Harnessing Collective Capability to Achieve Marketing Resilience: The Experience of Domestic Airlines Operators in Nigeria

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Abstract *This study examined the relationship between collective capability and marketing resilience of domestic Airlines in Nigeria. The study treated collective capability as unidimensional construct; while marketing resilience was decomposed 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 Spearman's rank order correlation served as the test statistic, relying on the statistical package for social sciences (SPSS) version 24.0. The study found that collective capability relates to marketing resilience of domestic Airlines in Nigeria. Collective capability posted strong, positive and statistically significant association with all the measures of marketing resilience. The study concluded that the ability of organization to harness collective capability contributes to the manifestation of marketing resilience of domestic Airlines in Nigeria. The study thus recommends that domestic Airlines in Nigeria that desire improved marketing resilience should institutionalize structures and practices that advance or harness their collective capability.*

Keywords: Collective capability, coping-with-change, marketing adaptability, situation awareness, resilient marketing ethos

Introduction

In a highly volatile and uncertain times, marketing organisations are confronted with unexpected events such as pandemics, epidemics, diseases, natural disasters, terrorist attacks, technical malfunctions and technological change. To endure the times and flourish, firms must anticipate, prepare for, respond appropriately and adapt to both incremental and abrupt marketplace disruptions (Ateke & Nadube, 2017) in the new economy. The ability to adjust,

reposition, refocus or redirect marketing programmes, policies and activities smartly, and in reaction to market-dynamics is thus a minimum benchmark for sustained growth and robustness in business (Ebenuwa, 2021). Lengnick-Hall *et al*. (2011) opine that companies must have entrenched adaptability and find constructive ways of facing the future if they must escape extinction.

It is thus imperative for firms to have in-built structures that guarantee dogged responses to both premeditated and unanticipated environmental upheavals. Firms' preparedness to face shocks is essential to resilience. However, such disaster preparedness stems more from long-term strategy hinged on strong bonds with customers, employees and other relevant stakeholders, than short-term tactics aimed at solving emergent or operational problems (Nwulu & Ateke, 2018). It is not likely that any firm can have plans for all conceivable market-dynamics, however, having the capacity to assess and tinker existing plans when the unanticipated occurs is what distinguishes resilient firms. In organisational studies, resilience is conceived as a multifaceted construct that describes a firm's doggedness and tenacity in the face of uncertainties arising from changes in the operating environment and emerging stronger and better (Lee *et al*., 2013).

Marketing resilience is the ability to remain in business and remain profitable for a long time in the midst of environmental challenges. It is a system's ability to continue to perform and meet its objectives amidst adverse conditions" (Barasa *et al*., 2018) in Ateke and Nwulu (2018)

Collective capabilities represent skills, resources or abilities possessed by a group or team, and which facilitate goal achievement. Collective capabilities are thus ''the sum of the capabilities (and sources of capabilities) of all individuals in a select group'' (Stewart, 2004). Harnessing collective capabilities is indispensable to the achievement of human capabilities mainly because 'individual capabilities depend on collective capabilities' just as organised collectivities are fundamental to people's capabilities (Evans, 2002). Collective capabilities however, cannot be imposed but needs to arise from a learning process (Ibrahim, 2006). It is important however, to link individual and collective agency and to explore the factors affecting both, in order to initiate and sustain collective capabilities (Pelenc *et al*., 2015). Collective agency is viewed ''as the capacity of a group to define common goals and the freedom to act to reach the chosen goals'' (Pelenc *et al*., 2015).

We therefore, examined the connection between collective capability and marketing resilience of domestic Airlines in Nigeria. The study is appropriate at this point in the annals of the aviation sector in Nigeria when domestic carriers are finding it increasingly more challenging to withstand competition from foreign carriers, global health challenges are crippling economies and running firms into bankruptcy, and when dwindling fortunes of domestic Airlines is raising concerns about job security. These factors, and more, have necessitated the need to further explore ways of achieving and harnessing collective capabilities for domestic Airlines.

Foundational Theory

This study is premised on the Theory of Distinctive Competences **(TDC).** The theory of distinctive competences (Selznick, 1957) 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 may be tangible or intangible "resources comprising financial, physical, human, technology, reputational and relational which a firm owns or has access to" (Graig & Grant, 1993). "The strengths of a firm which cannot be easily matched or imitated by competitors, and which builds competitive advantages for the firm may be seen as its distinctive competence" (David, 2015) cited in Abdullah *et al*. (2017). Nguyen (2008) in Abdullah et al. (2017) therefore, views distinctive competences as the "aggregate of multiple activities that firms do to perform better than rivals in an industry. Mooney (2007) also 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 firm's distinctive competences may be defined by assessing its internal and external operating milieu to identify internal strengths that meets or are capable of meeting market needs and bestows comparative advantage in the market. It is a highly peculiar competence a firm possesses in relation to competitors, and which enables it to offer value to its customers that competitor cannot match. They are areas of expertise a firm has gained foothold in, by focusing its strengths and competitive advantage. These adequately positions a firm in its target market and grow its image and brand awareness; and also enable it to have a unique value proposition. Distinctive competencies may emerge from the talents and skills of employees, technologies' the firm has created, business processes it has streamlined or manufacturing processes it has innovated. They may also emerge from the firm's position within its industry, market conditions or the high level of satisfaction it delivers to customers.

The theory of distinctive competence 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, distribution 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 by harnessing its collective capabilities and thus enhance their resilient capacity in their operating environment.

The Concept of Collective Capabilities

Collective capabilities is a construct that evolved to augment the shortcoming of the capabilities approach (Sen, 2002) which emphasizes individualism. Albeit admitting the impact of collective organizations and social relationships on individual freedoms (Robeyns, 2005), the "capabilities

approach focuses mainly on the individual as the ultimate unit whose capabilities need to be enhanced" (Ibrahim, 2006). The construct of collective capabilities was thus introduced to accommodate the importance of collective action in expanding human freedom (Anand, 2007; Ibrahim, 2006; Stewart, 2005). Collective capabilities are capabilities which require collective action for their achievement (Murphy, 2014; Ibrahim 2006). They provide the basis for understanding the importance of collective action on the achievement of various objectives, including overcoming market failures, managing natural resources, and increasing political strength (Murphy, 2014; Ibrahim, 2006). Collective capabilities also "provide a framework for comprehending the ways organizations contribute intrinsically to people's well-being, by providing them with a sense of identity, cooperation, and enjoyment" (Godfrey-Wood & Mamani-Vargas, 2016). Thus, collective capabilities do not only complement individual capabilities, but are prerequisites to the expansion of human freedoms (Anand, 2007).

Collective capabilities are construct that emerged from social interactions that are propelled by shared perception of responsibility which enables interactants to undertake activities and achieve results that could not be achieved by individual actions (Pelenc & Bazile, 2012). This conception of collective capabilities is akin to "collective agency" which is described as "a group of individuals acting as agents not only to improve their own living conditions but also to bring about changes in their societies thus transcending the limits of their individual well-being concerns (Ibrahim, 2008) in Pelenc and Bazile (2012). Collective capabilities prompt collective action which Rauschmayer *et al*. (2017) define as "the involvement of a group of people carrying out common actions to pursue shared interests. Lykourentzou *et al*. (2011) states that the emergence of "collaborative technologies enable groups to share knowledge through collective platforms, thus improve organizational intellectual capital and help human communities evolve their collective capabilities in an unprecedented way".

Vorhies (1998) and Day (1994) as cited in Lindblom *et al*. (2008) advance that:
> "A marketing capability is developed when a firm's marketing employees repeatedly apply their knowledge and skills to the transformation of marketing inputs to outputs. To effect this transformation, these intangible resources (of knowledge and skills) are usually combined with tangible resources or assets. Marketing capabilities thus can be understood as integrative processes whereby the collective knowledge, skills, and resources of a firm are applied to the market-related needs of the business - thus enabling the business to add value, adapt to market conditions, take advantage of market opportunities, and overcome competitive threats".

Collective capabilities thus result from resources and conversion factors acquirable through individual action, but most of which depend on social institutions and are not within the control of an individual (Rauschmayer *et al*., 2017); and refers to the ability of an organization to take advantage of the synthesis of its resources (Mavengere, 2014). Harnessing collective capabilities involves building solidarity and shared identity relying on individual self-confidence

and understanding of shared values. Building a sense of collective identity is however crucial to sensing, understanding and responding to market dynamics. Rauschmayer *et al*. (2017) states that group members make collective decisions on key decision areas of their activities or operations; and also support one another technically, morally, and sometimes, emotionally by using group and individual group-members' resources to support other group members in crisis situations.

Collective capabilities represent capabilities possessed by a group, as against individual capabilities, which facilitate goal achievement. Collective capabilities differ from individual capabilities because the actions taken and the goals achieved are collective. Stewart (2005) argue that collective capabilities enhance well-being, provide a mechanism for enlarging individual capabilities, and influence preferences and values that determine capabilities valued by individuals. Since groups are usually instrumental to achieving wider purposes, it is worth noting that not every group aspires to noble ends (Stewart, 2005). This study however, focuses on groups that aspire to noble ends, and defines collective capabilities as resources, knowledge, skills and competences possessed by teams, and which can be leveraged for goal attainment (Mavengere, 2014).

Units, teams or groups in firms are made up of persons who are first and foremost, individuals possessing competences, and private aspirations. However, upon being blended into teams, these individuals are expected, and sometimes, bound by rules to work together and inculcate a team spirit. Ibrahim (2006) posits that linking the capabilities of individuals shifts the analysis of human capabilities from the individual to the collective. Collective capabilities which emerge by pooling individual capabilities generate new collective capabilities from innovations that benefits entire social systems (Ballet *et al*., 2007). Collective capabilities are thus ''the sum of the capabilities (and sources of capabilities) of all individuals in a select groups'' (Stewart, 2004). "Collective capabilities are more than the aggregation of individual capabilities; and the result from collective action and their benefits accrue to a group, team or firm at large and not to a single individual" (Ibrahim, 2006). Phills *et al*. (2008) aver that harnessing collective capabilities as a social innovation process create value that accrues ''primarily to society as whole rather than private individuals''.

The Concept of Resilience

The conceptualization of resilience as akin to adaptive capacity became the starting point for the application of resilience in human-nature interactions were vulnerability, redundancy, sustainability and mitigation, stresses, and adjustment are prevalent (Jung, 2017). 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, scholars started extending the use of resilience to various aspects of organizational studies (Akhigbe & Onuoha, 2019) such as management, supply chain, operational research, etc.

Two prominent theoretical approaches to the study of resilience are identified in literature; the first approach "frames issues as socio-ecological systems, while the second relies on institutions and governance derived from social science disciplines" (Jung, 2017). This in turn gave rise to several definitions, each tailored to suit the context in which the concept is used. In organizational studies however, resilience is defined as the ability of a firm to dynamically reinvent itself when conditions change, and the capacity to respond to uncertain conditions at the organizational level (King, *et al*., 2015); and is exemplified in the ability to react to disruptions timeously (Limnios *et al*., 2014). Resilience also represents a firm's aptitude to deal with manifested unanticipated threats and rebounding without significant injury to its structure, competitiveness and general wellness. In the view of Ateke and Nadube (2017), resilience is the capacity of an organization to adapt, cope, survive and prosper in the face of abrupt and sometimes hostile variations in the business-scape. Hence, resilient organizations have the ability to anticipate, prepare for, respond and adapt to gradual and abrupt disruptions in the operating environment without losing its functional capabilities and remaining fit for purpose over the long term (Ateke & Nadube, 2017).

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, Vargo, & Seville, 2013; Stephenson, Vargo, & Seville, 2010; McManus, Seville, Vargo, & Brunsdon, 2008). These measures were preferred because marketing must be conscious of its operating environment in order to adeptly tinker the variables with which it seeks to build and maintain profitable relationship with stakeholders.

Situation awareness: A situation represents the circumstances or conditions that characterize a particular place at a particular point in time. In strategic marketing management, firms undertake a situation analysis, as a necessary first step, in other to gain a snapshot of the conditions that surrounds their marketing operations. This exercise enables marketing to take stock of where it has been recently, where it is now and where it is headed, in the light of marketing plans and external factors and trends affecting it. It facilitates marketing's understanding of its own capabilities and its operating environment; and enhances the situation awareness level of marketing executives with a view to tailoring marketing activities to align with extant realities. Colloquially, situation awareness simply means "knowing what is going on, in order to figure out what needs to be done" or "what needs to be known in order not to be taken by surprise" (Jeannot *et al*., 2003).

Carretta *et al*. (1996) represent situation awareness as 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 *et al.*, 2006).

In business context, one may contend that 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). Endsley (1995) emphasizes that: "The aim of situation awareness is to determine the meaning of emerging trends and their impacts, in order to make sound marketing decisions in convoluted and highly dynamic environments". Situation awareness provides the basis for increasing the quality of marketing decisions by determining the meaning of emerging trends and conditions on marketing operations". Marketing thus requires resources to continually scan the environment to discern opportunities that could be exploited and threats that should be avoided.

Coping-with-change: The growing intra- and inter-industry competition, worsened by unrelenting globalization has made it mandatory for firms to master 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 or goal. It is a shift in circumstances, from the known to something unanticipated. Environmental shocks emerge from several factors that herald change, and these must be subdued by maintaining, reconfiguring current templates or designing and integrating new ones (Rafferty & Griffin, 2006). These templates are implemented by experts working on established pre-assigned tasks to promote survival of marketing activities and ultimately prosper a company even when uncertain and unexpected turns tend to upend plans and dis-align functioning; thereby achieving resilience by coping with change. Coping with change involves accommodating unexpected vagaries in the environment and remaining the same in functions, structures, processes and programmes.

Change is the most pervasive and largely less predictable phenomenon in business life. The mastery of exploiting change is thus a highly-prized and highly-sought-after skill in marketing practice where the pace of change is rather rapid and constantly ticking. The price of change

soars higher daily, yet inability to cope with change can be more expensive (Lelièvre *et al*. 2019); and even in coping with change, it is mandatory that "marketing effort reflect internal constancy of purpose and external consistency of image" (Lelièvre *et al*. 2019). It is not likely that all environmental disruptions will have equal significance on marketing operations; as some are industry-specific while others are broader. For instance, the company-customer interaction which was initially guided by a production orientation has changed over the decades into a market orientation; and in this gradual but steady evolution, only marketers that are able to cope with change can remain in business.

Literature suggests that change is one phenomenon whose impact is held with concern by many as individuals, groups or organizations (Rafferty & Griffin, 2006); as it affects them, their jobs, and their colleagues (Herscovitch & Meyer, 2002; Weber & Manning, 2001). Change may be incremental, or transformational. Transformational change which refers to "perceptions regarding the extent to which change involves modifications to core systems of firms, including traditional ways of working, values, structure, and strategy" (Rafferty & Griffin, 2006); instigates marked alterations to the ways marketing is practiced. Characteristically, transformational change involves a dramatic shift in basic aspects of an organization (Herscovitch & Meyer, 2002). Eras of transformational change are precipitate novel events that require marketing to act in completely new ways and to adopt new values (Lazarus & Folkman, 1984).

Marketing adaptability: Marketing activities must necessarily be adaptive to evolving instantaneous and insidious crisis situations in the operating milieu. Marketing adaptability describes context specific marketing competences that facilitate constant and continuous evolvement to keep pace with needs of the operating environment. Marketing adaptability relies on individual and team characteristics that encourage continuous learning and improvement amidst change and uncertainty, to chart a better future for a firm through flexible marketing operations. McCann (2004) and Hamel and Väl ikangas (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; and 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 (Amah & Baridam, 2012) in Akhigbe and Onuoha (2019).

Marketing adaptability which also implies "the aptitude to adapt swiftly to varying environments is essential to navigating firms in the contemporary business milieu where turbulent disruptions constitute the new norm"; as it facilitates firms' ability to respond to threats and opportunities in the environment. Gîrneata (2014) in Akhigbe and Onuoha (2019) emphasizes that:

> "Marketing adaptability is more about working swiftly to carve a peculiar path for the firm with minimal waste, by inspiring risk taking, gaining knowledge from failures, internal and external transparency, support of stakeholders, empowering employees to develop, collaborate, create, innovate, discover, and experiment growth".

Marketing adaptability promotes consistent alignment of marketing objectives and customer desires, mostly, by converting customers into "innovative customers" or by innovating marketing practices, programmes and operations to suit emerging market trends (Ateke & Nwulu, 2018). With adaptability, marketing strategy is approached from the angle of actively tracking and responding to marketplace shifts. This approach enables marketers to tinker marketing activities to respond to market condition based on market intelligence. Adaptability can sometimes lead to overhaul of entire marketing operations, practices and strategies by adjusting the whole marketing programme to connect new challenges. This connotes that marketing resilience may not necessarily come from traits like "strength, speed, and aggressiveness" but from adaptability. The current pandemic ravaging the world and disrupting business activities bears eloquent testimony to this assertion.

Virtually every "firm can cope with normal conditions and moderate deviations from the norm, but many may find it challenging to cope with extreme events that may lie outside their coping range" (Ahiauzu & Jaja, 2015). To this end, scholars use "coping ability to address short-term capacity to just survive, and employ adaptability to address more sustainable long-term adjustments" (Ateke & Nwulu, 2018). Adaptability and coping range are not static. They are flexible and respond to contextual vagaries over time (Ahiauzu & Jaja, 2015). Collateral pathways (alternative routes to achieve a desired goal) enhance marketing adaptability by making provision for alternative courses of action; so that, disruption on one pathway does not prevent the achievement of the desired goals (Barasa *et al*., 2018) in Ateke and Nwulu (2018). Also, availability of resources (financial, materials, human and information) enhances marketing adaptability. Firms can withstand shocks and overcome disruptions by studied deployment of resources (Ateke & Nwulu, 2018). "Resource constraints impair the resilience of enterprises to economic crisis; just as preparedness and planning is essential to marketing adaptability because coping with acute shocks, rather than everyday challenges, is enhanced by adequate planning" (Beermann, 2011).

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). Rauhe and Demmer (2004) conceive ethos as "a system of collective constructs of meaning invoked by people to experience, define, process, depict and modify reality" However, Paulauskaite and Vanagas (1998) cited in Zostautiene *et al*. (2017) defined culture (ethos) as "the outcomes of individual and social activity, its forms and systems, the functioning of which enables the creation, use and conveyance of material and spiritual values". This provides a more encompassing view of culture. 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. It is anchored on identifying market demands and meeting them better than competitors. It is an approach to business that prioritizes identifying the needs and desires of consumers and creating products that satisfy them. A marketing culture focuses on developing, communicating and delivering value. It thus thrives on learning about market developments, sharing this information with appropriate personnel, and adapting offerings to a changing marketing environment.

Zostautiene *et al*. (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. Now perhaps is a most suitable time since the invention of management for firms to prepare for adversity by building a resilient marketing culture. 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 culture also creates the "tipping point" that changes culture of the entire organization.

Marketing ethos is a "multidimensional construct encompassing service quality, inter-personal relationships, sales tasks, organization, internal communication and innovation" (Webster, 1995) that reflects the professionalism of a firm's marketing personnel (Zostautiene *et al*., 2017). Marketing ethos is essential to customer retention and in strengthening company's position in the market (Zostautiene *et al*., 2017). Effective marketing culture creates sustainable successful operation of firms and effective marketing and company performance. Resilient marketing ethos nurture creativity by providing time and resources for experiments, reward innovation, tolerate failure, and promote workplace climate that encourage employees to share new ideas (Barasa *et al*., 2018) in Ateke and Nwulu (2018).

Collective Capabilities and Marketing Resilience
Lengnick-Hall and Beck (2009) suggests that the capacity of firms to develop resilience derives from "specific organizational capabilities, routines, practices, and processes by which a firm conceptually orients itself, acts to move forward, and creates a setting of diversity and adjustable integration". These organizational capabilities and routines, in turn, are a function of the amalgam of knowledge, skills, abilities and other attributes possessed by individuals that are nurtured and integrated through the firm's human resource management (Lengnick-Hall *et al*., 2011); and who receive similar training, hold similar core values and have a mind-set that success depend on teamwork, where all act as one, and not on individuals working in silos. Firms thus develop and encourage inter-personal and inter-functional collaborations that

bridge the gap between persons and units and allow for the free-flow of ideas that enhance the achievement of collective outcomes (Lengnick-Hall *et al.*, 2011).

Cross-fertilization of ideas and sharing of relevant information between and among multiple individuals with diverse knowledge, skills, and values is crucial if firms must confront and thrive in today's markets. Individual members of a group or team develop their understanding of their environment through interactions and shared experiences (Lengnick-Hall *et al.,* 2011) by imbibing the group perspective. Thus, rather than viewing the firm as a collection of individuals, individuals are viewed as a reflection of the group, which can function and achieve feats, only in proportion to the extent individual members pool their capabilities together. According to Gholami and Safavi (2010), "the building block of cooperative and collaborative enterprise among team members is the ability to reason, understand and learn from their interactions".

The dynamic capabilities theory states that the challenge of firms in recent times is neither "economic, in the sense of more or diverse resources and capabilities, more loyal customers nor cognitive and emotional competences; but the capacity to see possibilities that others do not, and the capacity to inspire and mobilize employees to commit competencies and resources to exploit perceived opportunities (Baden-Fuller & Teece, 2019). Thus, firms do not necessarily need heroic entrepreneurs, as the perception of possibilities can be resident in a team or across a wide range of teams all pushing in the same direction. This echoes the point that the resources a firm requires are mostly within, and merely needs assemblage and orchestration. The capabilities of individuals when properly amalgamated transforms to collective capabilities which allow the harnessing of hard and soft skills, abilities, knowledge and brainpower of individuals to enhance human reasoning and analytical capabilities in problem-solving situations (Teece, 2007).

A team that shares a common interest is often smarter than the smartest of its members (Gholami & Safavi, 2010). Collective capabilities thus pass as an important tool for sharing and contributing to knowledge throughout a firm. "Collective capabilities when viewed as the "dynamic aggregation of cognitive, reasoning, and knowledge resources of humans supported by intelligently networked systems" (Wang *et al*., 2007) becomes imperative to the survival and sustenance of firms. Wang *et al*. (2007) also suggest that knowledge management in organizations depends on collective intelligence (capabilities) processes which enable knowledge to be externalized, made explicit and reused. Collective capabilities will therefore likely lead to higher efficiency and productivity (Gholami & Safavi, 2010).

Individuals have often had need to converge in pursuit of shared goals via collective action, characterized by team involvement, a shared interest, as well as cooperative and voluntary actions to pursue that interest (Meinzen-Dick *et al*., 2004). The underlying ideal of collective action is the realization of goals that are beyond the scope of individual members. In social cognitive discourses, the term collective agency (Bandura, 2000), which represents the idea that the efforts of a team working together based on the shared belief in collective power

produce better results than the sum of individual results lends credence to the efficacy of collective capabilities. In collective agency, individuals work together to accomplish what cannot be accomplished in solo efforts. Collective agency can thus be seen as an outgrowth of collective capabilities viewed as real opportunities available to a team or group of interactants with a common functioning that is collectively perceived as valuable; especially, when this functioning is consistent with goals defined through the process of collective agency (Bandura, 2000).

Prior scholarly efforts have shown that by harnessing the collective capabilities of group or team members, a firm could achieve improved wellness. For instance, Lengnick-Hall et al (2011) observed that managing human resources strategically helps in developing capacity for organizational resilience. It is worthy of note that strategic human resources management encompass gathering, developing and deploying the capabilities of individual members of an organization for synergy. Bustinza *et al*. (2019) reports that shared technological capabilities enhance resilience capabilities and organizational effectiveness. Relatedly, Tsai and Hsu (2013) found that cross-functional collaborations and knowledge integration enhances company performance. The forgoing reports suggest that harnessing the collective capabilities of marketing team members have the potential to predict marketing resilience. However, to make statistical tests and interpretations workable, the following null hypotheses are formulated:

Ho_1: Collective capabilities does not relate significantly to situation awareness of domestic Airlines in Nigeria.

Ho_2: Collective capabilities does not relate significantly to coping with change of domestic Airlines in Nigeria.

Ho_3: Collective capabilities does not relate significantly to marketing adaptability of domestic Airlines in Nigeria.

Ho_4: Collective capabilities 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 collective capability and marketing resilience. The study adopted a descriptive research design. 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 there are twenty-three (23) domestic Airlines in Nigeria. 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 the study passed face and content. The face validity of the instrument was ascertained through the opinion of experts consisting members of the academia within marketing, organizational studies, and measurement and evaluation; and practitioners with adequate knowledge of the subject of the study; while content validity was predicated on the fact that it was derived from literature, and mostly from instruments used by other researchers, with minimal adaptation. The internal consistency of the instrument was determined through the Cronbach's Alpha test of reliability, with a threshold of 0.70 (Nunally, 1978). Table 1 presents a summary the results.

Reliability result for the study

Variables	No. of items	Alpha coefficients
Collective capabilities	8	0.902
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 collective capability and marketing resilience (2020).

The distribution for the reliability scores indicates that all instruments utilized in the study are substantial and can be described as clear and consistent in their assessment of their constructs.

The Spearman's Rank order correlation served as test statistics, relying on the Statistical Package for Social Sciences (SPSS) version 24.0. The choice of the Spearman's Rank order

correlation 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.

Table 4.17: The relationship between collective capabilities and marketing resilience

		Collective capabilities	Situation awareness	Coping-with-change	Marketing adaptability	Resilient marketing ethos
		Correlation Coefficient	1.000	.693[**]	.872[**]	.696[**]	.742[**]
	Collective capabilities	Sig. (2-tailed)	.	.000	.000	.000	.000
		N	109	109	109	109	109
		Correlation Coefficient	.693[**]	1.000	.752[**]	.825[**]	.818[**]
	Market situation awareness	Sig. (2-tailed)	.000	.	.000	.000	.000
		N	109	109	109	109	109
Spearman's rho	Coping-with-change	Correlation Coefficient	.872[**]	.752[**]	1.000	.790[**]	.806[**]
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	109	109	109	109	109
		Correlation Coefficient	.696[**]	.825[**]	.790[**]	1.000	.767[**]
	Marketing adaptability	Sig. (2-tailed)	.000	.000	.000	.	.000
		N	109	109	109	109	109
		Correlation Coefficient	.742[**]	.818[**]	.806[**]	.767[**]	1.000
	Resilient marketing ethos	Sig. (2-tailed)	.000	.000	.000	.000	.
		N	109	109	109	109	109

Source: SPSS Output of Data analysis on market sensitivity and marketing resilience (2020).

The result from the test reveals as follows:

i. The relationship between collective capabilities and situation awareness of domestic Airlines in Nigeria is significant and positive where rho = 0.693 and Pv = 0.000; the null hypothesis is rejected based on the facts generated.

ii. The relationship between collective capabilities and domestic Airlines' ability to cope with change in Nigeria is significant and positive where rho = 0.872 and Pv = 0.000; the null hypothesis is rejected based on the evidence presented.

iii. The relationship between collective capabilities and marketing adaptability of domestic Airlines in Nigeria is significant and positive where rho = 0.696 and Pv = 0.000; the null hypothesis is rejected based on the evidence presented

iv. The relationship between collective capabilities and resilient marketing ethos of domestic Airlines in Nigeria is revealed to be significant where rho = 0.742 and Pv = 0.000; the null hypothesis is rejected on the basis of the facts generated.

The evidence from the test shows that collective capabilities impact substantially on all four measures of marketing resilience. This is as its relationship with situation awareness is noted to be strong, while its relationship with coping with change is noted to be very strong – being the highest and most significant of the set. Furthermore, the relationship between collective capabilities and marketing adaptability is observed to be strong while its relationship with resilient marketing ethos is observed to also be strong. The results from the tests demonstrate that collective capabilities play a critical and substantial role in the achievement of marketing resilience of the Nigerian domestic airlines.

Discussion of Findings

Collective capabilities and marketing resilience

The findings demonstrate that collective capabilities significantly impact marketing resilience; with significant influence on all four measures of situation awareness, coping-with-change, marketing adaptability and resilient marketing ethos. The results emphasize the importance of group action and team work in the development and achievement of marketing goals. The facts indicate that collective capabilities facilitate improved levels of situation awareness, coping-with-change, marketing adaptability and resilient marketing ethos – implying that when organizational members are able to agree and express substantial levels of cohesion in their marketing behaviour and approach, it accords them consistency in their efforts and improved outcomes. Zhang and Liu (2012) in their own study pointed to the role of teamwork in marketing actions and its effectiveness in the achievement of marketing objectives; so also evidence from previous studies (Jung, 2007; Umoh *et al*, 2014; Wei & Wang, 2011) validate the position of collective capabilities as an essential factor in advancing the marketing expectations and goals of the organization.

The observed relationship between the variables suggests that the evidence of collective systems and cooperation within the organization goes a long way in ensuring healthy relationships and supportive environment which facilitate the achievement of the organizations goals and objectives. The facts align with Jung's (2007) observation that the conditioning of decisions and goals is important in work environments, as well as relationships, go a long way in providing the required supportive structure, collective framework and connectivity between organizational members that ensures their capacity for effectiveness, especially with regards to the development of marketing strategies and goals. The findings of this study also corroborate the views of Wei and Wang (2011) in affirming the usefulness of team work and information or

knowledge sharing in building stronger systems, which are highly interactive and consistent in their communication flow – such that reflects the required capabilities for enhancing marketing resilience.

Conclusions and Recommendations

In view of the findings of the study and the discussions that followed, the study concludes that harnessing collective capability leads to marketing resilience through situation awareness, ability to cope-with-change, marketing adaptability and resilient marketing ethos. This is facilitated through adaptation and market opportunities exploitation that inform domestic Airlines' behaviours and actions. The organization shared sense of duty and collective capabilities necessitates understanding, collaboration and supportive systems which provide the basis for improved outcomes of situation awareness, coping-with-change, marketing adaptability and resilient marketing. In addressing the problems and mitigating effects of poor competitiveness, functionality and change pervading the Nigerian airline industry, this study has established that collective capability contributes significantly towards enhancing marketing resilience of domestic airlines in Nigeria.

On a practical level, the position of this study points to implications such as the need for context-based training and development in line with building required competencies which are suited for engaging the marketing needs of particular industries and sectors and thus strengthening marketing resilience. From the perspective of this study, there is the need for airlines to be more attuned to the trends, factors and features which impose on their functionality and operations. Learning and knowledge development should therefore be descriptive (assessing and understanding current situations, practices, technology and policies) and at the same time predictive (assessing trends and making forecasts about possible changes and shifts in terms of relationships, competition, technology and policies). This way, their marketing actions and behaviour are sure to align with the changes in their environment while at the same time advancing fluidity in attributes and competency in dealing with particular contexts or markets.

The study recommends that domestic Airlines in Nigeria that desire to maintain or enhance their resilient capacity should harness their collective capabilities and actions of the organization, through effective structuring of relationships and instilment of values through regular orientations, monitoring of behaviour and actions, training, and emphasis on team work and collective efforts towards the achievement of the organization's marketing goals

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