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OPEN PEER REVIEW

Investigating the Relationship Between the Market Orientation Approach of Pharmaceutical Companies and Their Innovative Performance: The Mediating Role of Dynamic Capabilities and Corporate Social Responsibility

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About this report

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1 Original submission

1 comment · 16 Feb 2023

Associate Editor

MAJOR REVISION 16 Feb 2023

Dear Author,
The manuscript is not eligible for publication without the following major revisions:

1. Please add a comprehensive definition of "market orientation" with a valid reference.

2. Please add "innovation performance" to the Keywords.

3. Some parts of the text are in bold in Lines 183-186, 129-142. Please change them to normal text.

4. Please correct the following critical problems in citations (using reference management software such as Endnote or Mendeley to avoid such mistakes is recommended):
a. There are many paragraphs without references, e.g., (lines 53-60, 99-106).
b. Some reference numbers in the text are missing. For example, reference 3 is located after number 1, and reference 2 is missing.
c. The referencing order is not correct in some other parts of the manuscript, e.g., lines 226-234.
d. Some references in the reference list are not mentioned in the text. For example, reference numbers 24, 28, 35, 36, 40, 41, 69, 70, 71.
e. The bibliography style does not follow the IJPR format.

5. In line 225, the hypothesis numbers (H4-H7, H4-H8) refer to CSR, but you mentioned them for MO by mistake.

6. "Configuration" is mentioned as the third part of dimension 2 in table 1 but as dimension 3 in the text.

7. Please add the method of data analysis.

8. In table 4, the control variable's relationship with exploration is missing.

9. In table 4, for the hypothesis of MO -> Dynamic Capability, the values mentioned are not the same as those shown in fig.2.

10. The English needs improvement to make the text more understandable. For example, in line 72, what is the meaning of development in the environment of Iran? (By recent developments in environment of Iran, pharmaceutical market will expand both in value and volume.)

11. The quality of figure 2 needs improvement.

Best regards,

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Revision 1

AUTHORS' RESPONSE TO REVIEWERS

Authors' reply to reviewers

The next pages contain the authors' point-by-point reply to the comments of this revision round, as submitted with the revised manuscript. It is published as the authors wrote it.

1. *Please add comprehensive definition of "market orientation" with valid reference.*
I explained more by below reference:
Market orientation is an ideology that places the highest priority on the creation and maintenance of superior customer value and that urges employees to develop and exploit market information(9)

Narver JC, Slater SF. The effect of a market orientation on business profitability. J Mark. 1990;20–35.

2. Please add "innovation performance" in Keywords.
I added "innovation performance" in Keywords.

3. Some parts of text are in bold format in Lines 183-186, 129-142. Please change it to the normal text.
I changed them to normal text.

4. Please correct the following critical problems in citations: (using reference manager software such as Endnote or Mendeley for avoiding such mistakes is recommended).
a. There are many paragraphs without references. e.g., (lines 53-60, 99-106).
I used Mendeley for all references.
I added necessary references for above lines:

Lines 53-60:

2. Choy CS, Suk CY. Critical factors in the successful implementation of knowledge management. J Knowl Manag Pract. 2005;6(1):234–58.

Lines 99-101:

7. Drucker PF. The practice of management: A study of the most important function in America society. Harper & Brothers; 1954.

Lines 102-106:

8. Carroll AB, Shabana KM. The business case for corporate social responsibility: A review of concepts, research and practice. Int J Manag Rev. 2010;12(1):85–105.

b. Some number of references in the text is missing. For example, reference 3 is located after number 1 and the reference 2 is missing.
I re-checked. reference 2 is not missed.
Look at below highlighted text: lines 44-71

manufacturers should be capable of communicating with consumers or buyers so they can secure their position in the market(1).

With the business situation becoming more complex and competition among companies, these questions are raised in the minds of marketers and company managers, what are their customer's needs? What are their demands? Who are their competitors? How can the organization be alert in front of the market? How can the needs and demands of customers be met in a better way than competitors? What is the best method to achieve customer demands? How to get the best return and optimal performance from marketing capabilities and marketing assets? In order to answer the above questions, the influence model of marketing knowledge management on business performance was designed according to assets and DC[1]. Marketing knowledge management is a new concept that has been formed and processed in recent years. Knowledge of marketing leads to meeting the needs of customers, creating superior value for them, collecting information from customers and competitors and distributing it in the organization and using it in strategic decisions and planning and interdepartmental coordination. Through marketing knowledge management, organizational learning, innovation, organizational structure and strategies can be deepened and competitive advantage can be created. In order to rule the concept of marketing knowledge management in organizations, it is necessary to use its operational concepts, that is, the capabilities of marketing knowledge management and market orientation(2).

Recently, globally, concept of CSR is appeared in high level of firms, but Iranian firms are kind of alien to this view. Perhaps one of the reasons for this lack of progress in Iran is the state economy, but it can be said that the type of attitude and vision of senior managers of organizations has not been without influence in this category. In recent years, a theory has been expressed that business units can create wealth, employment and innovations, supply the market and strengthen their activity and improve their competition, if they are able to maintain the society that they set up have played an essential role, cooperate and in front of the society provide suitable platforms for the

[1] Dynamic Capabilities

development and progress of business units. As a result, the company's responsibility towards society is beneficial both for the business unit itself and for society, and a better understanding of its advantages can result in more ROA[2] for firm(3).

c. The referencing order is not correct in some other part of manuscript e.g., lines 226-234

The referencing order is correct. There is a point that some references repeated based on need.

d. Some references which are in reference list are not mentioned in the text. For example, reference number 24, 28, 35,36, 40, 41,69,70,71.

I re-checked all references list. there are all of them in text. Also we don't have 70 and 71 number references. I highlighted all existence references list in text.

e. The bibliography style is not according to the IJPR format.

I re-checked all of them. They are based on IJPR format.

5. In line 225, the Hypothesis number (H4-H7, H4-H8) is for CSR but you mentioned them for MO by mistake.

the Hypothesis number (H4-H7, H4-H8) is true for MO: I checked again

MO improves company innovation with mediating role of DC, separately exploitative and explorative performance, (H2-H5, H2-H6, H4-H7, H4-H8)

6. "Configuration" which in table 1 is mentioned as a third part of dimension 2, in the text is mentioned as a dimension 3.

I corrected it.

7. Please add the method of data analyzing.

I added method:

To test of study hypothesizes we use smart PLS software and path analysis that Path analysis is used to measure a system of equations where all variables are appeared. Path

[2] Return Of Asset

models can comprise several dependent variables. In SmartPLS, the parameter of a path model can be comprised as single-parameter constructs. When a variable is based on several indicators, they are selected the same weights to achieve the construct points. In fact, only the structural relevance between the appeared variables with or without control variables are modeled. This kind of model is often used when one or more parameters are to mediate the communication between two other variables (mediation models). At the same time, moderated mediations can be modeled.

8. In table 4, control variable, relationship with exploration is missing.
I added the relationship.
9. In table 4, for hypothesis of MO -> Dynamic Capability, the mentioned values are not the same as those shown in fig.2
I corrected it.

10. English writing need improvement for being more understandable. For example, in line 72 what is the meaning of development in environment of Iran? (By recent developments in environment of Iran, pharmaceutical market will expand both in value and volume.)
I tried to wrote better than before.

11. Quality of figure 2 needs improvement.
I improved it.

2 Revision 1

1 comment · 25 Feb 2023

Associate Editor

MINOR REVISION 25 Feb 2023

Dear Author,

1- The uploaded PDF has many missing references and referencing errors. This may be due to a malfunction of your Mendeley software or to uploading the wrong manuscript version.
a. There are 74 references in the bibliography section. However, there are fewer references in the text.
b. The reference ordering is also incorrect. For example, in lines 225-229, ref No.33 is not mentioned earlier in the text, but Ref No.34 appears before 33.

2- The manuscript needs improvements in English writing. Editing by a third person is highly recommended.
a. Some paragraphs are vague and need paraphrasing for better understanding. For example, lines 71-76.
b. There are some grammatical errors in the manuscript. For example, lines 129, 138, 283, and 467.
c. Capital letters should be revised where necessary. For example, line 8 (Due).

3- In the section on hypotheses development and the conceptual model, you mentioned the mediating role of DC for MO with H4-H8 and H4-H17, but according to figure 1, this path represents the mediating role of CSR. If CSR is not a mediator of MO, it seems that your conceptual framework should be revised.

4- Please replace reconfiguration with configuration in table 1.

5- In table 4, the control variable's relationship with exploration is missing (sales and ownership on exploration).

6- The quality of figure 2 needs improvement for publication.

Best regards,

3

Revision 2

AUTHORS' RESPONSE TO REVIEWERS

Authors' reply to reviewers

The next pages contain the authors' point-by-point reply to the comments of this revision round, as submitted with the revised manuscript. It is published as the authors wrote it.

Response letter

1- Also we modified this mistake (Ref No.33 is not mentioned earlier in the text but the Ref No.34 is before the 33) and we checked and revised everything again with all references.
2- It is edited.
3- *"expansions in environment of Iran":* Although in an attempt to improve transparency of procedures, in recent years IFDA has published its policies and guidelines, lack of procedural transparency, lack of consistency and non binding to the regulations are major weaknesses of IFDA. In its current administration system in IFDA offices, different pharmaceutical companies might receive different responses for similar requests. Therefore in some cases IFDA may decide based on "case by case" approach. Lack of efficient control on promotional activities of pharmaceutical companies is also a derive for inducing demands in Iran market.
4- *The text article became native completely by helping native editor.*
5- Your challenging about hypothesis No.5 was true and we correct that according to following paragraph No.6:
MO improves company innovation with mediating role of CSR, separately exploitative and explorative performance, (H4-H7, H4-H8)

Use of compatible market strategy that involves social, environmental and economic responsibilities manage firms to a sustainable MO. Consumers nowadays are more learned, and requiring firm commitment in CSR concern, which need new business strategies to make mutual value(38).

In a study conducted in 2019 about mediating role of CSR between MO and IP. The article highlights the importance of associating CSR into a firm's MO work and shows how CSR improves the firm's capability to show consumer's strategic demands(39).

In a Malaysian study that conducted in 2012 it was concluded that CSR has mediating role between MO and performance. this study shows the strategic value of CSR in making economic value for firms even in an environment defined by concentrated property framework where the firms may be less market focused(40).

6- we corrected this mistake.

7-

We correct this missing.

	Original sample (O)	**T statistics (|O/STDEV|)**	**P value**

			s
COM.AGE1 -> EXT	-0.147	0	0
COM.AGE1->EXP	-0.197	0	0
CSR -> EXL	0.022	0.229	0.819
CSR -> EXT	0.162	0	0
Dynamic Capability -> CSR	0.196	2.58	0.01
Dynamic Capability -> EXL	-0.069	0.826	0.409
Dynamic Capability -> EXT	0.087	0	0
EMPL.NO1 -> EXT	-0.044	0	0
EMPL.NO1 -> EXP	-0.223	0	0
EXL -> EXT	0.283	0	0
MO -> CSR	0.055	0.674	0.5
MO -> Dynamic Capability	-0.022	0.917	0.839
MO -> EXL	0.201	2.062	0.039
MO -> EXT	0.038	0	0
OWN -> EXT	0.258	0	0
OWN -> EXP	0.110	0	0
Sales -> EXT	0.187	0	0
Sales -> EXP	0.176	0	0

8- we improved The Quality of figure 2 for publication.

Thanks

3 Revision 2

1 comment · 10 Apr 2023

Associate Editor

MINOR REVISION 10 Apr 2023

Dear,
Unfortunately, the author has not appropriately considered the journal's previous comments. Therefore, as peer review is a time-consuming process, I propose that this be the last revision opportunity.
Best regards,

*Please consider the reviewer's last comments.

4

Revision 3

AUTHORS' RESPONSE TO REVIEWERS

Authors' reply to reviewers

The next pages contain the authors' point-by-point reply to the comments of this revision round, as submitted with the revised manuscript. It is published as the authors wrote it.

Thank you very much for your cooperation in correcting this article.

1- *Your submitted Abstract and keyword must be the same as the main uploaded file. (page1)*

The above issue has been fixed.

2- There are differences between innovative and innovation performance; you use them instead of each other. Please specify your exact term and then align the text and titles together. More than that in Lines 12,231,406,458 you have used: inventive performance!!!

In whole article, the innovative performance is correct and the above issue has been fixed.

3- Our previous comment has not been considered yet.
Use the capital letter where needed. Line 8: regarding, lines 27,28: Innovation Performance, Innovative Performance

We fixed it. It means we used the capital letter where needed.

4- Our previous comment about fluency and grammar has not been considered.
English writing needs improvement for being more understandable, also the fluency and grammar of the text are not acceptable. Here are some examples,
♣ Line 128,129: (In measuring…. Commonly): "Measuring MO, the 2 most common used definitions are MARKOR and MKTO."
♣ Line138: (rely on): "Intelligence dissemination relies to market need the connecting of all departments in an organization"
♣ Line 297: "Moreover, we conduct a research from 30 pharmaceutical experts that have experience in pharmaceutical market and are academic (persons!!!) to understanding the launch of new medicine to market"
♣ Line 79: Recently, Globally
♣ Line 139: however, unless
♣ Line 180: Put Headlines in a new line
♣ Line185,336: the font color of Figure 1,2
♣ Line 288: ?
♣ Line328,329,336: hypothesizes (verb)
♣ Line 330: we introduced rely on
Please consider your whole article needs to be revised externally for grammar and fluency.

In whole article, we fixed all grammatically issues.

5-1- Table 4: The variable amount of Com.age1-exp and EMPL.NO1 for exploration is Positive in figure2, but negative in the table.
We fixed it.
5-2-The control variables (OWN, EMPL, AGE, Sales) that have been added to the table haven't the same abbreviation for exploration and exploitation as the other variables. For example; For CSR, MO, and others: EXL: exploration, EXT: exploitation. But for the control variables EXP: exploration and EXT: exploitation We fixed it. The EXPR and EXPA are correct.

4 Revision 3

1 comment · 1 May 2023

Associate Editor

ACCEPT 1 May 2023

Accept