve this specific field, inside Marketing and Management (Malhotra, 2013). Following this path, the self-identify has a very fundamental contribute, it corresponds to the way self-identity is influenced by the society, as material resources are strongly linked to the way members of the society view and position themselves. On the other side, the clothes are more related to personal choices than to social classes. In general, Marketing is regarded as a power of society's need of consumption and it's materialistic lifestyle, so O'Shaughnessy & O'Shaughnessy (2002) have studied the linkage of marketing to the consumer globalization and the lifestyle, to analyze, if there is a responsibility on side of the marketing's influence. It's notable that the society is reflecting a bad consumer culture, interlinked to the globalization process. Noticing, that the society of nowadays may really consumpt excessive goods, being "dedonistic", as O'Shaughnessy & O'Shaughnessy (2002) defined, referring to an egoistic individual approach of an individual interest. Without regarding the social reflect, of this decision. At the present time, noticing an unstoppable flow of information, organizations have to integrate detailed information, so that they might

comprehend and adapt their resources to preserve their sustainability. Organizations have to implement new resources, to maintain dynamic and flexible resources, such as to reinforce interfirm relationships

and human capital, (Teece & Al-Ali, 2014). Capabilities that are able to integrate, build and renovate internal and external competences and consequently to obtain changes inside the business and the environment, are named dynamic capabilities (Teece et al., 1997). Dynamic capabilities are more related to the challenges of new products and take a very significant role particularly in case of financial crises, as in this scenario organizations have to be even more dynamic (Makkonen, Pohjola, Olkkonen, & Koponen, 2014). Market driving strategies involve high risk, but also offer the possibility to revolute high risk, such as the possibility to reshape the industry, (Kumar, Scheer, & Kotler, 2000). Competitiveness of strategic management is a very critical variable due to a very fast changing environment, (Eisenhardt, 1989). The goal is to keep customers on the focus of each company, commercializing a well-succeeded product, exceeding customer's demands.

As highlighted, along this research we'll align a in depth conceptual research ethical marketing to the need of innovation and organizational growth.

2. Literature Review

2.1. Ethical Marketing

Organizations have long decades ago been forced to move from customizing to standardizing, based on new commercial realities within global markets. The national and international product differentiation is turned each time thinner, as a beyond boarder's perspective has to be implemented, (Levitt, 1983). Multinational organizations aren't anymore at the highlight, as global goes ahead of multinational. Some brands, achieve over-national competitiveness, as Coca-Cola or Pepsi-Cola, or even American cigarettes, as commonality drives to standardization of products. Organizations that compete in a very effective way, reach to combine superior quality and reliability to the cost structure, so it might be stated, that companies that adapt and capitalize make the distinction. Within social and economic contexts some organization have already the power to correspond to the market's need, (Bell & Loane, 2010), so that organizations have to opt: or they're very fast, or they're thrown out of the market. "The earth is round, but for most purposes it's sensible to treat it as flat" (Levitt, 1983). Innovation plays a determinant role, so the goal is to combine standardized products in international markets, offering these at low prices. Despite of the very notable contribution, The core areas of Levitt have been product, price, quality, brand, advertising, consumer preferences. Industrialized goods have been the most standardized, along the 70's, despite of at this time the need for adaptation has already been recognized. Levitt's article is mainly based on visions, rather than in

facts, due to missing standardization and homogenization (Boddewyn, Soehl, & Picard, 1987).

The model of Johanson & Vahlne (1977) has been a really great attempt inside the marketing research, based on several observations, to understand the connection of the diverse assumptions, within their economic investment theory. The investigation demonstrate lack of explanatory outcomes, so in accordance to Andersen (1993), the methodological way, in this field should be more explanatory. Organizations are very concerned with the need to adapt their products, so the main goal of this paper is to positioning the attitude of multinational companies towards standardization/adaptation, related to the 7 P's of the marketing mix perspective, (Vrontis, Thrassou, & Lamprianou, 2009). The two folded perspective standardization or adaptation, despite being frequently stated, has not yet been conclusive. Consequently, in-depth statistical analysis and measurement are continuously been afforded. Advertising and international standardization were at the center of marketing debates, nowadays, these variables are positioned at the center of the marketing mix components, named adaptation and standardization. The cost importance by itself isn't enough to cover the market's satisfaction, so consumer orientated techniques have to be developed (Majkgaird & Sharma, 2015). In case of missing experience, the organizations have more internal costs, towards markets, clients, institutional factors, culture, laws and governments. Considering (Johanson

& Vahlne, 1977), the experience of the organization is related to specific markets, but in accordance to (Majkgaird & Sharma, 2015) international experience, isn't related to a specific country or market, as they consider they're related to an organizational skill adaptable to markets in general. The portfolio of products ought to be improved and adapted to the economic activities, to be specialized configuring efficient capabilities. The differences of knowledge within organizations explain distinctive decisions of ownership, so the way a specific company holds and

maintain the information, makes at the end the difference. Nowadays the most exchanged products, are related to the technological market, so the knowledge is crucial to the requirements of the market, (Kogut & Zander, 2015), to reduce costs and maintain competitiveness (Schilke, Reimann, & Thomas, 2009). Beside the cost issues, the cultural influence shows great impact on the standardization performance, as products have to fit in accordance to the cultural need of each country, otherwise the profit won't be as expected, (Zou, Andrus, & Norvell, 1997).

Factors encouraging Standardization	Factors encouraging Adaptation
Economies of scale in production	Differing use conditions
Economies in product R&D	Government and regulatory influences
Economies in marketing	Differing consumer behavior patterns
"Shrinking" of the world marketplace/economic integration	Local competition marketplace
Global competition	True to the marketing concept
<small>adapted:(Czinkota & Ronkainen, 2007)</small>	

Table 1: Different perspectives of standardization vs. adaptation

Regarding the above mentioned table, effectively, organizations have to opt which would be the best way, to get sustainable performance, in accordance to the selected market. In general, a low level of market participation, may be a barrier for economies of scale and also the performance of standardized marketing programs (Schilke et al., 2009). The homogeneity level is high, if the offered products are similar, so the need to leverage standardization is very low, noticing that standardization has great benefits in commoditized markets. For cost efficiency, the standardization position is really the best option, alternatively the strategic fit, applies to the strategy and the marketing approach.

2.2. Organisational Growth

From time to time, even more organizations are trying to obtain better opportunities within the global market, in order to achieve their objectives, whether to enter, stay and maintain or even reinforce their global presence. In the past, exporting has been the most relevant tool, especially within small and medium sized organizations, as the export marketing strategy could drive to better success. The main variables of marketing strategies are related to the product the market segmentation, the quality, the pricing and also the sales-support, so that these considerations ought to be continuous, dynamic and continuously improved (Leonidou, Katsikeas, & Samiee, 2002). Organizations in general increase their

dimensions, so that despite of their greater dimension, they have to improve exclusive management skills, like traditional organizations, (Kotler & Levy, 1969). Internationalization refers to the growing proximity of organizations with international markets, as it may be expected due to different objectives so as improvement of the organization; integrations; commitment to other countries. Studies from international business, belonging to the University of Uppsala, refer that organizations achieve internationalization based on very small steps. The first path, is habitually to realize sells due to the interaction of a specific agent, followed later on by a sales subsidiary, and sometimes by a production unit (Johanson & Vahlne, 1977). The strategies of organizations shouldn't focus only on the development of new products, but also on the improvement of new markets. At the first step, organizations ought to establish a strategy plan, to develop their plan on several countries, (Buckley & Sharp, 2008). The globalization strategy is multidimensional, as establishing a strategy for an international business, leads to several strategic dimensions, (Johansson & Yip, 1994). The measure of the degree of internationalization is very complex (Sullivan, 1994), beyond the ordinary face validity, as several methods may be applied to get closer to a more realistic information, of firm's scores.

On the other hand, Rugman & Verbeke (2009) refer that globalization is limited to the top of the value and supply chain, despite of this, some organisations get coupled global dispersed inputs, but in general regional strategies are more common than international strategies. Regarding the organisations with service activities, there is still unimproved global

strategy, as these remain regional acting (Rugman & Verbeke, 2008).

The resource-based view tries to explain the way organizations accomplish competitive advantages by using and possess unique, valuable and costly-to-imitate and non-substitutable resources, named the Resource Based View (RBV), (Penrose, 1959). Penrose's work has developed excellent implications for international business and organizational strategy, but she didn't highlight the importance of entrepreneurs to create markets and configuring their organizations, which in accordance to Augier & Teece (2007) is extremely important, as the dynamic capability view goes beyond the need of fast innovation, adaptation and flexibility. The aim of Penrose was to comprehend the firm's growth (Augier & Teece, 2007). Researchers have gone beyond the RBV as they have underlined the importance of dynamic firm capabilities and lead the management of organizations into a theory of multinational enterprise. The dynamic capabilities approaches intend, as (Augier & Teece, 2007) to offer an articulated explanation, of how organizations develop competitive advantages and maintain these capabilities along years. In general, dynamic capabilities refer to the ability to configure and reconfigure, shape and reshape, adapt the assets, in order to be able to respond to the changing market's demands. The environment is constantly changing, so entrepreneurs ought to take the opportunity to establish within the market they like to commercialize their products (Teece et al., 1997). The dynamic of the economy, such as the size of the host market are the most influential variables, when organizations decide to enter into a new market. On the other side, the notable variables are: proximity of the

markets, government policies, e structures of the host market, while proximity between markets, government policies, and the competitive structure of the host market, on the other hand, are the least influential variables, (Ferreira, Eiriz, & Soares, 2013). Inside the market, gathering resources is very important, to obtain lower cost, higher quality or better product performance. The skill to resolve a problem, is referred to be substantive capabilities according to (Zahra, S., Sapienza, Harry J. & Davidsson, 2006) while a dynamic capability, is related to the skill to solve problems very fast, and a substantive capability is characterized as able to improve the way organizations solve their problems.

Actually, is a very high demanding in what concerns the metaphoric fitness, on regards to the capabilities, Lichtenthaler and Lichtenthaler (2009) improvement of capabilities may upsurge their technical fitness, but not necessary improve their evolutionary fitness. Enterprises are more involved in achieving information from the outside, as they due to their newness don't have an historical background, (Fernhaber & Patel, 2012). Concerning the development of new products, efficient team-work, is extremely important to base competences on previous skills and experiences, (Protogerou, Caloghirou, & Lioukas, 2011).

2.3. Performance

Based on the industrial globalization, organizations improve their performance via integrated strategies, to obtain additional benefits, (Johansson & Yip, 1994). Organizations which pursue a better global strategy develop in a wider way their performance. During the 90's

American organizations had a positive advantage due to their long experience and presence at the market, so Japanese had to develop their management process, to compete. Nowadays we verify that Japanese organizations have already improved to get greater performance and pursue stronger internationalization. Several studies have analyzed the relationship of the multinationality of the firm and the performance, knowing, that to obtain successful markets, organizations have to define their whole value chain; products achieve learning, define scale and location economies, beyond frontiers. In global, the marketing performance is characterized within the ability to differentiate their products from the concurrence, building notable, recommendable, and international brands, (Kotabe, Srinivasan, & Aulakh, 2013). The impact of exports intensity on firm's performance has not been confirmed, such as that Foreign Direct Investment (FDI) has a negative impact on internationalization and performance (I-P), of Indian organizations, but the maturity of organizations drive to better internationalization opportunities (Singla & George, 2013).

The most common factors are related to standardized strategies are the type of product, the international business experience, competitive environment, political and legal issues such as the firm size and services (Chung, 2003; Levitt, 1983). Standardization consists in offering a same portfolio to several customers of different countries, noticing that thru standardization economies of scale are reachable, in terms of: production, promotion, distribution, such as development and research. Managers have to decide, if standardization is the best way for success, in this case, normally

larger firms take advantage due to their opportunity to establish a coherent position, towards, price, place, process and product. Regarding smaller organizations, these could mainly have profit on niche marketing. In general through standardization, the image, quality and economies of scale are guaranteed (Whitelock, 1987). Organizations that assume a standardization strategy ought to consider the differences between markets, the regulatory environment and specific barriers, technological intensity, traditions and characteristics of the customers. Superior performance rely on strategy standardization (Katsikeas, Samiee, & Theodosiou, 2006). Standardization and adaptation have direct impact on organizational performance, as the strategic fit paradigm consists in a tight proximity to the internal strategy, such as to the environment, (Hussain & Khan, 2013)

The standardization perspective drives to greater economies of scale, but may also be inconsistent, if diverse from the environment of the market.

Managers have to analyze if their organizational strategy is to standardize to adapt or a combination of both, as a strategic firm choice, consequently Katsikeas et al. (2006) have highlighted the importance of fit in regards to the influence of the organization.

The foreseen obsolescence of products has since years been considered an ethical problem within the marketing area, and nowadays it gained even more emphasize due to the sustainable development of products. Several products are designed to be thrown away in a very premature phase. This causes a severe environmental disturb, specially, if the costs for the respective production are high, as

computers, cell phones and other products, specially high-tech products. Thus, to avoid or minimize this large effect on the environment, corporate strategies such as design and engineering practices have to be fixed, based on the continuous product development. Producers have more difficulty to keep their sales rate, if the products have a long duration rate, due to flexible and fast design software's and specific production tools. As the development requires rapid adaptation, of products, to fit the customer's need. Following this path, Guiltinan (2009) refer to the example of Gillette, as these company has verified the concurrence of another razor company, which produced longer lasting products and consequently had changed their internal marketing strategy. In general, on one hand innovation and technological fastness is required, but on the other hand these demands of fast adaptation demonstrate negative consequences within the environment. As nowadays the updates of specific products occur in a very speedy way, consumer's feel the need to acquire the newest version, so intrinsically the previous version is regarded as of reduced value. This way, it is difficult for organizations to decide which way to choose, to maintain their sales volumes and behave also in an ethical way, as very often the new product development leads to sociological problems. So, the importance of green marketing will be in the near future. Marketing, mainly from the past two decades on, may be regarded as the most challenging within the management area, as the highlight on the relationship between members, such as the afforded trust, clearly point out the commitment based on ethical beliefs. In order to proceed and to have success in a specific region, the ethical beliefs have to

be understood, otherwise misleading products might be supplied, without any commercial return (Ford, Nonis, & Hudson, 2005).

2.4. Ethics and Corporate Social Responsibility

Very recently *Corporate Social Responsibility* (CSR) has been considered as one of the most relevant factors in establishing the corporate reputation. Consequently the lens of marketing is specially dedicated to enlarge visibility. Arendt & Brettel (2010) have stated that based on multiple studies, a connection between favorable corporate identity and business performance has been verified, despite existing even though a “gap” related to the practical evidence of the relationship between corporate image, company performance and CSR multi-industry contexts. Consequently, Arendt & Brettel (2010) have analyzed the effects of social responsibility on corporate identity and concluded that Corporate Social Responsibility is dissimilar in different industry settings. In general, CSR is considered as a firm’s commitment, so therefore the communication, mainly to convince stakeholders about the importance of the organization is very relevant. This profile of the organization is called as the Corporate Identity Management (CIM), which transports the image and personality that an organizations reflects to its stakeholders, aiming to fix the organization on a very strategic position towards the concurrence. Having this in mind, the authors Arendt & Brettel (2010) have considered, based on a model, that CIM is influenced by the value dissemination and the mission, such as the image and visual identity implementation. Regarding the

perception of the exterior, these authors consider that external corporate image attractiveness and stakeholder identification corresponds to a degree to which stakeholders feel connected to a specific organization. Emerging markets are centering relevant attention to organizational key characteristics: market heterogeneity, sociopolitical governance, reductions of resources, unbranded competition, and insufficient infrastructure. The characteristics are dissimilar to capital societies, so the core assumptions of marketing ought to be adjusted, in the way of market orientation, market segmentation, and differential advantage (Sheth, 2011). The development of new products (NPD), is crucial for the survival of the organization and their intrinsic performance within a constant evolving market (Atuahene-Gima, 2007; Fernhaber & Patel, 2012).

New products have to be sensed and seized within the organizations based on their knowledge, or on the knowledge of the surrounding environment. It’s extremely important to count on an efficient team-work, basing the competences on former skills and experiences, (Protogerou et al., 2011). Controversy (Brouthers & Nakos, 2005) affirm, that age and the experience of organizations might be considered as a disadvantage, and also the age and educational level doesn’t matters so much within SME’s, but it’s understandable, as SME’s habitually don’t afford to pay more for qualified human resources. The way organizations search and apply knowledge varies and consequently drives to differences between performance (Katila & Ahuja, 2002).

Nowadays, the environment is constantly demanding for new products, so that

organizations have to maintain their R&D forces straight linked to technology, if organizations have these capabilities, they could even get into a very proximate position to top-brands, as example Honda and Toyota, have reached a well-recognized position, very close to BMW or even Mercedes, due to their R&D and technological investment (Zahra & Ellor, 1993). Bearing in mind, the importance of relationship marketing, Murphy, Laczniak, & Wood (2007) have defined the historical background, such as the differences between America and Europe, by analyzing a model, and their implications and further analysis for researchers and marketers. Likewise, the alliances between members of specific supply--chains are very helpful, in order to get success. Thus, also the informal meetings help to obtain a closer and more understandable contact and interactions, on an ethical basis, to be fair for all the parties involved. Therefore, to act in an ethical way, the transparency, communication, such as the action is crucial (Murphy et al., 2007).

Following this need, namely to be successful and make people happy Shankar, Whittaker & Fitchett (2006) have researched in this area, in order to find out, if the benefits of the capitalism can also guide to a malefic environment. Based on this starting point, these authors have analyzed several real stories, of prominent persons, who despite of their richness aren't happy. Nowadays, the possibilities to opt within different products are so high, that despite of different choice possibilities, the consumers aren't happier than before (Shankar et al., 2006).

Noticing, that within the marketing area both deontological and teleological evaluations are used to pass ethical problems (Hunt & Vitell, 1986). The linkage

of the cultural environment to the ethical problems is doubtless evident, as in different cultures the same ethical beliefs are viewed under different lenses (Armstrong 1996).

Schlegelmilch and Öberseder (2010) referred core implications of marketing, as ethics for example is recognized in the way values are linked to marketing decisions.

Business ethics may also be analyzed in relation to the price strategy concerning empirical findings of government regulations, such as factors that motivate quantity supplements and customer insights (Gupta & Rominger, 1996). Notwithstanding the government regulations do not forbid the quantity surcharge, so the government ought to defend the interest of the society and reduce the misleading practices.

In order to implement the CSR in marketing a stakeholder model may be implemented, as nowadays marketing is moving from customer orientation to the relationship of stakeholders (Maignan, Ferrell, & Ferrell, 2005). Due to the dynamic nature of the CSR, its complexity, all the intrinsic challenges need a very strict organizational planning based on specialized resources and member commitment.

Nowadays, we verify the constant aim, of being and behaving in an ethical way, within a specific society, as individuals such as members of organizations. Very frequently CSR is referred and analyzed within academic and organizational context, despite that the definition has not yet been defined in a consensual way. Thus, in accordance to Vaaland, Heide, & Grønhaug (2008), to the definition of the American Marketing Association, has been selected: *“Corporate social responsibility*

is management of stakeholder concern for responsible and irresponsible acts related to environmental, ethical and social phenomena in a way that creates corporate benefit”.

At the present time, the main focus relies on the Corporate Social Responsibility and the ethical values and beliefs, related to the customers, which have been researched mostly in an empirical way. Additional researches, ought to be guided, including other perspectives beyond customers, such as the interlinkage of members of a supply-chain and other B2B applications and platforms, to enable a wider and deeper knowledge beside the traditional marketing perspective (Vaaland et al., 2008). The social innovation is at least as important as science or technology, as intrinsic knowledge turns very fast into obsolete. This way, the dynamic of knowledge imposes that organizations are flexible to the changing demands of the markets (Drucker, 1992). Environmental conditions and the structure of organization, have been neglected, as they are very often not included inside the empirical studies (Wilden, Gudergan, & Nielsen, 2013). Dynamic capabilities may be notable in low such as high leveled organizations, playing a very determinate role within the environmental dynamism (Lichtenthaler & Lichtenthaler, 2009). The dynamic capabilities have been placed also in green environments, pointing out the need of eco-friendly local partners, so that the local restrictions and local competition may better be understood (Leonidou, Leonidou, Fotiadis, & Aykol, 2015). Outstanding, that the instability is viewed in different lenses within the market, as the dynamic capabilities configuration aligns to the instability of the

environment (Makkonen et al., 2014). As this kind of configuration isn't simple, organizations seek for advice from the more adequate sources (Eisenhardt, 1989), as they carefully scan the environment and follow the market and competitors and impact in the performance of the own firm (Protogerou et al., 2011).

The important role of the network is highlighted, by Pinho (2011), as the network of business connections may develop new explorative capabilities, thru the knowledge of other firms. Organizations have to “fight” daily by performing new activities due to the improvement of international markets, so knowledge may be relevant also for new social networks. Changing operational capabilities might be necessary, if the opportunities become extinct (Kim & Atuahene-Gima, 2010).

Before deciding to interview the specific interviewees of organizations, the aim is to know how to obtain data, interpret and analyze it properly, within an inductive research. The qualitative methodology permits a wider viewpoint more frequent among the epistemological foundations of interpretivism. Qualitative research permits a subjective and interpretive approach, in order to understand the interviewee's opinion and turns a

This investigation based on a qualitative research, with interpretative lens, will also highlight the subjective perspective, in order to understand in depth the way the performance is influenced by the internationalization process, and the fast need to adapt resources.

3. Conclusion & Main Contributions

In accordance to the several approaches and investigations realized in this specific fields, referring to Protogerou et al. (2011) dynamic capabilities influence firm profitability by marketing and technological capabilities. The employees, such as the responsible managers will be very helpful in regards to the performance analysis, as they are involved directly with the operational capabilities and the need of the adaption of dynamic capabilities, (Makkonen et al., 2014).

Diverse studies have highlighted the connection between the dynamic capabilities and the sustainable performance, but a lack of international performance has been considered in this field Pinho (2011), so this study may serve to bring new knowledge to the dynamic international performance. In general, dynamic capabilities show the possibility to adapt relevant information, transforming these into new capabilities, related to the market, products, and technological processes, identification of opportunities, critical cost specialized assets of tangible and intangible resources. Managers ought to collect, adapt and improve knowledge to go further as special incomes related to performance may be achieved, Augier and Teece (2009).

Indeed, marketers have a very difficult path, as sometimes the goods requested by the customers have negative impact, so these managers feel divided, whether to sell, despite being unethical, or on the other hand to don't sell and penalize their sales performance.

Following this path, this research aims to align ethical marketing to the need of innovation and organizational growth. A in depth conceptual research was performed in order to shed light on this very actual research topic, as, to the best of our knowledge, a research gap is identified in the literature related to this interlinkage. Based on the expected outcomes, further empirical studies might be performed. Managers have a difficult role which makes them feel uncomfortable, due to ethical constraints, which compromise sales performance. This investigation confirms the need to align ethical marketing with the need for innovation and organizational growth. This in-depth conceptual investigation has shed light on this very current topic, in order to fill the gap identified in the literature. In order to continue this investigation, other conceptual studies must be developed.

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