INTEGRATED MARKETING COMMUNICATION CAPABILITY: AN INVESTIGATION IN THE CONSUMER MARKET OF PAKISTAN

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ABSTRACT

Every performance-oriented organization requires proper Integrated Marketing Communication (IMC) to communicate and persuade its stakeholders. Firms capable of effective planning and implementing IMC activities yield the benefits of better Campaign Effectiveness and Brand Market Performance. However, the literature stresses the presence of conducive firm's environment to facilitate the IMC process. Thus, consistent with the resource-based view, this thesis investigates the effects of the several supporting factors such as market orientation culture, brand orientation capability, information technology capability, marketing database and top-management support on the IMC capability and its related outcomes. This study hypothesizes several direct and indirect relationships between the supporting factors, IMC capability and its related outcomes. Adopting Partial Least Square – Structural Equation Modelling technique and utilizing a total of 141 responses, the findings of this study clearly delineate that IMC capability is directly affected by the proposed supporting factors except for information technology capability. Moreover, IMC capability is found to have both direct and indirect influences on the related outcomes. In relation to the indirect effects of the supporting factors on IMC related outcomes, all the proposed relationships are found to be significant and positive except for the indirect effect of market orientation culture on the brand market performance. Indeed, the firms' capability to plan and implement IMC activities and the supporting underlying factors play an important role in achieving the campaign effectiveness and brand market performance. Several empirical linkages, mostly new, have been established between the supporting factors and IMC capability followed by subsequent IMC related outcomes. Future studies should include other factors to assess their influence on IMC capability and subsequent outcomes focusing on longitudinal designs and large samples. Attention to the underlying resources and capabilities can accrue benefits for the firms' IMC capability and hence, its outcomes.

Keywords: integrated marketing communication, campaign effectiveness, brand market performance, brand orientation, market orientation.

ABSTRAK

Setiap organisasi yang berteraskan prestasi memerlukan Komunikasi Pemasaran Bersepadu (IMC) yang sesuai untuk membolehkannya berkomunikasi dan memujuk para pemegang taruh. Firma-firma yang berkemampuan untuk merancang dan melaksanakan aktiviti IMC secara efektif akan meraih manfaat seperti keberkesanan kempen dan prestasi pasaran jenama. Walau bagaimanapun, sorotan literatur kebanyakkannya menekankan keperluan persekitaran firma yang kondusif untuk memudahkan proses IMC. Selaras dengan pendapat berasaskan sumber, kajian ini menyelidik kesan beberapa faktor sokongan seperti budaya orientasi pasaran, keupayaan orientasi jenama, keupayaan teknologi taklumat, pangkalan data pemasaran serta sokongan pengurusan tertinggi mengenai kebolehupayaan IMC dan manfaat berkaitannya. Kajian ini mensasarkan beberapa hubungan langsung dan tidak langsung antara faktor-faktor sokongan, keupayaan IMC dan kesan-kesan yang berkaitan. Mengguna pakai teknik Pemodelan Persamaan Struktur dengan mensasarkan sejumlah 141 respons, dapat kajian ini secara jelas menyatakan bahawa secara langsungnya, kebolehupayaan IMC adalah dipengaruhi oleh faktor-faktor sokongan seperti yang dicadangkan kecuali keupayaan teknologi maklumat. Selain itu, kebolehupayaan IMC didapati mempunyai pengaruh langsung dan tidak langsung terhadap faedah-faedah yang berkaitan. Untuk hubungan kesan tidak langsung faktor-faktor sokongan terhadap hasil berkaitan IMC, semua hubungan yang dicadangkan adalah didapati signifikan dan positif kecuali untuk kesan tidak langsung budaya orientasi pasaran pada prestasi pasaran jenama. Sememangnya kebolehupayaan firma untuk merancang dan melaksanakan aktiviti IMC dan faktor-faktor pendorong yang menyokong memainkan peranan penting dalam mencapai keberkesanan kempen dan prestasi pasaran jenama. Selain daripada itu, terdapat beberapa kaitan empirikal yang kebanyakannya terkini, telah membuktikan bahawa terdapat hubungan antara faktor sokongan dan kebolehupayaan IMC, diikuti oleh hasil berkaitan IMC yang berikutnya. Adalah dicadangkan agar kajian yang akan datang perlu melihat kaitan faktor-faktor lain dalam menilai pengaruh mereka terhadap kebolehupayaan IMC dan faedah-faedah yang boleh diperolehi dengan tumpuan kepada kajian jangka masa panjang ke atas sampel yang lebih besar. Perhatian ke atas sumber yang mendasari keupayaan akan memberikan manfaat ke atas kebolehupayaan firma-firma IMC.

Kata kunci: komunikasi pemasaran bersepadu, keberkesanan kempen, prestasi, pasaran jenama, orientasi jenama, orientasi pasaran

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LIST OF ABBREVIATIONS

AAP	Advertising Association of Pakistan
AVE	Average variance extracted
BE	Brand Equity
BMP	Brand Market Performance
BO	Brand Orientation
CE	Campaign Effectiveness
CR	Composite Reliability
FMCG	Fast moving consumer goods
HOC	Higher Order Construct
HTMT	Heterotrait-Monotrait Ratio of Correlations
IMC	Integrated marketing communication
IT	Information Technology
LOC	Lower Order Construct
MAP	Marketing Association of Pakistan
MARCOM	Marketing Communication Activities
MDB	Marketing Database
MO	Market Orientation
RBT	Resource Based Theory
RBV	Resource Based View
ROCI	Return on Customer Investments
ROTPI	Return on touch point investment
TMS	Top Management Support
VIF	Variance Inflation Factor

LIST OF PUBLICATIONS

Ahmad, A., & Salleh, S. M., Perumal, S. (2019). Brand Related Capabilities and the Process of Integrated Marketing Communications (IMC): A Resource Based View (RBV). Journal of Contemporary Research in Social Sciences, 1(2), 136-150.

Ahmad, A., Salleh, S. M., Perumal, S. (2018). Information Technology, Marketing Database and the Process of Integrated Marketing Communications (IMC): A Resource-Capability Nexus. Pakistan Journal of Humanities and Social Sciences, 6(4), 544 – 560.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Since its inception in the twentieth century, marketing is evolving and passing through different phases from a simple linear process of selling to a complex process of integrated approach to marketing (Kotler, 2009; Kotler, Keller, & Armstrong, 2016). To remain in the competitive markets, companies require to see the tactics and strategies with a different lens (Kotler et al., 2016). The twenty-first century brought more opportunities and challenges for marketers due to changes in the marketing environment. For instance, current marketing scenario in general, shows that markets (Kotler & Keller, 2011; Kotler et al., 2016) and media (Andrews & Shimp, 2017; Broderick & Pickton, 2005; Clow & Baack, 2016; Keller, 2009), both have fragmented, technological shifts have occurred (Andrews & Shimp, 2017; Clow & Baack, 2016; Kotler et al., 2016), reliance on advertising have shifted (Andrews & Shimp, 2017) and relationship as a central marketing paradigm (Duncan & Moriarty, 1998; King & Burgess, 2008; Kotler & Keller, 2011), has emerged. Moreover, the capabilities of customers, suppliers, distributors and marketers themselves have tremendously changed resulting in a more competitive environment (Kotler et al., 2016).

Realizing the new realities of markets, marketing scholars have started linking the marketing resources and their deployment with the performance of the firms on priority basis (e.g., Foley & Fahy, 2009; Morgan, 2012; O'Cass, Ngo, & Siahtiri, 2012, 2015; Vorhies, Orr, & Bush, 2011; Wu, 2013; Yu, Ramanathan, & Nath, 2014). Even

some authors do emphasize to the extent that marketing research 'must' understand the effects of a firm's resources and capabilities on the firm's performance (e.g., Katsikeas, Morgan, Leonidou, & Hult, 2016; Morgan, 2012; Morgan, Vorhies, & Mason, 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015). This performance concern for firms' resources in general and marketing resources in specific has tremendously increased. The importance of the resource-based view (RBV) in marketing domain can be judged from the upward trend of its exponential growth (e.g., Morgan, 2012; O'Cass et al., 2012, 2015; Vorhies et al., 2011; Yu et al., 2014). However, this application is still fragmented and requires further synthesis to explore its utilization in the marketing domain in general and marketing communications in specific.

In relation to Integrated Marketing Communication (IMC) being the principal component of strategic marketing, scholars of this field are of the view that every performance oriented organization requires a properly coordinated marketing communication to aware and convince its stakeholders (Andrews & Shimp, 2017; Clow & Baack, 2016; Duncan & Mulhern, 2004; Kotler & Keller, 2011). The role of awareness, persuasion and elicitation of response from customers are principally attributed to IMC (Kotler, 2009; Shimp, 2000).

Effective IMC has thus become a principal component of a marketing strategy, planned and implemented by business organizations. Marketing practitioners and advertising agencies are using multiple communication options, by embedding the IMC concept to convey information related to their products, services and corporate itself, to the target audience (Andrews & Shimp, 2017; Broderick & Pickton, 2005; Duncan, 2005).

This shift of promotion practices towards the IMC is believed to be one of the most significant changes in advertising and promotion history (Moriarty, 1994), an important trend in communication (Burnett & Moriarty, 1998), a cost-effective way to communicate (Duncan & Caywood, 1996), a key source of competitive advantage (Kitchen & Schultz, 2001) and a major communication development of the last two decades (Andrews & Shimp, 2017; Belch & Belch, 2003; Broderick & Pickton, 2005).

Regardless of the extensive literature on marketing resources and capabilities, IMC process as a capability of the firms and its related outcomes got little attention in the literature. Marketing and brand communications literature are also somewhat silent on the resources and capabilities endowed in the IMC process i.e., antecedent factor resources and capabilities. IMC process being a capability of the firm, developed in a suitable environment of necessary conditions (resources and capabilities) and its investigation with regards to performance outcomes is one of the most ignored areas in the IMC literature. Substantiating the scarcity of research in this area of strategic marketing and communications is also witnessed by the well explanatory bibliometric analysis (Muñoz-Leiva, Porcu, & Del Barrio-García, 2015). Moreover, the comprehensive integrative review of the IMC process performed by Tafesse and Kitchen (2017), also witnesses the scarcity of such investigations. The most recent work in relation to IMC coupled with the RBV perspective is done by Luxton, Reid, and Mavondo (2017), though it is also limited in the scope.

1.1.1. The Context of Consumer Market of Pakistan

In relation to the emerging market of Pakistan, it is not behind any of the developing economies, certain occurrences are witnessed by different marketing reports (Market Leadership, 2016). In relation to Pakistan, both economics and demographics are at

play side by side, markets have fragmented and media dynamics have tremendously changed in the last one decade (Baloch, 2013). For instance, consumer goods' market is expanding at a phenomenal rate. According to an article published in express tribune titled "in the resilient economic environment of Pakistan, emerging middle class powers the FMCG sector", exhibits that FMCG market in Pakistan has been recognized as one of the top ten emerging markets to focus for investments (Baloch, 2013). Furthermore, the writer adds that it is good for any of the leading FMCG company to invest in such a big market ("Burgeoning FMCGs Market ", 2012). Exemplifying Unilever, Proctor & Gamble, Nestle and Mondel-z, are not only doing business in this 6th largest market by size ("Pakistan B2C E-Commerce Market ", 2015), but also growing with a phenomenal pace, in this market. While referring to the middle-class population of Pakistan, it is expanding, ultimately resulting in wider target markets and hence their disposable income (Baloch, 2013, p. 13; BMIResearch, 2016).

> *"We have millions of consumers entering independent disposable income space in their lives every year," Sabzwari said while referring to the growing middle class".*

According to a report published by the State Bank of Pakistan, the net profits of FMCG companies listed on the Karachi Stock Exchange grew in excess of 20% in fiscal year (FY) 2011-12. P&G has witnessed tremendous growth in revenues during the past three years – including 50% revenue growth in FY2012. Besides the consumer goods sector, its supporting industries like packaging and distribution companies have also seen their topline growth significantly.

Besides these developments, Pakistan's consumer market is urbanizing with a more phenomenal rate. According to an estimate, expressed by Managing Director at

Emerging Market Research explains that the population growth rate is under 3% and the rate at which the Pakistani consumer market is urbanizing is, even more higher than the growth rate of population (Aslam, 2013). The size of the Pakistani market has grown up in terms of volumes. The increase in growth of the companies dealing in consumer markets has been attributed to the increase in the size of the market and growing middle class.

Referring to another interesting fact stated in Bloomberg report (November 21, 2012), cited in Baloch (2013), shows that consumer spending in Pakistan has increased by an average of 26% in three years. He further comments that one can see strong signs of consumption patterns by people of Pakistan, for the goods and services produced, than ever before.

These developments are also a testament to a new emerging segment of Pakistani people termed as "Pakistan One Plus class", added by Sabzwari, Country Manager at P&G, Pakistan. It is one of the new segments in Pakistan which desire to be served with premium products which are available in developed countries but missing in the Pakistani market. These stated factors are the actual driving forces in the consumer markets and allied industries over the past decade, in utter disregard to all the negative aspects of Pakistan's economy.

1.1.2. Media Situation in Pakistan

Besides the changes in the consumer market's dynamics, the media situation has also dramatically changed pressuring the advertising and media agencies as well as the brand and marketing communications managers to produce more effective campaigns to get high brand market performance. The whole communication mix,

for instance, has changed to a more challenging mix of the communication elements. Exemplifying the developed countries markets, Kitchen (2003) cited in (Holm, 2006) states that 75% of the marketing budget used to be spent previously on advertising, however, today it has reduced to about a 25% of the total marketing communications budget. The remaining portion of the budget is distributed among the rest of the promotions or communications mix elements, emphasizing the realization of the changed market environment and media situation globally.

In relation to the context of the media situation in Pakistan, it is no more behind the world for its innovative trends. It has responded well to changes in the business environment, technology, and culture. A deep insight into the development and evolution of media production and broadcasting for commercial purposes shows an extraordinary picture, in Pakistan. It started with a less than Rs. 100,000/- and grown up to several billion rupees, e.g., Rs. 38.2 billion in the year 2012 , increase to Rs.65 in the year 2016 and reached to Rs.87 billion in the year 2017 (Haleem, 2018). Pakistani media, with less than 5 channels in 2001, has become cluttered and more than 100 channels have been aired out in the last decade (Aurora, 2015). The potential growth in media can be judged from the television channels increased, from only 5 in 2003 to 96 in 2008 (Ahmad & Mahmood, 2011). According to one estimate, a total of 81 local television channels and around 50 foreign television channels are present now. According to an estimate, about 69% of the whole media budget goes to advertising in the Pakistani television channels in comparison to 31% to print media (Aurora, 2015).

On the other hand interactive media i.e., internet with an almost 70 million users and telecom subscription, has crossed the 50% of the total population 200 million of

Pakistan (*Market Leadership*, 2016), hence providing a new landscape of opportunities to marketers in the shape of wider target markets. Such changes in the markets, technology, marketing landscape etc., are also witnessed in around the world that compels the accountability of the marketing communication activities.

In this context, the firms more capable of IMC planning and implementation shall succeed in exploiting the market opportunities and avoidance of threats posed by the changing dynamics of the markets and media situation. Thus, the contextual scenario too, emphasizes the investigation of the IMC capability of the firms serving in the consumer market of Pakistan, to further reap the practical benefits of this study.

1.2. The Research Problem

IMC plays an important role in building brand equity – that is a stored value built up in a brand (Kotler & Keller, 2011), used to gain market advantage. Viewing from this perspective requires the firm's ability to plan and implement IMC activities better enough to gain such advantages. Ewing (2009), states that a firm, which possesses marketing communication capabilities can create successful communication programs and ensure long-term market performance.

In relation to better IMC planning and implementation, presence of certain environment i.e., a culture embedded with a strong brand and market orientations, strong organizational commitment towards IMC, corporate focus, cross-functional management, SWOT analysis and marketing database etc., are essential conditions identified by well-known scholars (e.g., Duncan & Moriarty, 1998; Kitchen & Schultz, 1999; Nowak & Phelps, 1994 ; Porcu, Del Barrio-García, & Kitchen, 2012).

To facilitate these settings, different support processes are deployed by organizations to aid in IMC planning and implementation.

In relation to the context, the comprehensive integrative review by Tafesse and Kitchen (2017), exhibits a whole set of several organizational support process and mechanisms, grouped from the previous literature that facilitates the IMC planning and implementation. In this specific scenario of viewing IMC as a process of both planning and deployment, these support process should result in facilitating the IMC planning and deployment. In line with the RBV perspective (Vorhies, Morgan, & Autry, 2009), such a business process is actually a market-based resource and market-related capability of the firms. In line with this argument, IMC being a resource and a capability shall nurture in such a facilitating environment where different resources and capabilities aid in the IMC capability. Consequently, IMC capability nurtured in a facilitating environment shall result in greater IMC related outcomes i.e., campaign effectiveness and brand market performance.

Despite extensive work in the field of IMC by scholarly authors (e.g., Duncan & Moriarty, 2006; Einwiller & Boenigk, 2012; Kliatchko, 2009; Kliatchko & Schultz, 2014; Porcu et al., 2012; Schultz, Kim, & Kang, 2014; Tafesse & Kitchen, 2017), and the most specific and important scholarly work on IMC process as a capability (Luxton, Reid, & Mavondo, 2015; Ratnatunga & Ewing, 2005; Reid, 2005) show that IMC as a capability is truly a new way of thinking of the IMC process from the Resource-Based View **(**RBV**)** and it is still in its infancy to properly develop.

Extending on the work of Reid (2005), IMC as a marketing capability and IMC campaigns and brand market performance as the ultimate outcomes have been studied by Luxton et al. (2015). However, this study also posits some limitations that provide

an opportunity to extend their work by taking into considerations those factors which are vital for realizing the true nature of the IMC capability of planning and implementation of the IMC activities.

Thus, IMC as a capability really needs to be examined in the presence of the firm's resources and capabilities that can truly facilitate the development and strength of the IMC capability and hence, its true outcomes. Tafesse and Kitchen (2017) are also of the opinion to examine the integrative view of the IMC models in the presence of the organizations' supporting activities or mechanisms to determine the true nature of IMC effects on intermediate, tactical, and strategic level outcomes. Organizations create a favourable environment by deploying different support activities utilizing different organizational resources and capabilities. These scholarly authors in their "call for" work of integrative review on IMC process, have posited a group of organizational support process that may influence the planning and execution of IMC activities. Hence, it can be inferred that these support process, when viewed in the RBV perspective will also influence the capability of the IMC managers who plan and execute the IMC activities. In line with the arguments regarding the marketing resources and capability and their respective outcomes (e.g., O'Cass et al., 2012, 2015), better IMC capability shall result in better IMC related outcomes.

In this specific context, it can be established that the results found by Luxton et al., **(**2015**)**, in relation to IMC capability, can be further improved by taking into consideration these environmental factors (resources and capabilities) to depict a true picture of the IMC capability and the resultant outcomes. It implies that the resultant variance explained for performance in their study, may be improved if the model is applied inclusive of these organizational factors. Based on these gaps in the literature

and an ultimate need of the firms to have a true picture, this study attempts to find answers for the unresolved queries regarding the role of the antecedent factors that can facilitate the IMC capability and hence, its related outcomes.

Thus, consistent with the RBV perspective, this study investigates the positive effects of a list of organizational antecedent factors i.e., Market Orientation (MO) culture, Brand Orientation (BO) capability, Information Technology (IT) capability, Marketing Database (MDB) and the Top Management Support (TMS) on the IMC Capability of planning and implementation. Though, the effects of MO culture and BO capability have been investigated in a parallel study conducted by Luxton et al. (2017), albeit lacking the other antecedent factors. In addition, the above-cited study further evaluates the influence of these two factors in relation to an outcome of overall brand market performance, in contrast to the individual focus on the IMC outcomes i.e., campaign effectiveness and brand market performance.

These support mechanisms have been cited by numerous authors (e.g., Einwiller & Boenigk, 2012; Kerr & Patti, 2013; Porcu et al., 2012; Tafesse & Kitchen, 2017). However, the qualitative nature of the studies and absence of the empirical results and RBV perspective necessitate the investigation of the IMC capability in the presence of these stated factors to substantiate and add in the existing literature of marketing communications.

Second, this study attempts to assess the effects of the IMC capability in relation to its outcomes i.e., Campaign Effectiveness (CE) and Brand Market Performance (BMP). It is important to note that this study has taken on board various antecedent factors in relation to IMC capability and its outcomes. In addition, it conceptualizes the IMC related outcomes as mutually exclusive. This standalone conceptualization

and evaluation of effects will provide a deeper insight to the effects of IMC capability on CE and BMP separately, in contrast to an aggregate measure of overall brand market performance studied by Luxton et al. (2017).

Third, the antecedent factors making a suitable environment for IMC capability to nurture, this study tries to establish certain mediating links among the antecedent factors themselves in the light of theoretical support. Foremostly, the rejection of the hypothesized direct relationship between MO and IMC in the scholarly work of Luxton et al. (2017), calls for further explanation of the indirect effects of MO culture on the IMC capability. As a matter of fact, the underlying tenets of MO culture i.e., strong customer centricity, competitive orientation, and inter-functional coordination are certain factors that cannot be avoided while planning and implementing IMC activities. In other words, literature is fleet with the supportive arguments that favour the presence of such underlying principles as necessary conditions for IMC planning and implementation. Furthermore, MO is also considered as an antecedent and necessary condition for the presence of the BO of the firms (Urde, Baumgarth, & Merrilees, 2013), hence, BO as an MO plus concept. Thus, the insignificant results obtained in the above-cited study and MO culture being an antecedent to the BO capability as well, the study under focus tries to examine the indirect effects of the MO culture on the IMC capability where BO as a marketing capability plays the role of an antecedent to the IMC capability to assess the previous findings and/or substantiate the theoretical claims of several scholarly authors.

Likewise, IT capability in the business domain also has proven contradictions for its direct role in the performance of the firms. Several scholarly authors (e.g., Liang, You, & Liu, 2010; Liu, Ke, Wei, & Hua, 2013; Ray, Muhanna, & Barney, 2005), argued

and support the indirect influence of the IT capability on performance rather a direct effect. Based on this reasoning, this study seeks to investigate the indirect effects of the IT capability on the IMC capability in the presence of the facilitating and dependent role of the MDB. It can be further elaborated as if the study not only seeks the direct influence of the IT capability on IMC capability but also investigates the indirect influence through the strong mediation effects of the MDB. The empirical evidence of IT capability as an influencer of the MDB and the theoretical support for the direct effects of MDB on the IMC capability also demands the investigation of the MDB as a mediating factor between these two capabilities.

Together with these mediations, this thesis posits different mediated paths between the antecedent factors and the IMC related outcomes through the strong mediation of IMC capability. These relationships have been either missing in the literature or vague in relation to specific outcomes of CE and BMP. The mediated role of the IMC capability have been argued and supported in relation to the overall brand performance in the previous studies (e.g., Luxton et al., 2015, 2017), however, in relation to the overall brand performance or in the absence of such facilitating antecedent factors. The important role of IMC capability as a mediating variable between the antecedent factor resources and the performance outcomes of CE and BMP is parallel to the several IMC studies (e.g., Luxton et al., 2017; Porcu et al., 2012; Reid, Luxton, & Mavondo, 2005) and statistical considerations of the mediation approach introduced by Preacher and Hayes (2004).

Sixth, in relation to the context, the results obtained by two separate studies (i.e., Luxton et al., 2015, 2017), may be subject to some kind of weakness as the sample data was collected from various types of business firms involved in business to

business (B2B) and business to customers (B2C) markets. Undoubtedly, the target markets and the IMC strategies both differ for both B2B and B2C markets (Clow & Baack, 2016; Kitchen, De Pelsmacker, & Eagle, 2005), and hence, the evaluation of the outcomes. For instance, B2B may be targeting the business markets through different media channels and campaigns having different objectives. In contrast, the consumer market(s) may be targeted with completely different communication tools having different types and levels of objectives. Thus, both the types of firms may be focused on different level of outcomes at a certain time that may require different measures, techniques, and approaches. The selection of the consumer firms exclusively is in line with the recommendation of Luxton et al., **(**2015**)**, who endorsed similar kind of studies with an explicit view of a specific industry. In addition, various opportunities as well as threats in the context of Pakistani consumer market, can be likely exploited and avoided respectively, by those firms who excel in their marketing communication through better IMC capabilities along the other marketing mix elements. Thus, this study includes the consumer goods and services markets of Pakistan to have an explicit view of the IMC activities.

Besides, single informant studies such as C-Suit population, executives, or CEOs, are most often used and accepted in the marketing researches **(**Luxton et al., 2015**)**. This study considers the managers who are involved or made responsible by designation for IMC planning and implementation process, as respondents of the study i.e., Brand Managers, IMC Managers, Business Unit Heads. This is also in line with the future recommendation of Luxton et al. (2015), who argue to obtain information from the brand or IMC managers rather the C-suit population. This thesis hereafter uses the term IMC manager as a common term for the brand managers or unit heads who are involved in the IMC planning and implementation.

With the intent to fill these research gaps, this study attempts to measure the degree of the IMC capability of the organizations in the presence of a certain facilitating environment, and the related outcomes in consumer market of Pakistan that provides new opportunities to exploit as well as pose threats to be avoided.

1.3. Research Questions

Based on the research gaps discussed and unresolved queries in the marketing communications literature, the study under focus seeks to answer the following research questions.

1. How do the antecedent factors i.e., Market Orientation culture, Brand Orientation capability, Information Technology capability, Marketing Database and Top Management Support, influence the IMC Capability?
2. Does the IMC capability influence the IMC related outcomes i.e., Campaign Effectiveness and Brand Market Performance?
3. How does the IMC capability mediate the relationship between the antecedent factors and the IMC related outcomes?

1.4. Research Objectives

1. To investigate the direct and indirect influences of the antecedent factors i.e., Market Orientation culture, Brand Orientation capability, Information Technology capability, Marketing Database and Top Management Support on the IMC capability.
2. To study the relationships between IMC capability and its related outcomes.
3. To investigate the indirect influences of antecedent factors on the IMC related outcomes.

1.5. Significance of the Study

This study is expected to present significant theoretical contribution to the existing literature in the field of IMC. Foremostly, this study contributes to understanding the IMC process in relation to the RBV theory. Despite detailed investigation in IMC, there is a lack of evidence in the specific application of RBV theory to the IMC planning and execution process and scarce literature is available with limited generalizability.

In addition, the study under focus contributes to the academic literature by uncovering the theoretical support for a list of organizational antecedents that could possibly facilitate and hence, improve the IMC process of planning and implementation. The application of the RBV theory to antecedent factors, the IMC process and related outcomes provides deeper insights into the interplay of the resources, capabilities, and the performance outcome.

Besides, establishing strong theoretical support for the indirect influence of certain antecedent factors i.e., Market Orientation culture and Information Technology capability IMC capability provides a specific insight for the resource to resource or capability complementarity. Extending the mediation and strong theoretical support, several theorized indirect relationships adds to the existing body of knowledge in relation to different levels of IMC outcomes.

Practically this study is expected to contribute to effective IMC planning and execution by understanding the true nature of IMC as a market-related capability. The ability of organizations to effectively direct the organizations' resources to plan and execute IMC activities is one of the main implications of this study. For instance,

appropriate allocation of both human and financial resources, directing organization support process, embedded market and brand orientation reinforce the ability of a firm to design and execute IMC campaigns to achieve the desired results. As an overall picture, both the direct and indirect effects of antecedent factors with the IMC capability and its related outcomes draws the attention of the corporate managers to provide a conducive environment to the IMC capability instead heavy investments in the IMC activities only. Furthermore, both the direct and indirect effects of IMC capability in relation to its outcomes provides a deeper understanding of the individual contributions made in campaigns' effectiveness and brand market performance.

Apart from theoretical and practical significance, this study presents important insight with respect to the methodological part. In line with the most recent techniques and approaches, all the measurements go under stringent criterions of reliability and validity to empirically validate the measure for second-generation modelling i.e., PLS-SEM.

1.6. Scope of the Study

As discussed, the aim of the study was to assess the effects of the antecedent factors on the IMC capability and its related outcomes i.e., CE and BMP, of consumer market companies in Pakistan. Thus, the scope of this research was confined to consumer goods and services companies operating in the consumer market of Pakistan. This selection provided an advantage to the study in the form of exclusive insights of specific market i.e., B2C companies. The selection was in line with the future recommendation of Luxton et al., (2015), to have an explicit view of the IMC capability in specific markets.

In contrast to C-suit population or marketing executives in most of the marketing communications' studies, this study was mainly focused on the brand and/or IMC mangers of the consumer market companies in Pakistan. The selection of such individuals was implicit as they are the ones who are involved in the planning and implementation of the IMC activities. This choice was also exercised in the light of the recommendations given by Luxton et al., (2015).

In relation to physical location, the head offices of these companies are mostly situated in the capital cities of Pakistan i.e., Karachi, Lahore, Faisalabad, Islamabad, Rawalpindi, and Peshawar.

1.7. Definitions of the Key Variables

- ***Market Orientation*** - Following the 'culturally behaviours' conceptualization, MO is the '*culture'* of the organization that effectively and efficiently produce or shape up the necessary '*behavior'* (Narver & Slater, 1990, 1998).
- ***Brand Orientation*** - It is defined as the degree to which the organization values brands and its practices oriented towards building brand related capabilities (Bridson, Evans, Mavondo, & Minkiewicz, 2013).
- ***IT Capability*** - It refers to the knowledge about IT infrastructure existing in an organization and making use of these to manage information within the organization (Tippins & Sohi, 2003).
- ***Marketing Database*** – It refers to 'the mechanism' of integrating customer information in a unified database and using that information in the planning and evaluation of marketing communications activities **(**Seric, 2012).

- ***Top Management Support*** - Top management support is the support, both managerial and financial to the IMC planning and implementation process (Hočevar, Žabkar, & Mumel, 2007).
- ***IMC Capability*** – IMC in terms of a 'strategic and business process', is "a marketing capability in that its underlying processes may be deeply embedded in organizational routines and practices" (Luxton et al., 2015, p. 38; 2017).
- ***IMC Outcomes*** - IMC outcomes are the organizational benefits which arise as a result of the IMC planning and implementation (Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017) i.e., Campaign effectiveness and Brand Market Performance etc.
- ***Campaign Effectiveness*** – it refers to the IMC outcomes in terms of the set campaign objectives (Cornelissen & Lock, 2000; Linton & Morley, 1995; Rossiter & Bellman, 2005)
- ***Brand Market Performance*** - It refers to the performance or position of the brand in terms of quality, value from intermediaries, customer loyalty and the market share, in the market relative to its main competitors (Duncan & Moriarty, 1997; Rust, Lemon, & Zeithaml, 2004; Schultz, Cole, & Bailey, 2004).

1.8. Organization of the Study

This thesis is structured into five separate chapters. *Chapter one* provides the background of the study with a focus on the importance of IMC capability and the changing dynamics of consumer market and media of Pakistan. It further explains the problem statement emphasizing the purpose of the study, followed by related research questions and objectives. Discussion about the significance and the scope of the study

is followed by the definitions of the key terms that enhances the interest of the reader in the study.

Chapter two is mainly focused on the literature related to the variables of the study. It starts with a comprehensive review and synthesis of the scholarly definitions of IMC. It is followed by a detail discussion on the underpinning theory i.e., Resource-Based Theory and its selection for this study. Next is the resource-based view of the IMC concept to corroborate it as a capability, followed by a discussion on all the variables in the RBV perspective and their relationship with the IMC capability. The most important element of this chapter is the formulation of hypotheses based on the discussion made on the variables. The last part of this chapter is the theoretical framework along with the summary of hypotheses formulated.

Chapter three outlines the methodological aspects of the study. It comprehensively discusses the research design, the data collection method, the research instruments, and details of the measurement items. It also highlights the statistical techniques to be used for the analysis of the data. *Chapter four* presents the findings in relation to the structural hypotheses developed. Lastly, *Chapter five* discusses the findings of the study in relation to the stated research questions and objectives. It further elaborates the results obtained in relation to the existing literature. In addition, it summarizes the theoretical, practical and methodological contributions of this thesis and states limitations of the study.

1.9. Summary

Based on the presented background thought, the identification of the problems, the relevant questions and objectives, the scope and significance of the study, it is reasonable to conduct the planned study and empirically test the relationships among the variables of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In today's challenging and dynamic environment, every result oriented organization requires a properly coordinated marketing communication to make its stakeholders aware and convinced (Andrews & Shimp, 2017; Clow & Baack, 2016; Duncan & Mulhern, 2004; Ewing, 2009; Kotler & Keller, 2011; Tafesse & Kitchen, 2017). Effective Integrated Marketing Communication (IMC) has, therefore, become a principal component of a marketing strategy, planned, and implemented by business organizations. Indeed, marketing practitioners and advertising agencies are using multiple communication options, by embedding the IMC concept to convey information related to their products, services and corporate itself to the target audience.

Despite 25 years old concept, IMC both as a concept as well as an emerging field of interest, carries high degree of potential for further research, for both academicians and practitioners (Luxton, Reid, & Mavondo, 2014; Patti, Hartley, van, & Baack, 2015; Schultz et al., 2014; Tafesse & Kitchen, 2017). Academics' views of the IMC differ; considering it as a mere tool of integration of promotional elements (Caywood, Schultz, & Wang, 1991), as an educational movement (Hutton, 1996a) as a management fashion (Cornelissen & Lock, 2000) a management philosophy (Gould, 2004) tactical (Kitchen & Burgmann, 2010; Lee & Park, 2007) and strategic tool (Barker, 2013; Kerr & Patti, 2013; Kitchen & Burgmann, 2010; Patti et al., 2015) in the marketing discipline. More recently the scope of IMC has extended to corporate

and organizational domains (e.g., Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017), global corporations and multinationals (Schultz & Kitchen, 2000a). Some researchers describe IMC as a new concept, which is more suitable for a digitalized environment and describes the importance of integrated marketing methods (Eagle & Kitchen, 2000).

2.2 Evolution of Integrated Marketing Communication

Integrated Marketing Communication (IMC) has been described in various ways and still subject to various terminologies. It has been understood as a communications tool, practitioner discourse, theoretical concept, a management fashion, an educational movement, coordination of media channels, coordination of communication tools, a tool for relationship development (Kitchen, Schultz, Kim, Han, & Li, 2004). The difference of opinions and various definitions of the IMC concept shows the expansion and development of the theoretical concept or phase of the IMC. Some authors also refer this transition to an evolution in the marketing communications' field (Andrews & Shimp, 2017; Kitchen & Burgmann, 2015; Kliatchko, 2009).

This evolution in marketing communications has not been merely taken place rather due to certain changes in the markets and their capabilities, market place, IT revolution, and changing the landscape of the media (Keller, 2009; Kitchen & Schultz, 2009; Tafesse & Kitchen, 2017). Several authors agree (e.g., Kitchen & Burgmann, 2015; Kitchen & Schultz, 2003; Proctor & Kitchen, 2002) that this diversity of perspectives will move towards a more harmonized conceptual model or concept at the end.

Several perspectives of IMC have come to the fore since the inception of the marketing communications as discussed in the forthcoming discussion. Numerous authors defined IMC as a concept of integration and coordination of all the tools of communications used by an organization, to convey consistent, clear and well persuasive messages about the organization and its products and services (Kerr & Patti, 2013; Kliatchko, 2008; Porcu, Del Barrio-Garcia, Alcántara-Pilar, & Crespo-Almendros, 2016; Tafesse & Kitchen, 2017). Kitchen and Schultz (1999) are of the view that since the early 1990s, there has been a little contribution from the rest of the world (Except US) in conceptualizing the true nature of IMC beyond the 'oneness of voice' or 'one-sight' view.

Brown (1997), noted a number of views of different authors on the subject of 'what IMC is, or it should be?' and enumerates the views as 'one strategy, synergy, one spirit, merging disciplines, customer orientation and stakeholder emphasis'. A comprehensive review of the literature done by Beard (1997), despite the disagreement in initial literature regarding IMC as a process and/or concept, emphasizes that communications' campaigns are designed to speak with one voice and campaigns' messages endeavor to elicit a measurable response from the customers.

Some authors advocated (e.g., Cornelissen, 2001; Cornelissen & Lock, 2000) that IMC is nothing new but one of the management fashions, different management gurus have talked about. According, the concept of IMC was yet theoretically underdeveloped and immature. However, several scholars (e.g., Kerr & Patti, 2013; Kliatchko, 2009; Kliatchko & Schultz, 2014; Schultz & Kitchen, 2000b; Tafesse & Kitchen, 2017) contradicted this view and stated that IMC is, though, in the

progressive stage of development, the worth of this concept will manifest as a result of further research and experience in this field over a certain period of time.

Addressing this concern, Eagle, Kitchen, Hyde, Fourie, and Padisetti (1999) conducted a study in Newzealand among marketers and advertising agencies' executives to find an answer for the debated question regarding IMC as a new marketing paradigm or a variation of the same old management fashion, of that time. They concluded that IMC is not just a management fashion, as advocated by some people in early 90s (e.g., Cornelissen & Lock, 2000), rather a fundamental change in perception and practice of IMC among clients and advertising agencies.

Hutton (1996b) suggested that IMC is a more humanistic approach to marketing relationships as it can help redefine the purpose of marketing. Hartley and Pickton (1999) presented a composite marketing communications mix that segregated corporate communications from the marketing communications and consumer contact management, as its elements or activities to be undertaken in a well-coordinated manner. This model was named as 'mindscape of marketing communications'.

Schultz and Schultz (1998), pioneering team members of the northwestern university on conceptual development of IMC achieved an important milestone when they conceptualized IMC and presented a comprehensive definition of the IMC. One of the differentiating points of that definition was the inclusion of 'business process'. These researchers anticipated and suggested a change in focus from "viewing IMC as tactics and operations" to consider IMC a holistic business process. Besides, Schultz (2003) presented a new concept of IMC that can suit the requirements of the market-oriented organizations while marketing landscape changes over time (Kliatchko, 2005).

Kliatchko (2002) presented a twofold opinion, considering IMC as both old and new discipline. He argues that IMC is conceptually old as the 'coordination and customer focus' elements of the IMC concept are the same old concepts, however, advocating that IMC is new due to its functional or operational embodiment of these concepts rather only choices of words in the management and marketing concepts or definitions.

Realizing the realities of the new millennium and revolutionary developments in information technology, Peltier, Schibrowsky, and Schultz (2003), proposed 'interactive IMC model' that highlights importance and potential of the new interactive media and how this interactive media can be used for creating interaction with customers. This model was in line with the (Schultz & Schultz, 1998) framework for the transitioning of IMC into the new millennium.

Beside the conceptual developments, measurability of IMC programs was also among the issues and focus of discussion among practitioners and academicians. Numerous academic scholars (e.g., Cornelissen & Lock, 2000; Duncan & Mulhern, 2004; Madhavaram, Badrinarayanan, & McDonald, 2005; Reid, 2005; Rossiter & Bellman, 2005; Rust et al., 2004; Schultz et al., 2014; Tafesse & Kitchen, 2017), also show high concerns for the result outcomes of the IMC programs. IMC implementation may be tightly correlated to better marketing performance in terms of sales, market share and profitability. Realizing the financial pressures, the majority of the scholars of academia and practitioners emphasize the accountability of the IMC programs (Andrews & Shimp, 2017; Broderick & Pickton, 2005; Clow & Baack, 2016).

Despite the difference of opinions and disagreements on the definitional construct, some underlying tenets of the IMC conceptualization and related practices are widely

accepted and utilized for studies in the IMC field. The next section discusses the definitions of the scholarly authors who have performed the founding work in the field of IMC.

2.3 Integrated Marketing Communication Definitions – A Synthesis

To derive a conceptually agreed opinion regarding the true nature of the IMC; whether it is a concept, process, or both, seven well-established conceptualizations have been selected for synthesis. The basis for selecting these definitions is the wider acceptability of these definitions among academicians and practitioners. Moreover, the selection requires to clearly delineate the IMC as a concept and a process. These definitions came to the surface by the researchers who performed exploratory and initial work on IMC, which is exhibited in citations and references in most part of the literature available on IMC since its inception.

The synthesis of these definitions enables the researcher as well as the readers to examine; how far the IMC concept or process or both can be considered as a resource or capability if viewed with the resource-based perspective. In addition, it will provide a better opportunity for understanding the real meaning of the IMC in the literature so far. The first three of the definitions synthesized here, have been presented by the pioneering team of Northwestern University.

1. The Definition of IMC by the 4As

The very first definition of Integrated Marketing Communication (IMC) was proposed by a team of experts of Northwestern University in 1989, in collaboration with the "Association of National Advertisers and American Association of Advertising Agencies (4As)".

The nominated team conducted a study among major advertisers and the advertising agencies who were involved in providing services to companies operating in consumer goods' companies, in the United States of America (USA). This definition is the most widely used and accepted among academics and practitioners all over the world, however, due to its limited nature in certain parts, it has not gained a universal acceptance over this course of time (Kliatchko, 2005).

This definition of IMC describes it as a concept of marketing communication planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines e.g., general advertising, direct response, sales promotion and public relations - and combines these disciplines, to provide clarity, consistency, and maximum communications impact (Caywood et al., 1991; Duncan & Caywood, 1996).

The central theme of this concept is focused on the notion of tactical coordination of marketing communications by utilizing the strength of each communication tool to have clear and consistent message and have the maximum impact of the communication campaigns. Brown (1997), further expresses the need for "oneness of strategy and harmonization" of the various communication tools and tactics employed to achieve synergistic effects that would be absent if the communication tools are used in isolation rather supporting each other (as cited in Kliatchko, 2005). In addition, it also highlights effective coordination of various activities related to marketing communications at a strategic level to achieve synergy in all outgoing messages through different communications tools (Brown, 1997; Nowak & Phelps, 1994).

In continuation to the 4A's definition, Keegan, Moriarty, and Duncan (1992), as cited in Duncan and Caywood (1996, p. 631), referred IMC to "the strategic coordination

of all messages and media used by an organization to collectively influence its perceived brand value". Low (2000), based on Duncan's conceptualization, conducted a study mainly focused to find an answer for the 'query of what IMC is?'. All the responding managers of the study defined IMC as a management practice. In addition to this finding, the common element of their perceptual responses was "the coordination of tools used for marketing communications". The researcher claims these findings as a substantiation of Duncan's conceptualization of IMC.

Naik, Raman, and Winer (2005) further substantiate this stance by stating that "IMC planning and execution involves consistency of the various marketing communications' activities so that their total impact exceeds the sum of the individual activities. Schultz (1993) with a pioneering role in developing IMC concept, defines IMC as "concept of marketing communication planning that combines and evaluate the strategic role of different communication discipline to get clarity, consistency and greater impact, in order to achieve the communication objectives". Numerous authors (e.g., Larry, Rossiter, & Elliot, 2001; Percy & Rosenbaum-Elliott, 2016; Percy, Rossiter, & Elliott, 2001) working in the field of advertising management also emphasize that all marketing communications are required to be planned and implemented in a more cohesive manner to satisfy communication objectives.

However, several authors argue the concept of IMC goes beyond the mere process of integration of messages. According to Schultz (1996), consumers assimilate all the coordinated and un-coordinated messages, to which they are exposed. The assimilation of these information takes place according to a certain pattern in the minds of the target audience, which may or may not be desired by marketers (Clow, 2004). Thus, companies must be in a position to manage the whole process of planning

and implementing IMC programs according to their own interests and strategic priorities (Schultz, 1996).

Based on the previous work, Kitchen and Schultz (1999) conducted a multi-country comparison study among the advertising executives in Newzealand. They also highlighted some inadequacies in the 4As' definition presented for the first time. According to these researchers, the responding executives were of the opinion that this definition lacks certain elements like measurability and quantification of the effects, customer orientation, cost related effectiveness and efficiency, creativity and interactivity (Kliatchko, 2005). Duncan and Caywood (1996) have also discussed this definition in terms of its weaknesses of overlooking consumer audience and the absence of result orientation.

The above fundamental definition along with all supporting views by academics and practitioners are more or less focused on the integration and coordination of the communication tools to produce a unified message, expressing a slight or no concern for customers and other stakeholders or just a mere usage of phrases like 'strategic focus', 'strategic process' etc., rather a true emphasis on the process of sensing the customers' needs and wants in this context. This shows a poor representation of the customers' needs and wants to be part of that one voice (Kliatchko, 2005). The relevant stakeholders center the whole IMC concept; however, it is missing in this definition. Moreover, IMC in this definition is considered as more a concept or a notion rather a process consisting of well-connected activities to be focused on the needs of the customers and other stakeholders.

In addition, the accountability factor cannot be ignored for any of the activity undertaken under the umbrella of IMC. This definition lacks in how effectiveness can

be achieved for the activities undertaken (Kliatchko, 2005). Porcu et al. (2012), in a scholarly work titled "how IMC works?" carried out an extensive review of the available definitions and proposed a new framework that categorizes this definition along with all the supporting definitions and approaches of IMC mentioned above, as an *"inside-out approach"* to IMC.

2. IMC Definition by Don Schultz (1991)

Just after two years of the definition by the 4As, Don Schultz with the team members at Northwestern University presented another definition of IMC in the year 1991 as cited by Schultz (1993, p. 17);

> *"Integrated Marketing Communication is the process of developing and implementing various forms of persuasive communication programs with customers and prospects over time. The goal of IMC is to influence or directly affect the behaviour of the selected communications audience. In sum, the IMC process starts with the customer or prospect and then works back to determine and define the forms and methods through which persuasive communications programs should be developed".*

This definition considers IMC as a process, consisting of activities related to management of information regarding a product or service from all available sources, including both controlled and uncontrolled sources. Moreover, unlike the previous definition, it takes into account the customer orientation which reflects an outside-in perspective of IMC (Porcu et al., 2012). This definition also hints an implicit relationship between the customers and the brands by elicitation of a behavioural response from the customers (Kliatchko, 2005). According to Duncan and Caywood (1996) this definition of IMC is more focused on customers or prospects. Moreover, Kliatchko (2005), is of the opinion that this definition not only emphasizes

nourishment of the relationship between customer and brand but also seeks a behavioral response from the customers.

This definition clearly postulated the IMC as a business process rather a concept, leaving behind the fact that IMC is a concept too, according to the previous or fundamental definition in literature. The detailed reviews by scholarly authors (e.g., Kerr & Patti, 2013; Kliatchko, 2005; Porcu et al., 2012), shows that most of the founding researchers of the IMC field are of the opinion that IMC is both a concept and a process. Moreover, this definition has likely overlooked the measurability and strategic thinking elements in the planning process of IMC (Kliatchko, 2008).

3. Tom Duncan's Definition of IMC

Duncan (1992) substantiated the concept introduced in the 4As definition of IMC as cited by Duncan and Caywood (1996, p. 631), by conceptualizing IMC as;

> *"The strategic coordination of all messages and media used by an organization to collectively influence its perceived brand value."*

This definition supports the notion that IMC seeks to attain synergy through synchronization of all outgoing messages and communication tools used for those messages by the organization itself or the communication agencies hired. However, this definition of IMC was revised by Duncan and Moriarty (1994), to broaden its scope (as cited in Duncan & Caywood, 1996, p. 18);

> *"IMC is the process of strategically controlling or influencing all messages and encouraging purposeful dialogue to create and nourish profitable relationships with customers and other stakeholders".*

These authors argue that this revised definition is emphasizing the process of relationship building with all stakeholders. Rather focusing on merely attitudinal or

behavioural responses, this definition truly emphasizes a 'purposeful dialogue' rather a one-way communication, to create a profitable and long-term relationship with the target customers. In addition, it has a wider scope by including all the stakeholders rather the target market only. Besides, Kliatchko (2005), argues that this new definition has emphasized on the process of creating long-term effects in the form of sustained relationship with the customers.

The major concern that downplays this revised definition is the use of phrases like controlling and influencing all messages (Duncan & Caywood, 1996). According to Schultz (1996), these terms may be misleading as messages may be both controlled and uncontrolled. Moreover, all the messages floated to consumers are interpreted or assimilated by customers according to a certain pattern that may or may not be according to the marketers planned way. Thus, Schultz (1996), argues that the control of these messages is void.

Another inadequacy of this definition is its inability to clarify the means and ways to be used for the purposeful dialogue between marketer and the customers, as commented by Kliatchko (2005). The researcher further argues that unlike 4As definition, Duncan's definitions of 1992 and 1994 both do not denote or hint the channels of communication that shall be encouraging the so-called 'purposeful dialogue' with the target audience. In addition, accountability in terms of measurement and evaluation of IMC activities is one of the top concerns for both academics and practitioners, this definition is also criticized for no considerations in relation to evaluation (Kliatchko, 2005).

4. IMC Conceptualization by Nowak and Phelps (1994)

The definition of IMC proposed by Nowak and Phelps (1994), is not straight forward. They conceptualized IMC based on three fundamental but broad tenets i.e., 'one voice', 'integrated' and 'coordinated' marketing communications (Kliatchko, 2008; Nowak & Phelps, 1994). The 'one-voice' marketing communications have been referred to integration that produces a clear and consistent message, position, image, and a central theme across the tools or elements of the marketing communications mix. According to Kliatchko (2005), the conceptualization of integrated communications refer to the creation of attitude in the form of 'brand image and a behavioural response' directly elicited from the communications tools such as public relations, sales and trade promotions, advertising and personal selling etc. The conceptualization of the third principle component is emphasizing the coordination of communication tools in such a way that it should not only create awareness but also create a brand image and favourable behavioural response from customers (Kliatchko, 2005).

5. Definition by Don Schultz and Heidi Schultz (1993 and 1998)

More focused on customers, as argued by several scholarly authors (Porcu et al., 2012; Schultz & Kitchen, 2000b) IMC was defined by Schultz (1993, p. 17) as;

> *"Integrated Marketing Communication is the process of developing and implementing various forms of persuasive communication programs with customers and prospects over time".*

Realizing the true nature of IMC and the realities of the new millennium ahead, Schultz and Schultz (1998, p. 20), revised this definition by broadening the future scope of the IMC conceptualization as a business process in the following words;

> *"a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programs over time with consumers, customers, prospects and other targeted, relevant external and internal audience".*

This conceptualization is important as it considers the planning and implementation of IMC as a 'business process' that really differentiate this definition from the previous definitions (Schultz & Schultz, 1998), which has been rarely reported or merely used rhetorically to balance the composition of the IMC definition in the previous literature. The 'business process' has been deliberately included in the above definition to attract attention of marketers to form an organism or system of planning, implementing and evaluating the IMC programs (Schultz & Schultz, 1998). It is also cited for the said ability, by numerous authors (e.g., Kliatchko, 2005, 2008; Porcu et al., 2012). This definition was reaffirmed by Pickton and Broderick (2001, pp. 17-18) with a wider scope in the following words;

> *"IMC is a process which involves the management and organization of all 'agents' in the analysis, planning, implementation and control of all marketing communications' contacts, media, messages and promotional tools focused at selected target audience in such way as to derive the greatest economy, efficiency, effectiveness, enhancement and coherence of marketing communications effort in achieving predetermined product and corporate marketing communications objectives".*

This definition along the other supporting or substantiating definitions highlight the main characteristics of an "outside-in" thinking or approach to IMC (Kitchen et al., 2004; Porcu et al., 2012), such as identification of both communications' and organizational objectives, coherent use of all the available communications' tools, and all the stakeholders to be part of the IMC process. Moreover, the idea of a 'coherent communication' and wider scope of IMC is also endorsed by numerous authors (e.g., Chris, 2002; Einwiller & Boenigk, 2012; Kliatchko, 2008; Porcu et al., 2012; Tafesse & Kitchen, 2017).

This definition is also important due to its inclusion of evaluation and measurability factors that were missing in all other definitions made earlier. Kliatchko (2005), further comments on this definition that it has expanded the understanding of the brand communications through different traditional tools e.g., advertising, sales promotion, public relations etc., to a broad range of contact or touch points between a brand and customers.

6. IMC Definition by Jerry Kliatchko (2005 and 2008)

One of the most extensive scholarly reviews of the IMC literature done by Kliatchko (2005) highlights the insufficiency of the essential elements of IMC in the previous definitions. However, the author is of the opinion that this definition also requires further refinement to clear the ambiguities that may hinder the interpretation of the term IMC in a true sense. Derived from the (Schultz & Schultz, 1998) conceptualization, Kliatchko (2005, p. 23), defines IMC in the following words;

> *"IMC is the concept and process of strategically managing audience-focused, channel-centered, and results-driven brand communication programs over time".*

According to Kliatchko (2005), this definition is composed of three fundamental elements, i.e., IMC is a concept and process at the same time; IMC does require the skills and knowledge of business management and strategic thinking; the roots of IMC stem to three essential and indispensable elements – channel centered, audience-focused and results-oriented; and IMC involves a wider scope of brand communications.

This definition is differentiated from the previous definitions by articulating the three essential elements of IMC that captures the essence of all the underlying principles,

surrounding the IMC concept (Kliatchko, 2005). These three essential elements of the IMC were added by one another essential element in the revised definition by Kliatchko (2008). These essential elements are not new or included for the first time, rather scattered in the literature which were combined and included in this definition.

In relation to the 'audience focused' in this definition refers to the enclosure of multiple markets rather only a selective segment. The researcher further argued that the 'audience focus' in the IMC process implies that the whole process of IMC – both planning and execution revolves around the audience. It implies that the core IMC activities are centered on the multiple audience. Channel-centered in the definition refers to the use of all but appropriate channels or tools of communications mix (Kliatchko, 2005). In addition, it also encompasses other sources of brand touch points between a brand and multiple audiences. Third, this definition focus on the result orientation of IMC activities. According to Kliatchko (2005), IMC activities should be measurable in terms of the outcomes produced. The fourth element that was embedded in the revised definition by Kliatchko (2008), explains the 'content' of the communication message. The researcher opines that the previous definition is incomplete as it has confined the scope of the IMC definition by ignoring the important aspect of the message content communicated through different tools of IMC. Further stating that yet the nature of the content is implied in the IMC process, however, it should be deliberately included in the definition of IMC as it is very impetus for inducing attitudinal and behavioural effects on the target audience.

7. Definition of IMC by Porcu et al. (2012)

One of the most recent definitions, which is fundamentally based on Duncan's conceptualization of IMC, Porcu et al. (2012, p. 326) conceptualized IMC as;

> *"the interactive and systemic process of cross-functional planning and optimization of messages to stakeholders with the aim of communicating with coherence and transparency to achieve synergies and encourage profitable relationships in the short, medium and long-term".*

This definition enlightens the present status in conjunction with the future scope of IMC by describing the future role, IMC has to play to cater to the need of modern corporations in a wider context. This definition embraces four distinct dimensions namely; "one voice, interactivity, cross-functional planning, and profitable long-term relationships" as described by Porcu et al. (2012). This conceptualization has been tested empirically by the authors in the Spanish environment with the presence of certain organizational factors i.e., culture etc.

This definition takes into consideration, the process view of the IMC, based on well-connected and cross-functionally coordinated activities that brings coherence and consistency in messages as well as the tactical coordination of the IMC tools. Further, it is focused on the development of long-term relationships with the stakeholders. In addition, focus on the interaction rather a one-way communication to the stakeholders is one of the major considerations of this conceptualization.

As discussed earlier both controlled and uncontrolled messages require to be managed. This definition accordingly focusses on both messages by managing the whole communication process to reach the target audience. Cross-functional planning, in this definition, implies to the inclusion of the whole organization (all

departments and functions) in the planning and implementation of the IMC programs resulting in both long and short-term focus (strategic and tactical scopes) of the IMC activities. In line with previous literature that emphasized the IMC outcomes to be part of the definitional constructs (e.g., Duncan, 2004; Kliatchko, 2008; Porcu et al., 2012; Schultz & Schultz, 1998; Tafesse & Kitchen, 2017), this conceptualization also highlights the result orientation of the IMC activities. So far, this definition leaves no room for related to the IMC accountability. After all, this definition embraces the quality of considering IMC planning and implementation at different levels of the organizations i.e., tactical, business and strategic, that focus on the long-term objectives of brand value and financial outcomes beside the short-term campaigns' outcomes in the short term.

To sum up and proceed with the operationalized concept of IMC in the RBV perspective the discussion and synthesis of the several definitions have been summarized in Table 2.1.

Table 2.1
Definitions' Based Conceptualizations and the Nature of IMC

Authors	Focus of Conceptualization and Dimensions	Nature of IMC
American Association of Advertising Agencies (1989)	Tactical coordination of marketing communications' tools	Concept
Don Schultz (1991) see in (Schultz, 1993, p. 17)	Coordinated marketing communications programs focused on all stakeholders	Process
Duncan (1992) cited in Duncan and Caywood (1996, p. 631)	Synergy and synchronization of all messages and media	Concept
Duncan (1994)	Interactive communications to develop relationships with stakeholders	Concept and Process

Table 2.1 (Continued)

Authors	Focus of Conceptualization and Dimensions	Nature of IMC
Nowak and Phelps (1994) see in (Duncan & Caywood, 1996)	Integration of marketing communications' tools to have; 1. Interaction; 2. Awareness and Persuasion; Seeking behavioural response.	Concept and Process
(Schultz, 1993; Schultz & Schultz, 1998)	Audience-focused, well-coordinated measurable messages to the stakeholders through; 1. Coordination among marketing communications tools; 2. Wider scope of marketing communications; 3. Use of technology; Integration at financial and strategic levels.	Business Process
(Duncan & Moriarty, 1997, pp. 26-31)	"An on-going, interactive, cross-functional process of brand communication planning, execution, and evaluation" by using such dimensions; 1. Organizational infrastructure; 2. Interactivity; 3. Mission marketing; 4. Strategic consistency; 5. Planning and evaluation.	Strategic process
(Kliatchko, 2005, 2008)	Marketing communication's process that creates; 1. channel centered; 2. audience-focused; 3. results-oriented; 4. content messages.	Concept and process
(Porcu, Del Barrio-Garcia, & Kitchen, 2017; Porcu et al., 2012)	"Systemic process of cross-functional planning that optimize coherence in messages to the stakeholders to have synergy and have short, medium and long-term profitable relationships" through; 1. One voice; 2. Interactivity; 3. Cross-functional planning; 4. Focus on Profitable long-term relationships.	Strategic process

2.3.1 Dimensions of Integrated Marketing Communication

Several consistent themes based on definitional constructs of IMC of the scholarly authors (e.g., Kitchen & Schultz, 1999; Kliatchko, 2005, 2008; Lee & Park, 2007; Nowak & Phelps, 1994; Porcu et al., 2016; Porcu et al., 2012; Reid, 2005; Schultz & Schultz, 1998), have come to the fore in the marketing communications literature. These conceptual dimensions of IMC conceptualization are the most prominent, agreed and extensively used in the research studies aimed at the IMC conceptualization and testing. However, confined to the scope of this study, this research discusses the dimensions defined and discussed by Duncan and Moriarty (1997), that are well reflected in the definition proposed by Duncan and Mulhern (2004, p. 9)

> *"an on-going, interactive, cross-functional process of brand communication planning, execution, and evaluation that integrates all parties in the exchange process in order to maximize mutual satisfaction of each other's wants and needs".*

The strategic dimensions of the IMC, mainly based on IMC mini audit proposed by Duncan and Moriarty (1997), have been widely used in research studies and recently by Luxton et al. (2015), for evaluating the capability of a firm to plan and execute IMC programs. It reveals the quality, eminence, comprehensiveness, and adaptability of the IMC process. The conceptualizations of these dimensions reflect the degree of the integration of the IMC activities across the different domains of the organizations. These dimensions have been discussed in detail as under:

1. Strategic Consistency

Available literature discusses 'strategic consistency' with different terminologies, e.g., "One voice", "coherence of messages" and "message consistency". Several

scholars have also referred it to the "consistency of promotion tools" etc. (Cornelissen, 2001; Duncan & Moriarty, 1997; Eagle & Kitchen, 2000; Kerr & Patti, 2013; Low, 2000; Pickton & Broderick, 2001; Pickton & Hartley, 1998; Porcu et al., 2016; Porcu et al., 2012). However, all of these different terminologies represent the core phenomenon of integration , as it implies to deliver a clear, coherent and consistent message to achieve and maintain a unique image and positioning of the brand (Kitchen & Schultz, 2003; Porcu et al., 2012).

Consistent with this, IMC strategy must hold the quality or ability to unify the different activities e.g., above the line (e.g., advertising), below the line (e.g., sales promotion, personal selling) and through the line (e.g., all below the line activities done through the mass medium) activities. In a broader sense, this dimension of IMC recognizes every brand touch point that communicates a certain message to customers and stakeholders.

Thus, messages from any source(s) including the other P's of the marketing mix must need to be aligned or coordinated. Furthermore, coordination of frontline employees, who most often work as a link between the brand and customers, is also vital (Duncan & Moriarty, 1997). In addition to consistent and coherent messages, it has been referred to strategic coordination of the IMC programs by several authors (e.g., Kitchen & Schultz, 2009; Kliatchko & Schultz, 2014; Porcu et al., 2012; Schultz et al., 2014). Some well-reputed scholars (e.g., Einwiller & Boenigk, 2012; Porcu et al., 2016; Tafesse & Kitchen, 2017), raise their voices for the strategic consistency and coordination at organization level, encompassing all the different levels and functional departments of the organization to be strategically connected to result in a consistent, coherent and clear message to all the stakeholders through all the available promotion

tools, in line with the corporate mission, vision, and objectives. This ultimately requires cross-departmental coordination and other supporting mechanisms that link marketing strategies with business and corporate level strategies to ultimately result in achievement of "one voice", "one look" (Duncan & Moriarty, 1997; Eagle & Kitchen, 2000; Schultz & Schultz, 1998) and ultimately "one experience" (Landa, 2005; Wheeler, 2012).

2. Interactivity

Beside the inside-out approach, IMC requires to adopt the "outside-in" approach (Schultz, 1993) to improve the connection between the organization and its stakeholders. It increases the organizational responsiveness to change with respect to customer demands and requirements as it considers the "customers first" approach (Duncan & Moriarty, 1998; Hartley & Pickton, 1999; Schultz & Schultz, 1998). Further, in the high pace of technological advancements and increased capabilities of market and market space and place, this connectivity should take the form of a dialogue or interaction rather a monologue or one-way communication. As Duncan and Moriarty (1998) contend that interactive communication at the different levels of organizations (e.g., corporate, business and marketing communication levels), results in long-term relationships and positively influence the value of a brand.

Beside bearing tactical consequences, IMC should be thought of a strategic process (Einwiller & Boenigk, 2012; Kliatchko, 2008; Kliatchko & Schultz, 2014; Porcu et al., 2016; Porcu et al., 2012; Tafesse & Kitchen, 2017), which is led by the scope with which IMC is planned and implemented. The broader the scope, broader integration strategy and outcomes it will accrue. It should aim at the achievement of long-term

profitable relationships with stakeholder as well as short term marketing campaigns' outcomes.

3. Mission Marketing

This dimension of the IMC conceptualization represents that communication activities should provide a strong base to create a value-based culture that reflect the requirements of all the stakeholders (Duncan & Moriarty, 1997; Reid, 2003). In relation to the marketing communications, a cohesive mission presents a solid base to support, legitimize, and facilitate marketing communication activities (Reid 2005). Moreover, it must enable the individual employees to accept for the responsibility of bringing integration in brand communications (Reid et al., 2005), through cross-functional integration, planning and evaluation and other organization processes that can facilitate the brand communications. Stewart (1996), argues that market-back philosophy can be embedded back into the cultural values and beliefs of an organization by channelizing and directing employees' behaviours that shall ultimately facilitate the IMC process. The encapsulation of this dimensions should direct the value creation and delivery to the stakeholders (Reid, 2003). Duncan and Moriarty (1997) emphasizing the importance of the mission marketing state that it is the "ideal mission that creates and reinforces the brand positioning", which is one of the most important purpose behind the coherent marketing communications.

4. Planning and Evaluation

This dimensions is the reflection of the strategic considerations attributed to brands and firms related objectives and the stakeholders (Duncan & Moriarty, 1997; Reid, 2003). Moreover, the focus of the planning and evaluation processes is focused on

ensuring consistency and control of the messages targeted to the audience and achievement of the corporate and brand related objectives (Duncan & Moriarty, 1997; Reid, 2005).

In relation to planning and evaluation, it is extremely important that IMC planning and evaluation should be result or outcome-oriented (e.g., Duncan, 2004; Einwiller & Boenigk, 2012; Jerman & Završnik, 2013; Low, 2000; Porcu et al., 2012; Schultz et al., 2014; Stewart, 2009; Tafesse & Kitchen, 2017). Planning and evaluation in the IMC domain must be strategic in nature to bring rare, long term consequences (Einwiller & Boenigk, 2012; Porcu et al., 2012; Tafesse & Kitchen, 2017). This implies that the IMC related decisions must be supported and communicated across the organization with a clear scope (broad, medium, or short term) and objectives of the brand market (e.g., brand equity) and financial performance (Sales, profits, overall market shares). The use of improved organizational support activities or mechanisms (e.g., IT, database management, top leadership support and involvement, market and brand orientated culture etc.) mentioned in the literature and recently incorporated by Tafesse and Kitchen (2017), in the scholarly integrative framework and the scope with which a firm plans and execute IMC programs are of high importance in shaping IMC and facilitating its outcomes to accrue.

5. Organizational Infrastructure

Organizational infrastructure basically reflects the strength of the cross-functional teams to cater the brand related communications activities. Moreover, it assesses the relationships or behaviours of the individuals in an organization that support cross-functionality with respect to the marketing communications (Duncan & Moriarty, 1997; Reid, 2003).

Cross-functional integration provides a base, stage, or supportive environment in the form of organization's support mechanisms to plan and execute IMC activities (Duncan, 2004; Porcu et al., 2012; Tafesse & Kitchen, 2017). An organization cannot achieve external integration (i.e., coherent, consistent and clear communication message to stakeholders) unless integrated internally i.e., integration of communication tools, departments, media channels etc., (Kliatchko, 2005; Tafesse & Kitchen, 2017). This implies that cross-functional integration is the result of embedded marketing processes. To achieve cross-functional integration, top management needs to be involved to drive the process of IMC (Duncan, 2004; Einwiller & Boenigk, 2012; Porcu et al., 2012).

In contrast to traditional marketing communication planning, the focal point in the modern practices of IMC is the whole organization rather only the marketing department or the marketing mix elements. Through cross-functional coordination, a firm can gain insight into the messages come from all departments. Further, cross-functional coordination also encourages the partners to gain and adopt this orientation to communication, which results in a holistic outcome of the whole IMC process.

2.3.2 Integrated Marketing Communication – The Resource-Based View

Synthesis of the literature-based definitions of the scholarly authors clearly delineates that IMC is an established truth rather a management fashion or fad or a new tautology. Numerous authors (e.g., Duncan, 2005; Kerr & Patti, 2013; Kitchen & Schultz, 2009; Kliatchko, 2009; Kliatchko & Schultz, 2014; Patti et al., 2015; Tafesse & Kitchen, 2017) are of the opinion that IMC has developed into a concrete concept.

Definitions discussed previously and the wider literature on the subject of IMC conceptualization, clearly delineate that IMC is both a concept or philosophy (e.g., Kliatchko, 2009; Schultz, 1996; Schultz & Kitchen, 2000b; Schultz & Schultz, 1998) and a process (Duncan & Caywood, 1996; Kliatchko, 2005; Porcu et al., 2016; Porcu et al., 2012; Schultz & Schultz, 1998; Tafesse & Kitchen, 2017) of inter-related activities.

Though some of the definitions discussed in the synthesis or background sections, are narrower in scope which define the concept of IMC that caters only the operational or tactical level decisions or the activities undertaken related to the brand communications campaigns only, however, some scholarly authors (e.g., Einwiller & Boenigk, 2012; Kerr & Patti, 2013; Kliatchko, 2005; Porcu et al., 2016; Porcu et al., 2012; Tafesse & Kitchen, 2017), consider IMC as of strategic nature. These authors have broadly defined IMC as a business process and indoctrinated the IMC definition by the inclusion of the strategic level activities e.g., corporate vision, mission, strategies, and objectives.

Just like any other concept in marketing e.g., market orientation (MO), when seen with a capability lens (Day, 1994; Foley & Fahy, 2009; Ketchen, Hult, & Slater, 2007;

Ngo & O'Cass, 2012; O'Cass et al., 2012, 2015), the marketing culture resides in the adopted marketing philosophy and the stance of market place or the market itself is exhibited by the strategic priorities pursued by that firm (Ngo & O'Cass, 2012). Hurley and Hult (1998), argue that organizational culture is a system of norms and values that shape the processes and behaviours in organizations. Likewise, the conceptualization of several scholarly authors (Duncan & Caywood, 1996; Kliatchko, 2005; Schultz, 1993; Schultz & Kitchen, 2000b), IMC is a certain way of thinking, a philosophy and a concept - meaning that it is a collection of the norms and values adopted by a firm that takes into account all the relevant factors while planning and implementing IMC activities. More precisely, IMC is the culture where planning and execution of IMC programs takes place, by underpinning the organizational values and routines focused on stakeholders. In line with this argument, every decision should revolve around the marketing communications at different levels of the organizations e.g., business level planning the brand communications and corporate level integration with the organizations' overall planning and management function.

Beside IMC as a concept, philosophy or a way of thinking, literature has defined the IMC in terms of a 'business and strategic process' (e.g., Duncan & Moriarty, 1997; Duncan & Mulhern, 2004; Einwiller & Boenigk, 2012; Kliatchko, 2005, 2008; Porcu et al., 2016; Porcu et al., 2012; Schultz & Schultz, 1998; Tafesse & Kitchen, 2017) and hence, a marketing capability in that its underlying processes may be deeply embedded in organizational routines and practices[1] (Luxton et al., 2015; Madhavaram et al., 2005; O'Cass & Weerawardena, 2010). IMC, then, is an intangible resource

[1] Different terminologies reflect differences in the theoretical traditions. Those who adopted an approach aligned with evolutionary economics, tend to interpret such phenomenon as routines; the ones who adopt an approach based on the industrial organizations' economics tend to interpret such phenomena as activities. The preference over here in the study under focus is on the traditional business term 'business processes', though these terms describe almost a similar phenomenon.

(Vorhies et al., 2009) of the organization that the firm can draw on in undertaking communication challenges (Luxton et al., 2015; Reid, 2005).

Consistent with RBV theorization, the proponents (e.g., Kerr & Patti, 2013; Luxton et al., 2015; Ratnatunga & Ewing, 2005) of this view, argue that based on IMC conceptualization and definition as a business process, IMC process can be inferred as a marketing capability. These authors advocated that this process of IMC planning and implementation combines different inputs and transform them into outputs. In this context, IMC is a market-related capability and hence, it deploys different inputs that enable the organization to have superior communications' results. It implies that better IMC capability shall result in better performing brand related campaigns, leading to improved brand market performance and strategic level financial performance. The brand-related campaign outcomes, leading to an improved brand market and financial performance are also endorsed in the literature and specifically call for scholarly articles (Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017).

In relation to the RBV literature in the marketing domain e.g., (Foley & Fahy, 2009; Ketchen et al., 2007; Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; Vorhies et al., 2009), researchers demonstrate that marketing resources and capabilities can yield a competitive or superior advantage because they may be rare, difficult to achieve, difficult to duplicate and their value can be appropriated by the organizations. In this context, IMC as a market-based asset and a market related deployment capability can yield better results and hence, competitive advantages for the firm deploying different IMC campaigns. This perspective of IMC as a capability is parallel to the market-based resource definition of Hooley, Greenley, Cadogan, and

Fahy (2005), and specialized marketing capability conceptualization of Vorhies et al. (2009)

In line with the discussion made above and several definitions of the market-based resource and capability (e.g., Hooley et al., 2005; Ketchen et al., 2007; Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; Vorhies et al., 2009), this thesis adopts the definition of IMC, conceptualized by scholarly authors (Luxton et al., 2015, p. 38; 2017).

> *"IMC is a marketing capability in that its underlying processes may be deeply embedded in organizational routines and practices".*

This definition is originally based on the work of several scholarly authors (Lin & Wu, 2014; Madhavaram et al., 2005), and in line with resource-based literature discussed above.

2.4 Theoretical Underpinning – The Resource-Based View of the Firm

The debate of competition or the achievement of competitive advantage in the market. is continued from the last several decades in the field of strategic management and marketing. It draws upon the attentive application of the two main theories in economics and business management i.e., Porter five forces model and the Resource-Based Theory.

Porter five forces model represents the positioning school of thought. Based on traditional Industrial Organizational (IO) economics to strategy (Porter, 1981) developed a framework that has been widely used to determine the performance of a firm in relation to the industry. This model mainly posits that a firm while devising strategies, should anticipate the threats and opportunities in the external environment,

in which the organization operates. According to Porter (1981), every industry and markets are shaped by five main forces i.e., the bargaining power of customers and suppliers, intensity of existing competitive rivalry, threat of new entrants, and threat of the substitute products. These forces determine the intensity of competition and hence, the 'attractiveness and profitability' of an industry (Johnson, 2014; Porter, 1981). As apparent, Porter's model suggests two main issues of concern i.e., the selection of attractive industry through Porter's model and the selection and achievement of a strong relative competitive position as mentioned in the Porters competitive matrix.

Despite Porter's revolutionary work on value chain analysis to assess the actual and desired relative competitive position in a certain industry, the focus of the strategy yet remains on the market and industry structure as a source of competitive advantage. The framework based on IO economics failed to address two important issues of concern i.e., 'why do different firms competing in industries with same level of attractiveness, perform differently?' and 'why do firms achieve similar performance while competing in industries with different levels of attractiveness?' These questions posited challenges in the application of this model which led the management theorists to think beyond this approach to strategy, resulting in the answer that the real source to compete with success is dependent on the organizations' her own 'idiosyncratic resources' (Conner, 1991). Based on the Chicago revisionist school of industrial organization**,** strategic management and marketing scholars proposed a resource-based explanation of firm and performance heterogeneity (Barney, 1986; Grant, 1991; Priem & Butler, 2001; Schroeder, Bates, & Junttila, 2002).785*-+

In contrast, Resource Based View (RBV) represents the economic school of thought. The term RBV can be traced back to the work of economists like Chamberlin and Robinson's studies in 1930s cited by numerous authors. However, the expression of RBV term can be seen in the influential work of Wernerfelt (1984) may be for the first time in the resource based literature. In relation to the field of marketing, RBV has been widely used in the marketing literature (e.g., Hooley et al., 2005; Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; O'Cass, O'Cass, & Viet Ngo, 2011; Vorhies et al., 2009), to view marketing resources and capabilities, marketing resource performance and complementarities among the organizations' resources and capabilities.

In recent years, RBV has gained a widespread acceptance as an underlying theory of competitive advantage. One of scholarly work done by Acedo, Barroso, and Galan (2006) exhibits the development and wide utilization of the resource based approach among the management disciplines i.e., marketing, organizational studies and production and operations management. However, the broad literature posits much terminological confusion as little consensus exist with respect to the 'terms or phrases' used to describe this theory (Acedo et al., 2006) and the related organizational attributes (Foss, 1997b, 1998). Based on the perceptions of the researchers working in the area of resources and capabilities as a source of competitive advantage, it has been labelled as "theory", "perspective", "an approach", "a view" and so forth (Acedo et al., 2006). The use of different terminologies is may be the result of the different contextualization or the ways of understanding the various resources of the firms. However, Barney and Arikan (2001) argue that despite the unique characterization of the resources, the practical application of RBV share the same fundamental tenets of the resource based theory.

The detailed classifications of RBV studies (Barney & Arikan, 2001; Newbert, 2007), situate this thesis in 'impact of resources and capabilities' theme of the RBV researches. Thus, in the context of this theme of the RBV perspective, this thesis identifies those organizational resources or capabilities that can likely contribute to the IMC capability in the form of 'resource to resource' and 'resource to capability' complementarity. Furthermore, this study examines the premise that greater IMC capability will better contribute to campaign effectiveness and brand market performance as the subsequent contribution by the antecedent factors (resources and capabilities).

2.4.1 The Underlying Concept of RBV

The Resource based view suggests that firms can earn sustainable super normal profits if they have superior resources and these resources should be Valuable, Rare, Inimitable and Non substitutable (VRIN) as stated by Grant (1991). The fundamental principle of the RBV is that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal (Wernerfelt, 1984). According to Fahy and Smithee (1999), RBV starts with the assumption that the desired outcome of managerial effort within the firm is a sustainable competitive advantage (SCA).

Achieving SCA or a superior performance allows the firm to earn economic rents or above average returns. In turn, this increases focused attention on how firms achieve and sustain advantages or above normal profits. The RBV contends that the answer to this question lies in the possession of certain key VRIN resources. Several researchers (e.g., Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; Orr, Bush, & Vorhies, 2011; Vorhies et al., 2009) argue that a sustainable competitive advantage

can be obtained if the firm effectively deploys these resources in its markets. Therefore, the RBV emphasizes strategic choice, charging the firm's management with the important tasks of identifying, developing and deploying key resources to maximize returns.

The different terms like resources, competence, core competence, capabilities and distinctive competence have been interchangeably used in the literature by different scholars. Wernerfelt (1984) referring to Resource Based Theory, views a firm as a 'collection', a 'portfolio' or 'bundle' of resources and capabilities. A resource by definition is "stocks of available factors that are owned or controlled by the firm" (Amit & Schoemaker, 1993). Resources can take different forms i.e., tangible resources like plant and equipment (Wernerfelt, 1984), intangible assets like (e.g., brand reputation, company marketing networks, brand logos and trade marks as intellectual property (Hall, 1992) and resources related to personnel (e.g., technical know-how, employees' training and development, employees' loyalty with organization, organization culture (Grant, 1991).

In line with the conceptualization of several authors (Barney, Ketchen, & Wright, 2011; Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; Orr et al., 2011), capability is defined as the ability of the firm to utilize or make use of its available resource "to affect a desired end". Capabilities are "invisible assets", "tangible or intangible organizational processes" that a firm develops over a certain period of time (Teece, Pisano, & Shuen, 1997). In relation to marketing, (Morgan et al., 2009), identified two types of marketing capabilities. Both the two types of capabilities are interrelated. The first set of capabilities are those which are associated with individual 'marketing mix' processes, e.g., product related capabilities, supply chain related

capabilities etc., the second set of capabilities are lying in the area of marketing strategy consisting of processes to develop and execute strategy. In the context of this thesis, IMC is a market related capability.

In relation to the basic tenets of the RBV perspective, it posits that it is necessary for the firms to have different nature of resources and varying level of capabilities to exploit these available resources. Firm's existence is conditional to its ability to produce new resources, build unmatchable and durable capabilities to achieve superior performance (Peteraf, 1993; Peteraf & Barney, 2003; Song, Berends, Van der Bij, & Weggeman, 2007). Thus, the possession of superior resources is not a guaranteed superior performance unless a firm 'deploys' its scarce resources that requires unmatchable capabilities (Grant, 1991; Madhavaram & Hunt, 2008; Peteraf, 1993; Peteraf & Barney, 2003; Song et al., 2007). With respect to the RBV perspective in marketing domain, marketing literature is evident of its useful utilization in assessing the performance of the marketing activities (e.g., Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2012, 2015; O'Cass et al., 2011; O'Cass & Weerawardena, 2010; Vorhies et al., 2009; Weerawardena, 2003). Furthermore, it can be widely observed in the studies focused on determining the interactive relationship between marketing and other functional capabilities of the firm and their effects on performance (Song et al., 2007; Song, Droge, Hanvanich, & Calantone, 2005).

The results obtained by these authors in their studies on the relationship between firm capabilities and performance are mostly significant. Further, the researchers in the field of strategic management have extensively used RBV approach to comprehend the phenomenon of the inter-firm differences in performance (e.g., Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass & Sok, 2014; Peteraf & Barney, 2003; Vorhies et

al., 2009). In addition, RBV theory posits that inter-firm differences in performance is attributed to the ownership of heterogeneous resources that result in differential productivity (Makadok, 2001). Since, a firm's capability is defined "as its ability to deploy resources (inputs) available to it, to achieve the desired objectives or outcomes" (Dutta, Narasimhan, & Rajiv, 2005) . Accordingly, this thesis uses an input–output framework in the form of IMC capability that deploys different firm's resources and capabilities (antecedent factors), to the IMC capability that can possibly result in subsequent performance outcomes i.e., campaign effectiveness and brand market performance.

2.4.2 Selection of the Resource Based Theory

Followers of both the RBV perspective and the five forces' model dispute on the linkage between resources and activities. The proponents of the IO argue that resources represent an inherently intermediate position in the chain of causality. That is, resources arise either from performing activities over time, acquiring them from outside, or some combination of the two. Both are dependent on prior managerial choices. On the contrary, the proponents of RBV claim that these are the VRIN" resources of the firm that lead to the activities resulting in superior performance. This thesis adopts the later view that better resources will lead to a better IMC capability that will consequently lead to better performance outcomes of the IMC programs.

The selection of the RBV perspective as the theoretical underpinning is based on the fundamental differences between the RBV and the Porter's five forces model. In addition, the RBV perspective best fit in the context of this thesis in relation to the research questions and objectives stated earlier. Further elaboration is made with

respect to the comparison of the two and suitability of the RBV perspective for the theoretical model of the study.

2.4.3 Comparison of the RBV Perspective and Porter's Model

One of the major reasons to choose the RBV as the theoretical underpinning, is the fundamental difference between the applications of RBV and Porter's model i.e., the unit of analysis. Porters model assumes the industry or industry forces to analyze and find a relative competitive position. In contrast, RBV considers the firm itself and the resources and capabilities it owns, to find a competitive position. In line with this underlying difference of the RBV, this research assesses the effects of different resources and capabilities as aimed i.e., market orientation, brand orientation, information technology, marketing database, and top management support on the IMC capability of the firms. In addition, it examines the outcomes of the IMC capability as a result of deployment of the stated factors, to get the firms' communications related objectives i.e., campaign effectiveness and brand market performance.

Further, the Porters model explains the strategy of the firm in relation to its market positioning and the products it produces and delivers. While devising strategy, this model emphasizes the effects of these external forces on the development process of the strategy and suggests the evaluation of these forces in that specific industry. As a result, an appropriate strategy requires the selection of an appropriate industry and position of the firm in that industry according to these competitive forces. On the other hand, RBV focus the products and specific target markets, emphasizing on the process and resource inputs that result in these products to be served. Furthermore, RBV emphasizes that strategic positioning of the firm should be based on their VRIN resources and capabilities, rather the products or services derived from these

resources. RBV posits that resources and capabilities are at the heart of the firm existence, from which the firm selects the target markets and the offerings these markets require or need. Thus, in the RBV perspective, formulation of the strategy revolves around leveraging of resources and capabilities across several products and markets, in contrary to specific products and markets in the Porter's model.

Both the five forces model and RBV approach adopt the notion that managers are rational in their behavior (Asad, 2012; Foss, 1997a; Narayanan & Fahey, 2005). However, the focus of task or decision involved are different in nature. In Porter's model, managers are supposed to make right decision when choosing or formulating strategy to manage the five forces in such a way that can improvise the position of the firm in the market or a specific industry. In contrast, strategy choice is not limited to the cognitive ability of the firm managers but also their ability to assimilate the resources and capabilities in such a way that can give them superior performance in the RBV perspective (Mintzberg, 1987);"to respond appropriately when their firms' organizational structure find good strategies (Burgelman, 1994); and to create decision structures and procedures that allow firms to respond to environment adaptively (Bower, 1970; Levinthal, 1997). Thus, with the RBV, managers have the entire task of identifying, developing, and deploying key resources to earn and sustain superior position and profits. "

Fourthly, both approaches agree that firms' ultimate goal is to achieve competitive advantage or above normal returns. However, the matter of dispute is the sustainability of that competitive advantage. Porter's five forces model views a competitive advantage as sustainable if the firm retains it for the long run. Whereas, the RBV perspective consider it a sustained competitive advantage when the efforts

of competitors to render the competitive advantage get redundant (Rumelt & Lamb, 1984). According to these researchers, a firm's strategy can be called sustainable if the imitative actions have come to an end without disrupting the firm's competitive advantage.

Another difference of the two models is 'the earning above normal profits'. Both the models agree to this notion, however, differ on the nature of the rents they earn. The RBV by nature and definition posits efficiency based explanation of performance differences (Peteraf & Barney, 2003), among firms while the porters model earns rent or above normal profits from exercising the market power and structure of industry (e.g., monopoly-type rents) as the sources of differential performance (Conner, 1991). Thus, this thesis adopts the former approach to examine the rents in the form of resource-capability and capability-capability nexuses or add-ups in the IMC capability. Further, it seeks to examine the campaign effectiveness and brand market performance as a result of better deployment of the IMC capability rather the external factors (five forces).

To comprehend, this thesis is subject to determine the performance impact of different firms' resources and capabilities on IMC capability (i.e., internal resources and capabilities), rather the relative position of the firm in a certain industry structure. Moreover, two of the five forces, when taken individually are already covered by the RBV approach. For example, the non-substitutability of a resource in the RBV is parallel to the 'threat of substitution' and 'inimitability of resources' in RBV resembles to threat of new entrants in five the forces' model.

Finally looking from the empirical perspective, Porter's five forces model has been criticized for lack of empirical evidence to support derived conclusions. In contrary,

RBV has been extensively utilized in the strategy researches (Orr, 2009). Presenting the findings of a four-year longitudinal study of 2800 US firms, Orr (2009) argue that, "whilst industry conditions explained 4% of profitability variation, individual firm resources explained 44% of profitability variation across firms"(Orr, 2009). Another study conducted in Spain, involving 1642 firms found that industry conditions explained 3% and firm resources explained 36% of performance variation (Orr, 2009). Numerous authors (e.g., Barney, Wright, & Ketchen, 2001; Barney, 2001; Canina, Palacios, & Devece, 2012; Mahoney & Pandian, 1992; Priem & Butler, 2001) are of the opinion that RBV is one of the most suitable theory or perspective for studies in the field of strategic management and marketing.

Table 2.2 summarizes the discussion on key differences between the RBV perspective and the Porter's five forces model as below.

Table 2.2
Comparison of the RBV Perspective and Porter's Five Forces Model

Differences	**Porter's Five Forces Model**	**Resource Based Theory**
The unit of analysis	Industry forces	Firm VRIN resources
Strategy of the firm	Market positioning and the product	Process and resource inputs
Focus of management	External environment/factors	Internal Environment/resources
Sustainability	Advantage is long run	Unless resources are matched
Nature of Rents earned	Exercising the market power (monopolistic etc.)	Efficiency based explanation of performance
Link b/w resources and activities	Resources represent an inherently intermediate position in the chain of causality resulting in superior performance	VRIN resources that lead to the activities, resulting in superior performance

2.5 Antecedent Factors of IMC Capability

Review of the relevant literature in the field of IMC with respect to the factors affecting its planning and implementation, different antecedent factors have been identified by numerous scholars (e.g., Duncan & Moriarty, 1998; Eagle et al., 1999; Eagle & Kitchen, 2000; Eagle, Kitchen, & Bulmer, 2007; Ewing, Bussy, & Caruana, 2000; Luck & Moffatt, 2009; Madhavaram et al., 2005; Peltier et al., 2003; Porcu et al., 2012; Reid et al., 2005). Some of these scholarly authors have made the efforts to combine different antecedent factors in their proposed conceptual frameworks seeking further empirical findings. For instance, Porcu et al. (2012) have combined these antecedent factors in different groups with respect to their endogenous and exogenous nature, further elaborating their nature, relationships with IMC and the possible propositions. Most recently, Tafesse and Kitchen (2017) grouped these antecedent factors under the scope of organizational support processes, in their call for paper titled "IMC: an integrative review". However, these antecedent factors are, still subject to empirical findings as well as the absence of literature of these factors and IMC in the RBV perspective is yet to be explored.

Consistent with the RBV perspective, this thesis takes into consideration some of the antecedent factors bearing the endogenous nature to assess their individual impact on the IMC capability. These resources and capabilities are conceptualized, discussed and their theoretical relationships with the IMC capability are sought with an underpinning theoretical foundation of the RBV perspective. These antecedent factor resources and capabilities include; Market Orientation culture, Brand Orientation capability, Information Technology capability, Marketing Database, and the Top-Management Support.

2.6 Market Orientation

Market Orientation has been extensively debated in the marketing and resource based literature (e.g., Fahy & Smithee, 1999; Foley & Fahy, 2009; Helfert, Ritter, & Walter, 2001; Hooley et al., 2005; Jaworski & Kohli, 1993; Ngo & O'Cass, 2012; O'Cass et al., 2012, 2015; Slater & Narver, 1994; Weerawardena, 2003). The discussions on the definitional and functional issues have started in 1980s (Day, 1994; Sheppard, 2011). However, some scholars referred the roots of the market orientation concept to the well-known book of Adam Smith i.e., "the wealth of nation" (Helfert et al., 2001). The management theorists most often have cited the emergence of the market orientation concept from the well-known management guru, Peter Drucker (1954) cited in (Sheppard, 2011). In the early days of this concept, it was not clearly articulated and hence, confused with the '*marketing concept'* (Shapiro, 1988; Webster, 1988).

Initially market orientation was adopted to implement the '*marketing concept'* as stated by (McCarthy & Perreault, 2008; McCarthy & Perreault, 1984; Perreault Jr, Cannon, & McCarthy, 2013). Traditionally the focus of *marketing orientation* was customer centricity or being customer oriented (Deshpandé, 1999), by focusing the customer needs and wants and their satisfaction for an exchange of money with a profit (Kotler & Keller, 2011; Kotler et al., 2016). However, today it is clearly defined by drawing a demarcation line between the two. Marketing concept by definition is a 'business philosophy' that states that long-term profitability is best attained by having a strong focus on coordinated activities of an organization towards the satisfaction of the needs of particular market segments (Kotler & Keller, 2011).

Whereas, market orientation goes beyond the satisfaction of customer needs and wants by focusing on the competitors and coordinated efforts within the organization as whole, along the customer satisfaction and profits. Besides, market orientation is believed to be an operational extension of the marketing philosophy (Sheppard, 2011) with a broader scope of involving customers' focus, competitors' orientation and cross-functional coordinated effort (Slater & Narver, 1994, 1999). The cultural perspective of market orientation (Narver & Slater, 1990) is a composite of a set of beliefs, norms and values which emphasizes the embodiment of customer orientation, competitor orientation and inter-functional coordination in the organization's culture. It emphasizes the customers' interests first (Deshpande, Farley, & Webster Jr, 1993), generate useful market related intelligence, integration and dissemination of such intelligence across the whole organization that results into a coordinated strategic response to opportunities in the market environment (Kohli & Jaworski, 1990).

Most of the researchers (Foley & Fahy, 2009; Hooley et al., 2005; Jaworski & Kohli, 1993; Kohli & Jaworski, 1990; Morgan et al., 2009; Narver & Slater, 1990; Ngo & O'Cass, 2012; O'Cass & Voola, 2011; Sheppard, 2011) have unanimously used the term 'Market Orientation' rather marketing orientation, considering it as a better expression of the process. Arguing certain reasons (Sheppard, 2011), stated that the term market orientation is a better expression as it indicates the 'comprehensiveness' of the whole process rather focusing on a certain segment or target market. Second, the phrase market orientation, does not limit the organization to focus on the marketing function only, rather it adjusts the marketing dominance in the whole organization and makes all the departments or functions of an organization to be accountable for competition. Third, the view of the market segment(s) and the factors affecting them, is far broader in scope that consider other factors affecting the market

behavior (Park & Zaltman, 1987) cited in (Kohli & Jaworski, 1990). Thus, this thesis, based on the reasons discussed above and in line with other researches in this field, use the phrase 'Market Orientation' (MO) rather *marketing orientation* in the upcoming discussions.

Numerous construct-based definitions have come to the fore since its inception and different classification of studies conducted on MO have been contributed in the literature. Several researchers (e.g., Becker & Homburg, 1999; Helfert, Ritter, & Walter, 2002; Homburg & Pflesser, 2000; Kirca, Jayachandran, & Bearden, 2005; Lafferty & Tomas M. Hult, 2001) have classified the MO conceptualizations into three groups namely; behavioral, cultural, and systems based perspectives. Lafferty and Hult (1998) has divided the MO related literature into five main streams, resulting in more elaborate and comprehensive classification of these different constructs i.e., the decision-making perspective (e.g., Shapiro, 1988) where MO is an organizational 'process of decision making', in which the focus of the organization process is on a strong commitment by management to share information interdepartmentally and practice open decision making between functional and divisional personnel.

2. The Market Intelligence Perspective

This perspective is also classified as a behavioral perspective by Helfert et al. (2002), originally conceptualized by Kohli and Jaworski (1990). It states that MO is the firm-wide market intelligence generation related to both current and latent needs of the customers, dissemination of these intelligence cross-functionally and finally organizations' response to these information. There are three main elements of this construct i.e., generation of market intelligence, dissemination of intelligence across the departments, and firm response to this information. This perspective of MO

conceptualization has been widely utilized by different researchers (e.g., Hult, Ketchen, & Slater, 2005; Morgan et al., 2009).

3. The Cultural Perspective

Parallel to market intelligence or behavioral conceptualization, Narver and Slater (1990) conceptualized MO with a slightly different perspective to the construct. MO has been conceptualized as the '*culture'* of the organization that effectively and efficiently produce or shape up the necessary '*behavior'* for creating superior value for the target markets (Narver & Slater, 1990), which consequently results in superior performance by the firm. The cultural perspective focuses on organizational norms and values that encourage behaviors that are consistent with the MO concept (Deshpande et al., 1993; Kirca et al., 2005). In relation to the behavioral part of this conceptualization, Narver and Slater (1990), argue that behavioral component is an inherent feature of the this conceptualization.

In line with this classification, Helfert et al. (2002), classify this conceptualization as '*culture'* perspective. This culture-based definition of the MO construct consists of three behavioral elements: customer orientation, competitor orientation, and inter-functional coordination. Based on these three components of MO, numerous citations can be found in the available literature. Even these authors themselves have published a number of scholarly articles since 1990 to substantiate this conceptualization (e.g., Narver & Slater, 1990, 1998; Narver, Slater, & MacLachlan, 2000; Slater & Narver, 1994, 1999).

4. The System-Based Perspective

This view of the MO focuses on "market-oriented management in terms of the degree to which management systems are designed in such a way as to promote a business organization's orientation towards its customer and competitors" (Becker & Homburg, 1999). According to these authors, the management system is consisting of five subsystems i.e., organization, information, planning, controlling and human resource systems.

Despite considerable differences in these three perspectives, yet there are fair level of overlaps (Cadogan & Diamantopoulos, 1995). The behavioral and cultural perspectives have both conceptual and operational commonalities on almost all dimensions (Helfert et al., 2001). Further, there is also shared notion between the former two and the system-based approach in the context of 'market oriented information system' and 'information generation and dissemination' dimensions (Helfert et al., 2001). In addition, all dimensions of the system-based approach are operationalized with regard to three distinct dimensions of culture based operationalization (Helfert et al., 2001).

After all, the scrutiny of these different perspectives elucidates that MO suggests information regarding all important buying influences that infuses every function of an organization, and that tactical and strategic decisions are made both inter-divisionally and inter-functionally. Based on the classifications discussed above, MO conceptualization as 'culturally behaviors' best suits this thesis.

2.6.1 Market Orientation – A Resource Based View

Following the 'culturally behaviors' conceptualization of Narver and Slater (1990), MO is the culture of an organization (Deshpande et al., 1993; Jaiyeoba & Amanze, 2014; Kirca et al., 2005; Narver & Slater, 1990, 1998), which encourages behaviors consistent with the behavioral perspective of market orientation conceptualization. Narver and Slater (1990) specified that MO is the culture of an organization that most efficiently produce necessary behaviors for creating superior value for customers that leads to superior performance for the organizations.

Parallel with the work of Barney (1991) and detailed syntheses of the MO concept performed by O'Cass et al. (2012), clearly delineates that MO culture is a resource of the organization. A culture by definition is complex bundle of norms and values which shapes and directs the organization's activities and processes (Hurley & Hult, 1998). Hence, MO is a composite of the norms, values and beliefs adopted by an organization. In this context, MO as part of the organization overall culture serves as a resource to the firm, and hence, an intangible asset of the firm. Numerous scholars have suggested that MO culture may serve as a vital resource that can help firms in attaining superior performance (Hunt & Morgan, 1995; Menguc & Auh, 2006; Wei & Morgan, 2004). Narver, Slater, and Tietje (1998), further argue the MO culture pays close attention to current and future needs of the customers and provides a platform to deliver better value.

O'Cass et al. (2012) contend that because of the dual nature of MO (i.e., both a resource and capability), the potential value of MO should not be considered as resource only, rather a capability too. It implies that researchers should take into considerations the resources and their deployment both to determine the potential

value of the deployed resource. To achieve successful and effective embodiment of the MO culture (Day, 1994), states that the marketing capabilities are required to be deployed in a better way than ever before. These capabilities should be able to observe available opportunities in the market, communicate with customers, sense the competition, seek the importance and application of technology in this domain, develop and offer new or improved products, and establish a general as well as an integrated strategy in an organization.

In line with the extended view of the RBV (Amit & Schoemaker, 1993; Day, 1994; Grant, 1991; Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; Orr et al., 2011; Vorhies et al., 2009), the capability view of the market orientation situates MO as firm's intangible asset or capability in itself. Capability by definition represent organizationally embedded, non-transferable firm specific resources that improves the productivity of the other resources possessed by the firm (Makadok, 2001).

In line with this argument, MO has been conceptualized as one of the several capabilities that collectively give rise to a positional advantage (i.e., competitive advantage) for some firms (Hult & Ketchen, 2001; Ketchen et al., 2007). These authors further propose that MO is part of a larger and more complex model incorporating innovation, organization learning, and entrepreneurship as other capabilities that give rise to competitive advantage. Narver, Slater, and MacLachlan (2004) further extended the scope of the MO conceptualization as a market sensing capability. Extending and substantiating this conceptualization, O'Cass and Voola (2011), conceptualized MO as a capability of understanding and satisfying the customers' current and latent needs.

As the behavioral approach to MO refers to the process of generating, disseminating and responding to market intelligence, whilst, the cultural approach (also termed as culturally based behavior) views MO as firms' manifestation of the customers and competitors centricity, and inter-functional coordination (Foley & Fahy, 2009). Consistent with the discussion in the light of resource based marketing literature and conceptualization of Narver and Slater (1990), , this this thesis views MO as;

> *"the culture induced behavior of the organizations to generate, disseminate and respond to the marketing intelligence pertaining to customers, competitors and inter-functional coordination".*

2.6.2 Relationship Between Market Orientation and IMC Capability

There is an irrefutable connection between MO and IMC (Matthiessen, 2014; Reid et al., 2005), yet the relationship requires clarification in this context of RBV. MO is most often presented as an inherent precept, underlying the planning and implementation of the IMC program (Madhavaram et al., 2005; Porcu et al., 2012; Reid, 2005; Reid et al., 2005; Tafesse & Kitchen, 2017). Several researches (e.g., Elliott & Boshoff, 2008; Matthiessen, 2014; Reid et al., 2005; Stewart, 1996) exhibit positive relationship between the adoption of MO concept and IMC implementation, with the levels of IMC adopted. MO is considered as one of the several approaches to overcome the barriers in implementation of IMC e.g., ego and turf battles between individuals and departments, lack of corporate discipline to put the customer first, compensation and reward systems mentioned (Duncan & Moriarty, 1997).

It suggests that the implementation of IMC is thus, assumed to be enhanced by the adoption of a MO which implies that MO is a source, or antecedent, of IMC. Cornelissen, Lock, and Gardner (2001) are of the view, that dependent upon a specific business sector, a company is likely to adopt a particular corporate orientation and

distinguish market orientation from the other orientations. This implies that IMC holds the adoption of MO principles which support the assessment that MO is source of IMC. However, the phenomenon through which the MO facilitates in the IMC planning and implementation still requires a good deal of considerations from researchers. In order to explain, how MO precipitate or works as an antecedent to the IMC planning and implementation yet requires an enormous effort from researchers, especially in relation to the RBV perspective.

The fundamental linkage between MO and IMC concepts is the adoption of a shared tenet i.e., inter-functional coordination. Both the concepts share this fundamental tenet. Reid et al. (2005) argue that fundamental to the success of MO is the coordinated effort of the organization across the departments to ensure the optimal use of the organizational resources to create customer value. On the IMC side, essential to effective IMC is the process of '*cross-functional coordination'* to create and sustain a profitable relationship with all the stakeholders and to harmonize the corporate and brand communication (Duncan, 2002).

MO being culture of the organization, is suggestively considered as a basic premise for IMC capability to nurture. Furthermore, the link between MO and IMC through this basic tenet is consistent with internal marketing approach conceptualized by different authors (e.g., Cornelissen et al., 2001; Lings, 2004). Matthiessen (2014), also argues that this is the internal dimension of MO that enhances the implementation of IMC. The researcher cited-above views MO in internal (IMO) and external (EMO) perspectives. The findings of the cited study state that Internal MO is closely associated with the internal dimension of the IMC. This implies that the inclusion of internal marketing positively affects the implementation of internal perspective of

IMC. Furthermore, she also acknowledges the contribution of external perspective of MO in the implementation of IMC with an external focus.

The findings of stated-above study clearly delineate that internal MO contributes to the internal perspective of the IMC and external MO contributes to the external IMC perspective. In collective form MO affects positively the IMC planning and implementation as a whole (both internal and external dimensions of IMC). IMO is consequently considered as a premise to the IMC whereas the role of the EMO is complementary to the IMC in this context.

Both the concepts require strategic thinking from the managers where MO is more focused on the understanding and satisfying of the needs and wants to develop a long-term sustainable relationship with customers and IMC is more focused on the brand related persuasive communication that can result in a more profitable interactive relationship with customers. Moreover, the competitor orientation dimension of MO construct, is also a partially shared tenet. In MO, the information regarding competitor is essential part to be market oriented, as it focuses on the understanding and satisfaction of consumer needs and wants relative to the competitors. In IMC planning and implementation, competitors' orientation is one of the many considerations, the IMC managers take into account while planning and implementing the IMC strategy.

Extending these arguments coupled with the RBV perspective, it can be contended that MO as a resource and capability influence the capability of the firms' managers i.e., IMC capability to plan and implement, due to complementary nature of the both resources and/or capabilities. Literature divides the resources and capabilities into several classifications, however, the classification into complementary and supplementary resources and capabilities suits this scenario better than other

classifications in the literature. Wernerfelt (1984) defined complementary capabilities as, those resources and capabilities which can be combined effectively with the other resources owned by the firm. This scholar further argues that the resources which perform or serve the same functions as the ones, the firm already has, are the supplementary resources and capabilities. Based on the complementary and supplementary nature of resources, it can be argued that these resources and capabilities can be effectively combined to get a synergistic effects or outcomes. This is in line with the literature (Buckley, Glaister, Klijn, & Tan, 2009; Cable & Edwards, 2004).

In this context, MO and IMC being the complementary resources and/or capabilities have a positive correlation and hence, a super additive value can be obtained as a result of complementarity. Though MO and IMC are different in nature, however, they share similarity on the 'cross-functional coordination' dimension. Hence, in line with scholarly authors (e.g., Buckley et al., 2009; Cable & Edwards, 2004), it can be posited that MO not only complement the IMC capability but also supplement it because of the shared dimensional premise. As discussed earlier, MO and IMC relate with each other through 'cross-functional coordination' correlate with each other through both the complementary (i.e., competitor orientation, customer orientation, strategic consistency, and brand identity) and supplementary dimensions (i.e., cross-functional coordination) of the MO and IMC capability. It can be argued that though, these two are complementary to each other, however, they perform partially similar function which drives their relationship as supplementary as well. In this case, the supplementary effects, the depth of the resource and capability which is the (understanding of the same dimension), thorough understanding of the 'cross-functional function served by both the concepts. Moreover, the complementarity

results in the broadening of the capability scope widening it through accumulation of dissimilar resources i.e., dissimilar dimensions of MO and IMC. However, the scope of this thesis is confined to assess the aggregate effects of MO culture on the IMC capability.

In this regard, it is posited that MO culture as a resource of the organization facilitates the development or nurturing of the IMC capability and hence, correlates through positive relationship. This relationship is hypothesized as under;

H1a: Market Orientation culture has a significantly positive effect on Integrated Marketing Communication capability.

Such integration will result in reconfiguration of the resources and capabilities to generate more superior outcomes, reduce the resources' deficiency, and generates new applications from those resources (e.g., Antonio, Richard, & Tang, 2009; Cable & Edwards, 2004; Kearns & Sabherwal, 2006; O'Cass et al., 2015; Song et al., 2005; Teece et al., 1997).

2.7 Brand Orientation

The initial step of the strategic brand management process starts with attributing importance to the identity of the brand in focus i.e., the mission, vision and the values of the brand (Balmer, Greyser, & Urde, 2009; Urde et al., 2013). The brand identity basically provides a strong premise for the existence of the brand itself. It provides an initial direction of 'what and how' business activities should be carried out and 'what type of values' be developed to make the brand valuable for the customers as well as a strategic resource for the firm.

The very first conceptual definition of the brand orientation concept came to the surface by Melin and Urde (1990) cited in (Urde, 1994, 1999). The basic motivation behind this conceptualization was to have deeper insight of the phenomenon that makes the brand a strategic resource in comparison to the old notion of a brand as an 'add on' to the product or service. Moreover, these authors took a challenging position to question the 'management of the brands on departmental or tactical level', rather a strategic focus requires the adoption of a concept at an overall organizational level (Gromark & Melin, 2013). The basic criticism is on the traditional way of managing brands i.e., to manage brands in relation to the needs and wants of the customers relative to competitors (Gromark & Melin, 2013; Melin, 1997; Urde, 1997). These scholars are of the view that brands should be given integrity in relation to customers' needs and wants, competition and internal strategic process of the firms. Rather focusing brands on a tactical or departmental level as a marketing tool, they should exhibit the strategic intent of an organization. In this connection, brand orientation was defined by scholarly researchers (Melin & Urde, 1990; Urde, 1999, p. 117);

> *"brand orientation is 'an approach in which the processes of the organization revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with aim of achieving lasting competitive advantages in the form of brands."*

The initial studies in the brand orientation literature were quite normative and in doctrinarian way. However, the recent empirical developments (e.g., Bridson et al., 2013; Hankinson, 2012; Hirvonen & Laukkanen, 2014; Wallace, Buil, & de Chernatony, 2013) provide quite strong footing to the existence of the brand orientation concept. Based on this classic definition, Gromark and Melin (2011, p. 395) expanded the scope of this definition by defining brand orientation as;

> *"a deliberate approach to brand building where brand equity is created through interaction between internal and external stakeholders. The characteristic of this approach is focused on the nourishment of brand in such a way that all the organizational process involved, revolve around the brand as a center of all and brand management itself is considered as the core competence of the management. Furthermore, this approach relates the brand building practice with the brand related market and financial performance".*

Numerous authors (e.g., Baumgarth, 2010; Bridson & Evans, 2004; Bridson et al., 2013; Keller, 2009; Schmidt & Baumgarth, 2015; Yin-Wong & Merrilees, 2005) are of the view that a marketing strategy based on brand orientation, enhances the long-term survival of a firm. Brand oriented firms produce greater value and meaning through their brands (Balmer et al., 2009; Urde et al., 2013). Brand oriented firms pay close attention to the brand (Yin-Wong & Merrilees, 2005) and formulate their business strategies in alignment with the brand (Aaker, 1996). Such alignments yield high brand equity to the firm (Gromark & Melin, 2011), and positively influence the firm's performance (Melewar, Lim, & Baumgarth, 2010).

Some of the recent findings exhibit that brand orientation positively influence the relationship between marketing strategy and brand performance (Small, Melewar, Yin-Wong, & Merrilees, 2007). Brand orientation also functions as a mediator (Reid et al., 2005) between marketing strategy and other marketing functions and brand related market and financial performance. Internalizing brand orientation results in employees' attitude and behavior reflecting the brand which enhances the brand identity. While expressing the core values of the organization, Urde (1999) states that employees of an organization actually 'live the brand' (Ind, 2007). Brand orientation enhances the identity of the brand, and consequently brands become strategic resource of the firms (DeChernatony, 2010a, 2010b; O'Cass & Voola, 2011; Urde, 1999)

2.7.1 Brand Orientation – A Resource Based View

Branding is considered a relational market-based asset that can provide the firm with competitive advantage (Buttenberg, 2015; Hooley et al., 2005; Srivastava, Fahey, & Christensen, 2001). In relation to the trends in the corporate world that utilize market-based assets, marketing strategy can play an important role in offering strategic direction to the firms and elucidate the contribution of marketing activities to market valuation (Varadarajan, Jayachandran, & White, 2001).

The central argument in RBV (Barney, 1986; Grant, 1991; Wernerfelt, 1984), is to develop and maintain a resource base consisting of tangible and intangible assets. Mahoney and Pandian (1992), argue that a firm gains competitive advantage because of the capabilities which utilize the organizations' resources in more optimum way. Organizations having better resources does not warrant better performance, rather the implementation of those resources can yield better outcomes (Day, 1994). Marketing literature considers branding practice as fundamental to competitive advantage (Keller & Lehmann, 2006; Kotler et al., 2016; Lane Keller, 2001). For instance, it distinguishes the marketing offer from that of competitors, and improves the positive image in the minds of the target customers, resulting in higher brand equity. Numerous authors (e.g., Balmer, 2013; Balmer & Gray, 2003; Balmer et al., 2009) contend that the RBV perspective help in understanding the linkages among different marketing resources.

In addition, brand management requires senior management to create and sustain the brand equity. This kind of supportive attitude from the senior management put the brand in a resource context and consider the brand as part of the organizations resource (Urde, 1994, 1997) base that can result in competitive advantage. Indeed, this focus

coerce senior management to articulate all business and corporate strategies in line with the brand strategy. Numerous authors are of the view (e.g., Keller, 2009; Kotler, Keller, & Kevin; Lane Keller, 2001; Melewar et al., 2010; Urde et al., 2013) that brand strategy should be developed concurrent to overall business and corporate strategies.

Brand orientation, just like market orientation, is a strategic approach of an organization (Urde, 1994). However, it requires a different approach than that in market orientation (Urde, 1997). Companies that adopt brand orientation concept, regard their brands as strategic resources (Bridson et al., 2013; O'Cass & Voola, 2011; Urde, 1994, 1997; Urde et al., 2013). With respect to the RBV perspective, the primary concern of the firms should thus, emphasize the brand related activities at all levels of the organization.

Literature in the field of brand related issues (e.g., Baumgarth, 2010; Evans, Bridson, & Rentschler, 2012), highlight two broad perspectives on brand orientations i.e., philosophical and behavioral (Hirvonen & Laukkanen, 2014; Urde et al., 2013). The philosophical perspective on brand orientation "exhibits organizational values, beliefs, and attitudes toward branding" (Evans et al., 2012). On the other hand, behavioral perspective emphasizes the practical support in the form of marketing support activities to the brand. Criticizing this approach, a brand must be established at the philosophical level first and then be supported by actions or behaviors (Evans et al., 2012) that can sustain and enhance the position of a brand.

In line with the cultural perspective of organizations, brand orientation is defined as 'culture-based strategic orientation' (Baumgarth, 2010; Melewar et al., 2010). Urde et al. (2013) state that brand orientation serves to transform organizational values into

brand and customer values through an inside-out process, in comparison to outside-in perspective of market orientation.

Noble, Sinha, and Kumar (2002) state that brand orientation is a strategic approach which is based on the values and culture of an organization. Organization culture refers to the shared beliefs, norms and values of the members of an organization (Hurley & Hult, 1998; Ketchen et al., 2007). These beliefs create such norms and values that have the potential to direct the behavior of the members of that organization. The common beliefs, values, norms and philosophy directs the behaviors of the members of an organization that results in creating a behavioral standard (Schwartz & Davis, 1981; Urde et al., 2013).

The cultural perspective of brand orientation broadens the initial definition proposed by Urde (1994;1999) and define it "as the degree to which the organizations value their brands and its practices are orientated towards building brand capabilities" (Bridson & Evans, 2004; Bridson et al., 2013). Moreover, Yin-Wong and Merrilees (2005) also opined that to successfully manage a brand requires the company to develop a culture that suits the brand and enable all the members of the organization to create value of the brand. Employees' can thus identify the spirit and value of the brand and hence, can apply them in their daily routines and decision making, to increase the equity of the brands in focus (Hankinson, 2012; Hankinson, 2001).

While addressing the problems related to behavioral perspective of brand orientation, Baumgarth (2010) identifies four layers of brand orientation; values, norms, artifacts, and behaviors. According to this perspective, brand oriented values are the basic premise or foundation, from where the adoption of brand orientation starts, leading to norms, artifacts, and behaviors gradually. In other words, brand oriented values are

placed at first level or as a base for the rest of the three layers of brand orientation. Thus, values being a base, affects the brand related behavior. The relevant literature in this connection (e.g., Bridson & Evans, 2004; Bridson et al., 2013; Evans et al., 2012; Ewing & Napoli, 2005; Simoes & Dibb, 2001) suggests that brand orientation should be adopted at an overall organizational level and should be used as a standard compass (Evans et al., 2012), for decision making to direct brand behaviors.

Based on the philosophical perspective, brand orientation is a 'mindset' that affects behaviors (Yin Wong & Merrilees, 2008). Following the philosophical view of BO, the conceptualization and operationalized concept proposed by Bridson and Evans (2004), identifies four dimensions: focus on distinctiveness, Functionality, value adding and symbolic capabilities. These dimensions are based on a wide literature and are measured using elements available in literature.

Based on the former work, and thorough review of conceptualized constructs, Bridson et al. (2013), formally introduced the concept of brand orientation for the retail brands. Though the construct is termed as Retail Brand Orientation (RBO), however, it highlights the functional or business level focus on brands that provides strong support for customers and other stakeholders' relationships irrespective of the level of the brands i.e., corporate or product level, and being a service or manufactured product (Bridson & Evans, 2004). It further highlights the importance of a clear brand vision and identity. This conceptualization also calibrates the market-sensing systems to have clear understanding of managing the relationship between the brand and its main stakeholders. And hence, it can be applied to different business sectors (e.g., fast moving consumer goods, durable goods etc. after all the most important characteristic of this conceptualization is that it is in line with the RBV perspective – viewing BO

with the capability lens. Thus, this definition of BO as a capability best suits the requirements of this study and hence defined as;

> *"the degree to which the organization values brands, and its practices are oriented towards building brand capabilities"(Bridson et al., 2013, p. 247).*

The dimensions of this conceptualization are actually distinct capabilities (i.e., symbolism, augmentation, functional and distinctive), related to the brands (Bridson et al., 2013). With this capability based brand orientation approach, all the dimensions, termed as brand related capabilities are prospective of providing both functional and symbolic functions for the brand, resulting in more strengthened brand (Bridson et al., 2013). These dimensions are explained in the following discussion.

1. Distinctiveness

Thorough review of literature in this regard (e.g., Aaker & Joachimsthaler, 2012; Bridson & Evans, 2004; Bridson et al., 2013; Evans et al., 2012; Keller, 2009; Kotler, 2009), is evident of the fact that brands have the ability to distinct itself from others. For instance, acting as a symbol of ownership, carrying a distinct logo, trade mark, and other tangible and intangible attributes (e.g., slogan, logo, trade mark, brand name, symbol, mantra etc., of the brand (Keller, Parameswaran, & Jacob, 2011). The focus on 'distinctiveness dimension' is derived from the scholarly work of Goodyear (1996) as cited in Reid et al. (2005) that refers brands as a means of identification and over time as a guarantee of consistency and a shortcut in decision making. Brands with enough identification or distinctiveness can leverage this advantage in the form of primary and secondary associations to the other family brands. This capability can also be used in the brand extensions, sub-brands strategy and even suitable to be extended to branded house strategy or brands in the form of token endorsements

(Keller et al., 2011). These types of activities are basically the brand related distinctive capability of an organization that are based on the ability to identify critical values and beliefs about the roles that can be played by brands in the organization (Bridson & Evans, 2004). These include the ability to legally protect, differentiate the brand among the others, strengthen the association between itself and the target market etc., (e.g., Keller et al., 2011; Kotler, 2009). Numerous authors (e.g., DeChernatony & Riley, 1997; Goodyear, 1996), refer to these distinct attributes and hence, the abilities of the brand as necessary for the achievement of corporate brand related objectives.

2. Functionality

Initially identified by Park, Jaworski, and Maclnnis (1986), this dimension has been referred to the degree to which a brand satisfies the basic or rational needs of the customers. Goodyear (1996), also supports the functional capabilities of brands by proposing a brand evolution concept comprising of six distinct but well-connected stages highlighting the importance of functional capabilities focused on the rational attributes of the brands. Numerous authors (Bridson & Evans, 2004; Bridson et al., 2013; DeChernatony, 2010a; DeChernatony & Riley, 1997; Evans et al., 2012) argue that functional capability in the context of a brand, relates functional capability of the brands to the tangible and rationally assed performance of the brand.

This dimension has been widely accepted and recognized by well-known authors (e.g., Aaker, 2009; Aaker & Joachimsthaler, 2012; DeChernatony, 2010a; DeChernatony & Riley, 1997; Keller, 2009; Keller et al., 2011). Keller (2009) substantiate this dimension by stating that brands have inbuilt attributes of psychological, functional, and sensual benefits. As evident in the literature, there is a

general agreement on the functional role, brands do satisfy, and hence, proving brands to carry the functional capability.

However, in line with the argument presented by Keller (2009), certain brands do bear augmented value. Wider literature (e.g., Aaker, 2009; Keller, 2009; Keller et al., 2011; Kotler et al., 2016), on brand management considers the brand as a mean of value addition. Realizing the integrative role in value addition process enhances customers' experiences (Brodie, 2009). Thus, the brand is a mean of the experiential value for customers by providing not only the tangible but also intangible value (De Chernatony & Dall'Olmo Riley, 1998; Keller et al., 2011). Bridson (2013), in the concept development paper on retail brand orientation, classifies this value to the augmentation by the retailers. However, in line with the above arguments, this thesis operationalizes augmentation of value as additional benefits or characteristics (both tangible and intangible) added to the brand.

3. Symbolic

Moving beyond the functional branding practices, brand symbolism is related to representational characteristics of the brand. Symbolic capabilities represent that the brand has a strong emotional and symbolic appeal that is an expression of personality and values of the target customers (Bridson & Evans, 2004).

2.7.2 Relationship Between BO Capability and IMC Capability

To understand the relationship, the underlying tenets of BO capability can be discussed to highlight the importance of BO capability in relation to the IMC capability of planning and implementation. As a matter of fact, the branding process starts with the brand identity (Urde, 1994, 1999; Urde et al., 2013). In order to develop

a certain desired identity of a brand, it is vital that all brand related messages are strategically driven and coherently communicated to all stakeholders.(Reid et al., 2005; Urde, 1994). On the IMC side, most of the researchers have advocated the importance of consistent messages and themes for achieving brand related benefits (Aaker, 2009; Aaker & Joachimsthaler, 2012; DeChernatony & Segal-Horn, 2003; Duncan, 2005; Eagle & Kitchen, 2000; Kliatchko, 2005; Porcu et al., 2012; Schultz & Schultz, 1998). For instance numerous authors in the field of IMC agree on the notion that overall business practices of a company reflects communications' dimensions i.e., the corporate and business missions, corporate values and culture, and business practices to respond to market inquiries that affect the relationships between the market and brand (Duncan & Moriarty, 1998). Though, these scholars of the same view regarding the inter-dependence and importance for each other, however, Duncan and Moriarty (1997), some twenty years ago, makes it more clear in the following words.

> *All messages sent by a company, "messages sent by the company's overall business practices and philosophies have communications dimensions ……. its mission, hiring practices, philanthropies, corporate culture, and practice of responding to inquiries all sent messages that confirm, strengthen, or weaken brand relationships."*

This implies that "everything transmits or sends a message" and hence, every action from the company is a mean to transmit the message of the company to its stakeholders, and all these brand messages require to be strategically consistent.

In relation to the link between BO capability and IMC capability, both the concepts emphasize the creation of brand distinction. It is important to note that brand orientation does not bring distinctiveness to product itself, unless properly communicated to all the relevant audience. Hence, it is considered that brand

distinctiveness is the result of the amalgamation of the brand orientation dimension of being “distinctive” and proper “communication” to the stakeholders. The absence of either to ‘be distinctive’ or ‘proper communication’ to the stakeholders, will produce in poor results of differentiating the brand.

Furthermore, functionality is one of the basic tenets of the BO concept, yet, many brands may be providing similar level of utility which results in parity like situations for consumers. Thus, this is the brand communications that absolutely put a part the brand from its competitors in this specific case of brand parity. This implies that in some instances, the distinction may be provided by a brand itself or the communication or both simultaneously. It means that this distinction is based on the functional differences arises from the production function, brand attributes or the communication messages, because ‘what you say’ is important (usually based on products’ or brands’ attributes) but ‘how you say’ is also important (Moriarty et al., 2014). For instance, two brands carrying same functional benefits, almost parallel in consumers’ mind, still has the potential to differentiate itself through the ‘how you say’ communication it makes to the consumers to avoid brand parity. One brand may communicate the same thing with a different appeal that clicks in the consumer minds. These arguments exhibit a positive relationship between the brand attributes and the communication made to convey them. Thus, it indicates the interdependence of BO capability and the IMC process, in both their absolute forms and RBV context.

Bridson et al. (2013), conceptualization further explains the value adding and symbolic value as the basic tenets of the BO capability. Value adding chain concept implies value creation at all the steps i.e., in upstream activities, production process and downstream activities. BO capability view emphasizes value addition in already

existing or new products and service to achieve greater position against competitors and more convincing reasons to be chosen by customers. This added value is achieved through all brand touch points by responding to consumers' complaints, their needs and wants, products and services and the different communication messages floated to consumers through various communications' channels, targeted to their attitude and behavior (Clow & Baack, 2016). Comprehensively, all these activities are in the domain of IMC, which implies that, to be successful in all these activities is dependent on the success of IMC and hence, the capability with which IMC is planned and executed.

Last not the least, brand symbolism or symbolic value capability of the brand is the additional value that the brand can materialize through primary and secondary associations. It can be argued that brand symbolism may be inherent (Malär, Nyffenegger, Krohmer, & Hoyer, 2012; Park, Eisingerich, Pol, & Park, 2013) in some cases and not in others, yet needs to be projected through the means of communications (Auty & Elliott, 1998; Dobni & Zinkhan, 1990; Klink, 2000). For instance, many of the brand names, logos, symbols, and other brand elements may be (inherently) carrying or producing a symbolic value for the brand. However, some may need it to borrow from secondary associations. A list of the brands communicating through their symbols, published in famous brand related books (e.g., Keller et al., 2011; Landa, 2005), clearly advocates that many of the brands communicate through their symbols and hence, can be considered as an inherent capability of the brands to communicate through symbolic means. This symbolic capability creates an added value in the eyes of the customers, through leveraging primary and secondary associations with brand.

However, it is an agreed fact that all these primary and secondary associations require to be leveraged through different marketing communications that require successful IMC programs. Thus, the necessity creates a dire need for developing capability to plan and implement IMC. In line with this argument and prior discussion, it can be contended that for the successful IMC programs, it is vital to build or acquire such capability that can result in the successful planning and implementation of IMC. Furthermore, in line with literature (Madhavaram et al., 2005; Porcu et al., 2012; Reid et al., 2005; Tafesse & Kitchen, 2017) it is important to have brand orientation in place as a precept or preliminary condition for the success of IMC programs. Hence, it can be posited that brand orientation as a market based asset and a marketing related capability (Bridson et al., 2013) provides a platform for the IMC planning and implementation. Thus, the relationship between the two variables of interest can be posited as under;

H2a: Brand Orientation capability has a significantly positive effect on IMC capability.

2.7.3 Relationship Between MO Culture and BO Capability

As discussed in the philosophical perspective, brand orientation is a mindset (Baumgarth, 2010; Urde et al., 2013), a state-of-mind, a process to form a basis for the development of a firm's marketing activities (Urde, 1994, 1999), which refers to the degree of adopting brand orientated thinking in all corporate, business and market related strategies. This implies that how far the strategies and practices by a firm are focused on the brand identity. Further, how far marketing strategies and practices, refer to the thought or approach adopted, and activities are in line with the brand. How far they recognize, feature and favor the brand in the marketing strategy (Wong & Merrilees, 2008; Yin-Wong & Merrilees, 2005). In this context, brand orientation

becomes the driving force which drives the organization or firms' overall business and market related strategies.

Several authors do agree with the concept presented by Urde (1994,1999), that brand orientation concept is fundamentally based on the market orientation, and is described as a 'market orientation plus', concept that goes one step beyond the scope of market orientation. Wong and Merrilees (2007) conceptualization of brand orientation also witnesses the primary relationship between market orientation culture and brand orientation capability. One of the dimensions of this conceptualization elaborates branding as a process that flows through all marketing related activities. It implies that any of the marketing activity undertaken, consider the brand at the heart of these activities, and hence, BO serves as a center for all marketing activities.

The RBV perspective of the firms suggests that competitive advantage can be achieved through the resource bases (Grant, 1991). In line with this perspective, strategies are viewed as ways and means of exploiting the firm resources. Branding as a whole is considered a relational market-based asset and hence, a capability that can provide the firm with competitive advantage (Foley & Fahy, 2009; Hooley et al., 2005; Ngo & O'Cass, 2012; O'Cass et al., 2015; O'Cass et al., 2011; Srivastava et al., 2001).

Numerous authors (e.g., Knight & Dalgic, 2000; Varadarajan et al., 2001), also argue that in view of the trend in the business world that leverages market-based assets, marketing strategy plays a vital role in providing strategic direction to the firms. Thus, in this context and in line with the above argument for market-based assets e.g., MO culture and BO capability in this context, can explain more precisely, the contribution made by MO culture in the nurturing the brand related capabilities.

In this specific context, it can be contended that market orientation being the culture and hence a strategic resource of the firm requires to be exploited. The brand orientation capability should drive this resource and should result in complementary outcomes that affects positively the capability of the management to plan and implement IMC programs further. Thus, in this regard, the relationship can be hypothesized as under;

H1b: Market Orientation culture has a significantly positive effect on Brand Orientation Capability.

Moreover, the discussion on the positive linkage between the MO culture and IMC has been presented earlier that exhibits a principle linkage between the two through the shared focus on the inter-functional coordination, customer centricity and the optimal use of the information related to competition. Simultaneously, the primary link between the BO capability and IMC capability through the brand at the center of both conceptualizations, has been discussed in detail.

The three conceptualizations and their shared underlying tenets provide an insight to the interplay of these factors (Reid et al., 2005), through the nexus they form. The shared region of the overall management function to utilize the inter-functional coordination, customers' and competitors' orientations to create a unique brand identity utilizing the other dimensions of the three concepts is irrefutable (Reid et al. (2005). Extending this argument coupled with RBV perspective, it can be argued that this shared or common region is the overlapping or shared resources and capabilities. Thus, it can be argued that the presence of these three provide a nexus that can be utilized by the management's capabilities to have superior advantages.

Based on the inevitable presence of the MO for both BO and IMC capabilities and in line with the mediation approach proposed by Preacher and Hayes (2004) (2004), one can argue that MO not only affects the IMC capability directly, but it may also have the potential to affect the IMC through the mediating role of the BO capability. Thus, this relationship can be hypothesized as below:

H2b: Brand Orientation capability significantly mediates the relationship between the MO culture and IMC capability.

2.8 Information Technology - The Marketing Domain

In relation to the context of IT application or adoption in marketing, it would be quite reasonable to understand that what IT is? or understood and conceptualized in the literature. Because many different perspective or aspects on IT are available in the relevant literature (Brady, Saren, & Tzokas, 2002). Individual researchers have their own views and operationalized definitions of IT (Donald & Wajcman, 1986; Koppes, Trahan, Hartman, Perlman, & Nealon, 1991), based on the purpose and use of the definition (Braun, 1998) cited in (Brady et al., 2002) and the theoretical intersection or value in their researches.

The term IT as a concept emerged for the first time (Whisler & Leavitt, 1958) cited in (Brady et al., 2002; Braun, 1998; Glazer, 1999) in academic literature (Braun, 1998; Glazer, 1999; Koppes et al., 1991) particularly in the marketing field (Coviello, Milley, & Marcolin, 2001; Glazer, 1999; Leverick, Littler, Wilson, & Bruce, 1997). The various perspectives discussed in the literature, include; IT as an information providing tool, the IT related infrastructure (hardware, software etc.), IT as a business process and systems (Koppes et al., 1991) etc. Further, discussing IT within the marketing context, they are of the opinion that IT has been viewed in the context of

internet technology rather full of Information Technologies (ITs) in marketing. These various aspects are; several applications of IT (Internet, database, power point), as a marketing channel (to connect with all suppliers and distributors, as communication or promotion channel or medium, "an interactive medium," as a marketing technique, a tool of interactive marketing etc. Numerous researchers (Brady et al., 2002; Brodie, Brady, Brady, Fellenz, & Brookes, 2008) are of the view that a scarce quantity of literature is available for the particular application of IT as a critical components and central part of the marketing practices, especially the use of IT in communication channels backed by empirical data.

With respect to the role of IT in different domains of the organization, it is not a hidden fact anymore that Information Technology (IT) as a field of research has gained widespread importance of its application in the field of strategic management, marketing, human resources etc. Firms develop strategies in alignment with information technology to gain competitive advantage. Numerous studies e.g., (Brodie et al., 2008; Brookes, Brodiem, Coviello, & Palmer, 2005; Carolina, 2014; Ray et al., 2005; Trainor, Rapp, Beitelspacher, & Schillewaert, 2011) are evident of the fact that application of IT is now an essential part of the organizations' strategies. Tippins and Sohi (2003) cite the importance of IT in firms' performance by seeking competitive advantage by calculating the relational value of spending more on IT and benefits and value obtained from it. However, many companies around the world are still ambiguous about the performance impact of the IT implementation, when viewed in terms of the financial outcomes of the financial investments on IT (Chae, Koh, & Prybutok, 2014; Lin, 2007), or how IT resource or competency affects the strategy and critical performance outcomes.

IT related literature (Chae et al., 2014; Lin, 2007), elucidate that these inconclusive results are due to certain factors. On the literary side, for instance, most of the studies in IT capability and firm performance domain, do not clearly distinguish IT '*capability'* from IT '*investments'* and '*value creation'* from '*profitability'* (Lin, 2007). Because, many of the researchers do often mistake to assume that investment in IT capability will lead to economic value and enhances profitability. They assume that IT capability will result in both the economic gains and productivity (Lin, 2007). On the contrary, several research studies e.g., (Chae et al., 2014; Lin, 2007; Thatcher & Oliver, 2001), have obtained mixed kind of results for the role of IT in firms' performance. Thus, the logic presented by Lin (2007) to draw a demarcation line between oftenly confused IT related concepts, seems more plausible to accept and proced for discussion further in this context.

As such, in today's knowledge economy, though more challenging than before, managers consider the adoption and integration of IT as a necessity to compete in the market (Tippins & Sohi, 2003).To avoid negative implications of the inconsistency of results of IT adoption and application, managers must be able that how best they can strategically position the IT resource and capability in their organizational processes to gain more strategic benefits out of it (Lin, 2007).

2.8.1 Information Technology – A Resource Based View

The resource-based view of IT delineates its scope as a resource as well as a capability. In line with RBV perspective, various conceptualizations of information technology in terms of organizational resource and hence, a capability have been contributed in the literature e.g., (Brady et al., 2002; Buhalis, 1998; Chae et al., 2014; Lin, 2007;

Melville, Kraemer, & Gurbaxani, 2004; Mikalef & Pateli, 2017; Tippins & Sohi, 2003).

The due importance of the IT capability in the academic literature and practical world (Lin, 2007), has developed into an essential component of the firms' resource base and a solid source to gain competitive advantage. Though, it is widely accepted that IT resources contribute to performance and future growth potential of the firm, the empirical results of the relationship between IT capability and firm performance is not much clear so far due to varying levels of results in the empirical studies (e.g., Brodie et al., 2008; Chae et al., 2014; Mikalef & Pateli, 2017; Tippins & Sohi, 2003). The reasons which hinder the understanding of 'how and whether IT can create value for the firm, may be due to the fast-tracked IT innovations, the possible effects of human resource interaction with IT, and the nature of IT capability itself, as an intangible resource. Another explanation stated in the literature (e.g., Tippins & Sohi, 2003), for the inconclusive results in the available literature is may be that IT related studies are mostly dealing with the impact of IT on firm performance, resulting in failure to explicitly differentiate; (1) IT capability and IT investments, and (2) value creation from firm profitability. It is quite possible that the IT Capability may create value in other than financial forms which needs to be addressed; the contribution or complementarity it can have on the IMC capability in this specific scenario.

Based on literature streams in business studies and especially in the field of marketing (Brady et al., 2002; Brodie et al., 2008; Glazer, 1999; Liang et al., 2010; Su, Peng, Shen, & Xiao, 2013), strategy (Leonard-Barton, 1995), and information sciences and technology (Mitcham & Mackey, 1983) as cited in Tippins and Sohi (2003). In line

with the conceptualization of Brady et al. (2002), and Tippins and Sohi (2003), the study under focus conceptualizes the IT capability as;

> *"the knowledge about IT infrastructure existing in the firm and making use of these to manage information within the firm".*

Though, Brady et al. (2002), conceptualization of IT capability has been widely embedded in the in the marketing context. However, the conceptualized construct of Tippins and Sohi (2003), and operationalization of IT capability in this study best suit the requirement of this study. This construct is based on three fundamental mutually exclusive tenets; the IT related Knowledge, IT related objects or infrastructure in the form of hardware and software and the IT operations consisting of process (Tippins & Sohi, 2003).

These individual dimensions of the resource-based definition of IT capability are independent and mutually exclusive. However, they represent a cumulative picture by exhibiting co-specialization or complementarity of resources which indicates that the firm is able not only to know but also understands to utilize IT tools and process which are required to manage market related information. The complementary nature of these dimensions requires the three to co-exist or co-specialize at the same time to ascertain IT capability. For instance, many large firms may be having enough infrastructure of IT, lack in IT related personnel or knowledge, will not be able to attain IT capability (Tippins & Sohi, 2003). Further, a firm may be having capable personnel to deal with high level of IT infrastructure, however, may not be able to succeed in attaining the required level of IT capability due to lack of the infrastructure. In line with these arguments, it implies that the presence of all the three dimensions, though independent, is vital to the nexus of IT capability. The following discussion will further elaborate these three dimensions.

1. IT Knowledge

Just like any other type of knowledge as a resource (Nag & Gioia, 2012), IT knowledge is also a resource of an organization that can be capitalized or utilized for obtaining IT capability and IT related organizational value or benefits. However, IT knowledge is distinguished from the general conception of knowledge, as a subset or technical knowledge required for smoother IT operations and appropriate utilization of it objects (Capon & Glazer, 1987) defines technical knowledge as "a set of principles and techniques useful to bring about change towards desired ends." Technical knowledge is also described as know-how in a specific context i.e., given certain specific context or circumstances, knowledge required to have the correct sequence of actions and administration of appropriate decisions can result in predictable outcomes.

In the context of the study under focus, IT knowledge is the extent to which a firm possesses a body of technical knowledge about objects such as computer-based systems, physical objects, and IT related operations. This operationalization is in line with the conceptualization made by several authors (Collins & Hitt, 2006; Halawi, Aronson, & McCarthy, 2005; Nag & Gioia, 2012; Nonaka & Peltokorpi, 2006).

2. IT Operations

Technical operations, or techniques, comprise of activities that are undertaken in order to achieve a particular end (Mitcham & Mackey, 1983) cited in the wider literature (Baldwin & Oaxaca, 2004; Handzic, 2011; Malone, 2005; Tan & Libby, 1997; Tippins & Sohi, 2003).

The manifestation of technical knowledge in a process results in technical operations or skill. The superior IT knowledge results into technical skills required for the implementation of IT (Tippins & Sohi, 2003). According to Leonard-Barton (1995), these skills provide a knowledge base as well as leverage the knowledge to other operations out of the IT domain. In line with these operationalizations, this study also conceptualizes the IT operations as the extent to which a firm utilizes IT to manage market and customer information.

3. IT Objects

IT objects are the resources i.e., both tangible and intangible which act as "enabler" or enable the organization to produce (collect) required information regarding selected markets, competitors etc., and dissemination of these information (Glazer, 1999; Tippins & Sohi, 2003) for decision making. IT objects as a tool, refers to 'artifacts' that help in the "acquisition, processing, storage, dissemination, and use" of appropriate information (Martin, 1988) cited in (Tippins & Sohi, 2003). By IT objects, this study implies to the "artifacts" (e.g., computer hardware, software) that helps in "acquisition, processing, storage, dissemination, and use of information".

2.8.2 IT Capability and IMC Capability

Rather to be focused on the technological aspects of IT, this thesis situates this variable (i.e., IT capability) in the context of 'how IT as a resource and capability (Barney et al., 2011; Grant, 1991), facilitate the business process of IMC planning and execution concurrent to utilization of IT resource or capability in the marketing studies (Brady et al., 2002; Brodie et al., 2008; Chae et al., 2014; Mikalef & Pateli, 2017; Sethi & King, 1994). Further, the focus here is not the value spent and earned

by IT in organizations' context. It preferably focuses on how IT contributes to or complements the other capabilities of a firm by better management and required IT related knowledge and skills. Thus, in the context of this thesis, it is focused on examining the contribution or the complementarity of the IT resource and capability which it makes to the IMC capability.

Apart from the vague relationship between investments made in and profitability or financial outcomes accrued from IT capability, literature consistently report a positive relationship between IT capability and firm performance (more subjective outcomes rather financial or profitability). In line with RBV proponents, Chircu and Kauffman (2000) argue that a firm can gain a competitive advantage if it can utilize IT capability to exploit those organizational resources which are VRIN (valuable, rare, inimitable and non-substitutable). Furthermore, numerous researchers (e.g.,Chae et al., 2014; Mikalef & Pateli, 2017) are of the view that IT does not affect performance directly, rather they facilitate the performance or enable firms to perform well. They argue that IT capability positively affect the firm performance indirectly through its facilitating role of mediators and moderators.

Thus, based on the conceptualized definition of the IT capability, one can draw a linkage between IT capability and IMC capability. As conceptualized and discussed earlier, IT capability is reflected by three independent, however, inter-related dimensions i.e., IT Knowledge, IT Objects, and IT Operations. The upcoming discussion elaborates the relationship between IT capability and IMC capability within the context of these dimensions or conceptualized definition. The IT capability and IMC capability are interlinked primarily on the basis that central to IMC planning is the cross-functional coordination, as discussed and quoted by numerous scholarly

authors (e.g., Duncan & Moriarty, 1997; Porcu et al., 2012; Reid, 2005). It can be contended in the light of the above arguments that in today's competitive business world, how possibly cross-functional coordination can take place in the absence of an effective and appropriate system for information flow that is fundamentally based on the IT capability. hence, timely and appropriate communication (coordination) may not happen or take place if IT capability is not in place. This will hinder the planning process by slowing down as well as affecting the consistency of messages and decisions. It can be further conceived that for an effective and efficient IMC planning and execution, appropriate market related information to be obtained, analyzed and disseminated for decision making (Jaiyeoba & Amanze, 2014; Narver & Slater, 1990). However, the whole process of acquiring, analyzing and dissemination of these information is not possible without utilizing the IT capability.

Thus, it can be posited that IT capability must be in place as a support mechanism, if IMC planning and execution to be effective and efficient, indicating a direct relationship between the two capabilities. This linkage is also discussed and strongly advocated by numerous scholarly researchers (e.g., Einwiller & Boenigk, 2012; Porcu et al., 2012; Tafesse & Kitchen, 2017). This relationship can be hypothesized as below;

H3a: Information Technology capability has a significantly positive effect on IMC capability.

2.9 Marketing Database

The marketing database in general, feeds the whole marketing function i.e., activities regarding the whole marketing mix. It provides a base to determine the segments a company should pursue, and ultimately facilitate the organization to consistently

develop better marketing mix strategies (Hughes, 2005; O'Leary, Rao, & Perry, 2004). Most importantly and specific to the marketing communication activities marketing database is the lifeblood of the marketing campaigns. A proper marketing database is likely to have a direct relationship with the integration strategy i.e., audience, relationship episodes, messages, media channels and the integration modes which are referred to customized, consistent and interactive messages (Porcu et al., 2012; Tafesse & Kitchen, 2017). In other words, marketing database enables to design a suitable strategy and deliver relevant, timely, and well-coordinated marketing messages to customers through different, but appropriate marketing channels. In order to get optimal benefits of a marketing database, marketers are required to ensure that their marketing database contains accurate, complete and required information (Kotler & Keller, 2011).

In this regard, firms interested to do so must be capable of collecting information at individual segment level, using that data to create meaningful information, and formulating customer management strategies based on intensive information. While doing so i.e., collecting, analyzing, and using information, there is an evolving phenomenon in which the emphasis was more focused initially on demographic and transactional or behavioral data. Moreover, the change in media dynamics brought changes in the collection, analysis and use of customer related information. As evident from the work of Peltier et al. (2003), companies or firms not only rely on traditional survey methods, rather they use more advance ways to collect data e.g., electronic surveys, channel monitoring (Flip flap or zip zap patterns, viewership trends, click tracking on websites etc.). The obtained information, when analyzed appropriately give quite reasonable indications of demographic, geographic and most importantly psychographic and behavioral information. The analysis of these information provides

a solid base for the marketing planners by understanding the characteristics of the target markets.

Beside demographic and geographic information, Preston (2000) emphasizes that an effective marketing database must contain information pertaining to behavior (Peltier, Schibrowsky, & Davis, 1998). Although behavioral information provides an insight of the purchase behavior in the market. Psychographic information (Lee, Kim, Lee, & Paik, 2010; Webster, 1998), are also very important to be part of the database, which actually motivates, directs and shape up the behaviors (Chen, 2011; Kotler & Keller, 2011; Lin, 2006; Woo, Bae, Pyon, & Park, 2005; Zahay, Mason, & Schibrowsky, 2009)

2.9.1 Marketing Database – A Resource Based View

As database in more general terms, is a pool of customer related information/knowledge. Peltier et al. (2003) conceptualization of a proper database management system as "the process of collecting customer data, integrating the data to form customer segments, and then using other data to build predictive models for categorizing other customers and prospects".

Data collection result in a pool of customer related information in the form of customer related knowledge or insight for the firm to utilize. Further, this pool of information is useless, unless properly analyzed and utilized by the organization, hence requiring analytical ability (analytical skills and tools) and firm related capabilities to utilize this information in different functions. Concurrent to these arguments, it can be contended that marketing database is a proper information management system combining different resources and capabilities to give a certain

outcome in the form of usable information, which can be exploited for decision making in the marketing function. Thus, in line with the resource based view of knowledge as a resource (Kearns & Lederer, 2003; Meso & Smith, 2000), marketing database can be considered as an intangible asset of an organization and, the capability based view positions it as a firm related capability that can analyze and utilize the obtained information by making it useful for managers.

Based on these arguments, it can be suggested that a proper marketing database will benefit the whole marketing mix strategies in general and IMC in specific, if they are exploited appropriately. The next section elaborates the relationship between marketing database and IMC in the context of RBV.

2.9.2 Relationship Between Marketing Database and IMC Capability

As a matter of fact, to practice IMC in an effective way, requires an appropriate internal structure of the organization to do so. According to Glazer (1999) a company to become a 'smart' one in true sense, it must be capable of developing smart media/marketing campaigns and 'smart' IMC programs. Customer databases facilitate IMC while planning the activities by storing and providing necessary information, which enables marketing managers in general and IMC or brand managers in specific, to have deep insight of the market. It implies that a proper marketing database facilitate in identifying the targets, their attitudes and behavioral patterns (Peltier et al., 2003; Zahay, Peltier, Schultz, & Griffin, 2004). Tafesse and Kitchen (2017) also argue that marketing database is one of the support mechanisms which supports the integration strategy and the modes with which IMC is executed, ultimately resulting in different levels of outcomes.

The underlying phenomenon of marketing database is to store, analyze and use of the stored information regarding the target markets (Glazer, 1999; Kotler & Keller, 2011; Peltier et al., 2003). This process differentiates the IMC practices from the traditional and functional marketing communications earlier. With the outside-in perspective of IMC (Schultz, 1993), it must start with customer needs, their attitudes and behaviors . A database, with its analytical powers, analyses what, why and how of the customer attitude and behavior. For instance, the purchase history gives a clear glimpse of the purchase behaviors of the consumers (Kotler & Keller, 2011). In the context of IMC, an organization can demonstrate the power of database by designing the required communication messages in response to the 'what, why and how' of consumers' attitude and behavior.

Links between database and IMC in the academic literature, may be for the first time came to surface, in the work of Nowak and Phelps (1994) followed by scholarly work of Schultz and Schultz (1998). However, the relationship between the two, rather to get strengthened further, didn't attract more attention of the academic researchers may be due to its understood nature and importance in planning and execution of the marketing functions or marketing activities as a whole. Customer databases facilitate the process of IMC planning and execution through its in-built nature of collecting, analyzing and use of information in segmenting, selecting and targeting certain segment/s of the market (Peltier et al., 2003; Schultz & Schultz, 1998).

The scholarly but qualitative work (e.g., Peltier et al., 2003; Schultz & Schultz, 1998) explains well that how the databased information relate logically to the IMC issues. They are of the opinion that this kind of customer database provides clear information and direction to the planner to base their decision on. The most important IMC related

issue affected or influenced by database may include media placements based on viewership trends; the weight and breakthroughs, levels of attitudes and behavior of the customers. This implies that at which mental or behavioral stage (Barry, 1987) consumers are or they can be evaluated against the well famous hierarchy of effects stages, the scope or breadth of the communication activity, monologue or dialogue form of communication, central versus crafted for individual market segment etc. Tafesse and Kitchen (2017) are of the view that a proper marketing database provides support to integration strategy and the execution modes of marketing communications. While conceptualizing the IMC, (Lee & Park, 2007), also emphasize a "database centered" marketing communications to achieve tangible outcomes.

In addition, (Peltier et al., 2003) also shed light on the relationship dynamics by highlighting the importance of databases in the new paradigm that emphasizes the 'value', to be offered and communicated to consumers or customers, is identified by both consumers and producers collectively and hence the ways or channels (Tafesse & Kitchen, 2017) through which consumers preferred to be accessed, as a result of the information obtained, analyzed and used by the IMC managers.

Moreover, databases powered by new technologies and IT applications, in contrary to traditional database management systems, not only record demographic information but also psychographic and behavioral information about selective segments or markets (Schultz & Schultz, 1998). These information can help in designing IMC strategy (Peltier et al., 2003; Schultz & Schultz, 1998; Seric, 2012; Tafesse & Kitchen, 2017) which will bring more positive results. Conceptualized and demonstrated by Glazer (1999) IMC strategies, backed by a strong database, make use of three

interdependent components of database management i.e., collection, analysis and use of the customer data.

Thus, in relation to the IMC planning and execution, a marketing database shall enable or facilitate the IMC managers by providing information to design more customized and effective marketing campaigns. In line with arguments made above, it can be contended that marketing database as a resource and capability facilitates the IMC planning and execution process by providing a base to build upon the marketing communication activities. Hence, this relationship can be hypothesized as following;

H4a: Marketing Database has a significantly positive effect on the IMC capability.

2.9.3 Relationship Between IT Capability and MDB

In relation to the direct association between the IT capability and IMC capability, some contradictory views have surfaced that improved IT knowledge and skills and a better information system (Brady et al., 2002; Ward, Taylor, & Bond, 1996), may or may not directly affect the firm outcomes or performance rather may be affecting them indirectly through some mediators or in combination with other the capabilities (Chae et al., 2014; Mikalef & Pateli, 2017). Such contradictions emphasize the indirect links between the IT capability and IMC capability.

On the other hand, the marketing database as discussed and posited earlier, can positively affect and compliment the IMC capability by providing appropriate information. However, MDB in itself, may not carry any potential to acquire, analyze and disseminate the information rather through the use of the technological capability of the firms. Databases make use of the IT capability to perform these functions (Liang et al., 2010; Mikalef & Pateli, 2017). Hence, it can be argued that MDB itself is

dependent on the IT capability. In other words, IT capability serves as a base (antecedent) to the MDB to further affect the IMC capability. Based on such logic, it can be posited that the IT capability beside serving as an antecedent to the IMC capability, it also underpins the MDB of the firms. In this connection, this relationship can be hypothesized as under;

H3b: Information Technology capability has significantly positive effect on Marketing Database.

In relation to the resultant nexus of the three resources and/or capabilities, following the logic of indirect relationship of IT capability (Chae et al., 2014; Mikalef & Pateli, 2017), dependency of the MDB on the IT capability also necessitate the inquiry of the indirect effects of the IT capability. Following the well-known mediation approach introduced by Preacher and Hayes (2004), this study assess this nexus by positing the mediated relationship of MDB between the IT capability and IMC capability. This relationship is hypothesized in the following statement;

H4b: Marketing Database significantly mediates the relationship between Information Technology capability and the IMC capability.

2.10 Top Management Support

Though different terminologies have been used for the term top management support i.e., leaders supporting role (Ireland & Hitt, 1999), strategic leadership role or support (Hirschi & Jones, 2009) and sometime in the context of top management involvement (Eagle et al., 1999; Kliatchko, 2005; Seric, 2012). In a more general sense, the term leadership support and top management support have been used interchangeably referring to the support phenomenon, support mechanism, supportive involvement in planning and implementation of strategies in different domains of strategic management like information management (Kearns, 2006), human resource

management (Lok & Crawford, 2004) supply chain management (Sandberg & Abrahamsson, 2010) effective marketing communication (Eagle et al., 1999; Kliatchko, 2005; Porcu et al., 2012; Seric, 2012). This thesis uses synonymously the broader term of the Top Management Support (TMS) for all the concerned supportive mechanisms originated from top leadership or management towards IMC planning and implementation, taken as independent variable in this study.

In the broader context, top management has a considerable role in the overall functions of the organization. Numerous empirical findings suggest consistently that leadership support or more commonly, top management drives a wide variety of managerial practices and firms' outcomes. For instance, its role in supply chain management (King & Burgess, 2008), product development (Wren, Souder, & Berkowitz, 2000), information systems (Thong, Yap, & Raman, 1996), project success (Young & Jordan, 2008) and effective marketing communication management (Einwiller & Boenigk, 2012; Seric, 2012; Tafesse & Kitchen, 2017) etc. while performing the "fuzzy-Set Analysis", Young and Jordan (2008) have found that top management support in general is not just sufficient for the success of an organization but has become a real necessity of the organizations. They further argue that support of the leaders at the top level of the organizations, is no more a mere vocal mantra or a notion but has become a necessity for the success of organizations.

It is evident from the practices of business world as well academic literature (e.g., Kotler, 2009; Wheelen & Hunger, 2011) that leaders at strategic level of organizations are responsible to develop a corporate mission, vision, objectives and strategies. They are required to cherish and encourage corporate values which ultimately gives an identity to the company. Undeniably, top-management support (Einwiller & Boenigk,

2012; Tafesse & Kitchen, 2017), leads to the effective planning and implementation of corporate communications in general and marketing communications in specific. The role which is played by the top management of the firm in the IMC process cannot be underestimated, as it drives the prevailing culture and different organizational processes to a desired outcome.

2.10.1 Relationship Between Top Management Support and IMC Capability

In the context of corporate communications in general (e.g., Berens, 2007; Einwiller & Boenigk, 2012; Grunig & Dozier, 2003; Van-Riel & Fombrun, 2007) and marketing communication in specific, numerous scholarly authors (e.g., Duncan & Mulhern, 2004; Kliatchko, 2005; Madhavaram et al., 2005; Ratnatunga & Ewing, 2005; Schultz, 1993; Tafesse & Kitchen, 2017) have given their verdicts regarding the importance of top management role in the planning and implementation of IMC.

Expressing their views, Grunig and Dozier (2003), stressed the pivotal role of top management support for communication management in order to have exceptional or extra-ordinary communications' management. Expressing the importance of top management support, Argenti, Howell, and Beck (2005), state that top management must get understand the importance of communication and should leverage it strategically. Holm (2006) is of the view that lack of support from top leadership apprehend effective marketing communications' management. Scholarly and pioneer researchers in the field of IMC (e.g., Duncan & Mulhern, 2004; Kliatchko, 2005; Schultz & Schultz, 1998; Tafesse & Kitchen, 2017), stress that top management is required to support, appreciate, and drive the communications' function of a firm.

Evatt, Ruiz, and Triplett (2005) in a study conducted in small enterprises have found that leadership plays an essential role in the communication function and associate the success of communication mainly to the top management support or role. These researchers further induce from the findings that enough support in the form of resource attribution will lead to effective communication and vice versa. In addition to this, they posited that top management importance or the perception of importance which they ascribe to the communication is important for the success of the company. Their findings imply that both the attribution or devotion of financial resources and the psychological support will positively affect the communication outcomes of the firms. Furthermore, the importance attributed to the communication function is also supported by their findings, thus confirming the necessity of this support for communication function.

Top management support is also recognized as an important factor for the IMC planning and implementation (e.g., Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017). However, empirical evidence in this regard is scarce to generalize findings and properly embed it in any of the IMC frameworks for business practices till present. One of the recent studies in the corporate and marketing communications domain (Einwiller & Boenigk, 2012), leadership involvement has been highly emphasized for the integration of the communication strategy at corporate level. Another study conducted purely in the IMC domain , albeit in the RBV context of IMC and confined to the single domain of leadership support rather other supporting factor resources and capabilities in the study under focus i.e. Market Orientation, Brand Orientation and other supporting resources and capabilities that can possibly affect the capability of the organization for IMC planning and implementation.

Despite the importance attributed to top management support, the top managers to play their part in the organizational functions, must be capable of doing so. In a more generic terms, O'Driscoll, Carson, and Gilmore (2000) refer this competency or capability to the skills, expertise or capability that a manager or an organization, possesses of relevance to the management and development of organization. In the context of IMC, it can be argued that it is the skill, expertise, or capability that a corporate manager possesses to aid-in IMC planning and execution and align the corporate level mission, vision, objectives and strategies with that of IMC objectives. consistency with Grant (1996) view, competence is the 'ability of the firm to perform consistently a productive task that relates, directly or indirectly, to capacity of a firm for creating value through affecting the transformation process of inputs into outputs.' Describing in a broad way, irrespective of firm or individual level, competence can be found to instill a long provenance in management literature (O'Driscoll et al., 2000). Leveraging these arguments, it can be contended that top management capability to support the IMC process, will aid-in the IMC capability to further produce better and more persuasive communications, hence, increasing the value of the products and services offered to the target markets.

As conceptualized for this thesis, top management support is considered as the managerial (decision making etc.) and financial support (budget allocation and other resource deployment), that can possible facilitate the planning and execution of the IMC activities. In other words, it is the managerial and financial support devoted by the top management to enable IMC managers to plan and implement IMC activities more effectively. In this regard, it can be argued that without the managerial support, IMC managers may not be able to make decisions unanimously. Further, even if the collective decision making is involved, the financial support is yet very important to

enable IMC managers to appropriately execute the IMC programs (Hočevar et al., 2007).

Thus, it can be posited that top management support will enhance the capabilities of the IMC managers, and consequently IMC managers will better produce IMC campaigns resulting in more campaign outcomes and brand market performance. Hence, this relationship can be hypothesized as;

H5a: Top management Support has a significantly positive effect on IMC capability.

2.11 IMC Outcomes

IMC related outcomes refers to the organizational benefits which arise as a result of the IMC planning and implementation of different marketing communications activities (Einwiller & Boenigk, 2012; Nowak & Phelps, 1994; Tafesse & Kitchen, 2017). Different construct-based definitions of IMC discussed in section 2.2 captures a wide variety of outcomes. For instance, attitudinal and behavioral responses (Nowak & Phelps, 1994), customer information, customer knowledge and improved profitability (Kitchen & Schultz, 1999), stakeholder relationships (Schultz & Schultz, 1998) customer relationships and value of the brand as the core outcomes (Duncan, 2002), as a result of the IMC planning and implementation process.

In addition, IMC outcomes based on wide literature and comprehensively discussed by Tafesse and Kitchen (2017), include return on customer investments (ROCI) (Ambler, 2003; Kliatchko, 2005; Stewart, 2009), return on touch points investment (ROTPI) (Schultz et al., 2004), increased brand and customer equity (Keller et al., 2011; Madhavaram et al., 2005; Schultz et al., 2004), brand market and financial performance (Luxton et al., 2015; Porcu et al., 2012; Reid, 2005; Reid et al., 2005),

sales volume and revenue (Eagle et al., 1999; Phelps & Johnson, 1996) consumer responses involving positive cognitive and affective processing (Lane Keller, 2001), higher customer share of wallet and customer life time value (Zahay et al. 2004); and total corporate value (Einwiller & Boenigk, 2012).

Recently, Einwiller and Boenigk (2012) discussed the benefits, a firm can accrue from planning and implementation of integrated communication in the context of corporate as well as marketing communications in the integrative communication management model. These authors are of the view that these benefits capture the insight of the total corporate value in terms of output, outflow and outcome, referring to different levels of benefits a firm can accrue. Likewise, the most recent and comprehensive outcomes have been discussed by Tafesse and Kitchen (2017) in the context of marketing communications. However, these scholars have proposed different levels of outcomes in terms of tactical, intermediate, and strategic level outcomes as a result of integrative internal and external communications. They have grouped up almost all the literature-based outcomes in these three levels, which gives a clear understanding by drawing a demarcation line among these benefits with respect to the scope of these benefits and the time span required to be accrued.

According to Tafesse and Kitchen (2017), tactical IMC outcomes refer to the immediate benefits an organization can obtain as a result of short term IMC activities. For instance, any of the attitudinal and behavioral response (e.g., cognition, affection, or any conative attitudinal component or behavior), which stems from short-term IMC activities e.g., exposure to different mediums or brand communications, a specific event or any other brand touch point contacts (Keller, 2009; Lane Keller, 2001; Luxton et al., 2015; Tafesse & Kitchen, 2017). Followed by the short-term effects, the

intermediate level outcomes e.g., creating customer awareness, knowledge, and satisfaction as a result of medium-range IMC activities (e.g., episodic advertising, reminder calls etc.). These IMC activities bring an organizational impact of mid-range. This implies that these activities result in customer information and knowledge (on a semi-permanent basis), that implies to 'the memorization of information and creation of brand knowledge of a semi-permanent basis' and the satisfaction of customers as a good experience which works later for a certain period of time, if IMC continues its efforts to pursue the previous effects. This implies that these activities are involved in increasing the overall knowledge and satisfaction which can be used later for both attitudinal and behavioral responses of consumers. Last not the least, the most important impact, the IMC activities can create, is the strategic outcome as mentioned in Tafesse and Kitchen (2017) framework. These are outcomes that a firm can yield by adopting such IMC activities which accrue long-term broader impact of strategic importance i.e., the competitive advantage. These outcomes include the overall value of an organization, brand and customer equity, market share and profitability. It is important to note that the scope of all these different levels of outcomes or benefits stems from the scope of the IMC activities with which they are planed and implemented, as argued by Tafesse and Kitchen (2017). The broader the scope of the activity, broader will be the outcome an organization can accrue.

Table 2.3 summarizes the IMC related outcomes used in the wider literature with respect to performance of the marketing communication activities.

Table 2.3
IMC Outcomes Discussed in the Literature

Authors/s (years)	IMC Outcomes
(Nowak & Phelps, 1994)	Attitudinal and behavioral responses to the IMC Campaigns
(Duncan & Moriarty, 1998; Duncan & Moriarty, 1997)	Brand value and customer relationships
(Kitchen & Schultz, 2001)	Customers' brand knowledge and profitability
(Kliatchko, 2005; Zahay et al., 2004)	Return on Customer Investments (ROCI)
(Dewhirst & Davis, 2005)	Increased market share
(Luxton et al., 2015; Porcu et al., 2012; Reid, 2005)	Improved marketing communications and brand performance
(Eagle et al., 1999; Phelps & Johnson, 1996; Zahay et al., 2004)	More sales revenue
(Keller, 2009; Madhavaram et al., 2005)	Enhanced brand equity
(Keller, 2001, 2009)	Consumers' cognitive and affective responses
(Reid et al., 2005)	Increase in the customers' satisfaction
(Zahay et al., 2004)	Customer equity
(Einwiller & Boenigk, 2012)	Total corporate gains / value
(Tafesse & Kitchen, 2017)	tactical, intermediate, and strategic benefits

2.11.1 IMC Outcomes – A Resource Based View

Drawing from the RBV literature, firms' performance is a function of the resources and capabilities deployed. It implies that the performance of the firms is dependent on the deployment of firms' resources and capabilities. This deployment requires the transformation or conversion of resources into useful outcomes via capabilities (Grant, 1991; Madhavaram & Hunt, 2008). Numerous studies in the recent past have utilized the RBV approach to examine the value of marketing resources and capabilities (Hooley et al., 2005; Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; O'Cass et al., 2011; Orr et al., 2011; Vorhies et al., 2009).

Leveraging the RBV perspective of the firms in the marketing domain (Barney et al., 2011; Helfat et al., 2009; Ketchen et al., 2007; Peteraf & Barney, 2003), marketing resources and capabilities can contribute to the creation of a competitive advantage. Such advantages are attributed to the resources and capabilities that are rare, hard to achieve, difficult to duplicate and their value can be appropriated by the organization (Dutta et al., 2005; Hooley et al., 2005; Hunt & Morgan, 1995; Morgan et al., 2009; O'Cass & Weerawardena, 2010; Weerawardena, 2003).

As discussed in detail in section 2.4 (the underpinning theory), marketing capabilities are integrative processes designed to apply the collective knowledge, skills, and resources of the firm to the market-related needs of the business, adding value to goods and services in meeting competitive demands (Day, 1994; Ketchen et al., 2007; O'Cass et al., 2012; O'Cass & Weerawardena, 2010; Weerawardena, 2003). An organizational process, by definition, takes inputs and converts them into outputs. Thus, in this context, IMC as evident from literature and synthesis provided in section 2.3, is an organizational process which exhibits the ability of the firms to exploit

implicit knowledge and intuitive judgments to optimally combine both tangible and intangible resources of the organizations into performance outcomes (both direct and indirect e.g., brand equity, sales, ROI, ROTPI, Customer Equity etc.).

In this context, IMC is a market related capability and hence, deploys different inputs which enables the organization to have superior communication results - meaning that developing IMC capability shall result in a more better performing campaigns-a functional outcomes, leading to an improved brand market performance – tactical or intermediate outcome and strategic level financial performance of the brand as a resultant of the tactical and intermediate level outcomes (Duncan, 2004; Luxton et al., 2015; Tafesse & Kitchen, 2017).

Consistent with RBV theorization, the scholars of the marketing communications (Luxton et al., 2015; O'Cass & Weerawardena, 2010; Ratnatunga & Ewing, 2005), argue that based on IMC conceptualization and definition as a business process, IMC process can be inferred as a marketing capability, advocating that this process of IMC planning and implementation combines different inputs and transform them into outputs.

One of the misunderstanding with the RBV application or theorization, that one starts expecting something ‘outstanding’ or ‘above the all’ results. Actually, RBV along other propositions, posits that a capability/superior capability does not mean or imply that a firm has to perform in an outstanding way due to its valuable tangible and intangible resources (capability), rather a firm shall perform at some acceptable level that offer some advantages (Helfat et al., 2009; Zahra, Sapienza, & Davidsson, 2006). Thus, this thesis also avoids the possible implicit assumption for the application of the RBV theory to IMC capability and its performance outcomes.

With respect to the IMC concept and a business process, carries high potential of interest and greater value because it presents several advantages in communication process (e.g., overall efficiency and effectiveness, more targeted to stakeholder groups), as it explicitly explains the reason of heavy investment in IMC by the firms (Duncan & Mulhern, 2004). In line with the RBV perspective, IMC being a concept and philosophy, is embedded in organizational routines, values, norms (Kliatchko, 2005).

On the other hand, being a process, IMC is consisting of activities deployed in step by step manner. Hence, the compliance to the concept or philosophy and outlining of the process activities differ in different organizations, thus resulting in a unique and potentially different deployment. Though the imitation of these practices may be possible, however, (Dierickx & Cool, 1989) cited in Reid (2005) warned the costly duplication due to diseconomies of scale, thus safeguard the duplication or imitation by competitors. Authors like Eisenhardt and Martin (2000) are of the opinion that IMC may not gain a sustainable competitive advantage for the firm. However, it may possibly produce several temporary advantages.

Moreover, Luxton et al. (2015) argue that IMC may be substitutable by various configuration and strategic management orientations with specific reference to communication. They believe that this substitutability is not complete but adequately serious to caution from hypothesizing that IMC is a source of sustainable competitive advantage. It is further noted that unlike other tangible resources, which are subject to depreciation or amortization phenomenon, the value of capabilities (intangible resources) increase due to its increased level of efficacy with more usage and deployment – meaning that more the capabilities are deployed, the better they get

polished (Makadok, 2001). This implies that firms or brand with better IMC capability will grow stronger continuously rather than static or standing target for competitors, consequently creating a more sustainable competitive advantage.

To sum up, it is noteworthy that this thesis considers only two of the outcomes i.e., Campaign Effectiveness and Brand Market Performance as the ultimate outcomes of the IMC capability which are discussed in the following section.

2.11.2 IMC Capability and Campaign Effectiveness

In relation to the conceptual framework, parallel to brand value chain concept (Ambler et al., 2002; Keller & Lehmann, 2001; Keller & Lehmann, 2006; Keller et al., 2011), IMC capability is linked with campaign effectiveness leading to brand market performance. It implies that the outcomes of the IMC capability exhibited in the conceptual framework of this study considers the two outcomes namely; Campaign Effectiveness and Brand Market Performance as inter-linked effects and thus, discussed throughout under the scope of IMC capability outcomes in the previous discussions rather individually.

In line with the (Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017) the most proximal effect of IMC is possibly the intermediate outcomes i.e., the campaign effectiveness. It is also parallel to the arguments made in the literature (e.g., Luxton et al., 2015; Reid et al., 2005), which explains the imminence of campaign effectiveness as a possible and readily available outcome of the IMC capability – meaning that better an organization is to plan and implement the IMC activities, better campaigns will be developed and deployed resulting in a higher degree of campaign effectiveness. In other words, campaign effectiveness seems to be possible and readily

evaluated outcome of the strength of the IMC capability, implies to the proximity of the IMC capability and campaign effectiveness.

Duncan and Mulhern (2004) also emphasize that IMC implementation in a more adequate way, will enable the organizations to achieve their campaign objectives. Extending these arguments and in line with the RBV perspective, it can be implied that for better IMC planning and implementation, an adequate level of IMC capability should exist. Ewing (2009) is of the view that an organization that possesses marketing communication capabilities can create successful communication programs and ensure long-term market performance. It implies that firms holding better capabilities of IMC planning and implementation, results in more effective and efficient campaigns that consequently results in both direct and indirect campaign outcomes.

As discussed in the introductory paras of this section, IMC outcomes can be in different forms ranging from temporary or short-term campaign effectiveness to long term brand market performance. In general, from an individual campaign perspective, it is quite reasonable to argue that IMC capability will result in more effective or better IMC campaigns, resulting in higher degree of effectiveness. Consequently, individual campaigns should result in higher incomes as a result of operational efficiency for each campaign and other pre-set objectives (Duncan & Moriarty, 1997). Thus, resulting in cost savings pertaining to duplication of process activities and better coordination to result in more consistency, departmental or functional efficiency (Porcu et al., 2012).

As discussed in the previous sections, the effectiveness of the campaigns can be measured using economic analysis such as ROI, ROCI, ROTPI etc., objectively. On

a subjective side (e.g., Duncan & Moriarty, 1997; Rossiter & Bellman, 2005; Rust et al., 2004), the managerial perceptions of performance of the campaigns against the set objectives or in relation to the competitors' campaigns can be evaluated to measure the degree of effectiveness.

In relation to the context, this thesis is focused on subjective measures of IMC capability outcomes i.e., campaign effectiveness in relation to set objectives by the organizations. Thus, based on the arguments made in section 2.10, derived from the studies on marketing resource and capability literature in general (Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; O'Cass et al., 2011; Orr et al., 2011; Vorhies et al., 2009) and marketing communications in particular (e.g., Ármannsdóttir, 2010; Ewing, 2009; Luxton et al., 2015; O'Cass & Weerawardena, 2010; Ratnatunga & Ewing, 2005, 2009), and from the recent work on integrative IMC frameworks highlighting the outcomes broadly (Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017), it can be posited that better the IMC capability, better would be the IMC campaigns followed by tactical and strategic outcomes. The relationship between IMC capability and its related outcome at individual campaign level can be hypothesized as:

H6a: IMC capability has a significantly positive effects on the Campaign Effectiveness.

2.11.3 IMC Capability and Brand Market Performance

As evident and discussed previously, brands are valuable assets of the firms in terms of carrying the credibility and trust worthiness of the firm, for the emotional attachment and resonance (Keller, 2001, 2009) with key stakeholders, for catching the attention of customers towards messages brands convey (Keller & Lehmann, 2003),

and motivating customers to experience and repeat purchase what the firm has to offer (Ambler, 2003; Rust et al., 2004). Among various critical aspects, brand building is one of the most important aspects discussed in the literature (e.g., Aaker, 2009; Aaker & Joachimsthaler, 2012; Keller, 2009; Keller et al., 2011). To build strong brands, firms need to devise ongoing effective marketing communication strategies which ensure the exposure and attention to the brand, thus resulting in the development and sustenance of long-term brand value.

Continuing from the section title "IMC capability and performance outcomes", argument can be broadened to posit the relationship between IMC capability and brand market performance. As discussed that there is a positive relationship between the possession of strong capabilities in the area of marketing communication i.e., IMC capability, and the brand market performance (Ewing, 2009; Luxton et al., 2015; Ratnatunga & Ewing, 2005). It is also argued by Reid (2005) that firms which adopts a more integrated marketing communication approach are expected to generate better performance outcomes in terms of brand performance. The findings of the recent study conducted by Luxton et al. (2015) witness this relationship, though in the absence of other organizational resource which are likely affecting the IMC capability, consequently resulting in greater IMC capability and hence, performance outcomes. Thus, in line with the work of different research scholars (e.g., Ewing, 2009; Luxton et al., 2015; Ratnatunga & Ewing, 2005), it can be hypothesized as below:

H6b: IMC capability has significantly positive effect on the Brand Market Performance.

As discussed in section 2.3, a well-defined concept of IMC is "an on-going, interactive, cross-functional process of brand communication planning, execution,

and evaluation that integrates all parties in the exchange process in order to maximize mutual satisfaction" (Duncan and Mulhern, 2004, p.9). Srivastava et al. (2001), also emphasize that IMC plays a vital role by being causative to building brand equity that is used for gaining market advantages in the future endures. Adopting these arguments of considering these outcomes as a chain of effects and coupled with the findings of Luxton et al. (2015), it is quite reasonable to posit that the intermediate effective outcome i.e., IMC campaign effectiveness also lead to positive effects to the brand market performance. Thus, this relationship between the campaign effectiveness outcome and brand market performance is posited to assess the individual effects between these outcomes in contrary to aggregate outcome. Hence it can by hypothesized as;

> **H6c:** Campaign effectiveness has a significantly positive effect on the Brand Market Performance.

Furthermore, the obvious linkages between the campaign effectiveness and brand market performance, and the chain of causality between the IMC capability and its related outcomes necessitate the mediated relationship of the campaign effectiveness to be assessed further. This relationship is posited as below;

> **H6d:** Campaign effectiveness mediates the relationship between IMC capability and Brand Market Performance.

2.11.4 The Indirect Effects of Antecedent Factors on IMC Related Outcomes

It is important to note that the level of IMC capability has been postulated with respect to its direct dependence on the organizational antecedent factors (resources and capabilities) in the previous sections. In line with the arguments made in literature (e.g., Luxton et al., 2017; Porcu et al., 2012), regarding subsequent effects of antecedent factors on outcomes and comprehensive review of the literature necessitate

to investigate the subsequent direct or indirect effects of these antecedent factors on the IMC capability outcomes. Tafesse and Kitchen (2017), based on the "IMC: An-integrative review" also argue and propose that organization support processes in the form of resources, capabilities, and mechanisms etc., have the tendency to affect the IMC outcomes of different levels.

Thus, in the light of discussion in previous sections and support of the most recent literature, several subsequent relationships have been hypothesized with respect to the indirect effects of the stated antecedent factors i.e., MO culture, BO capability, MDB and TMS with the IMC related campaigns' effectiveness and brand market performance. These are stated as under:

H1c: IMC capability mediates the relationship between Market Orientation culture and Brand Market Performance.

H1d: IMC capability mediates the relationship between Market Orientation culture and Campaign Effectiveness.

H2c: IMC capability mediates the relationship between Brand Orientation capability and Brand Market Performance.

H2d: IMC capability mediates the relationship between Brand Orientation capability and Campaign Effectiveness.

H4c: IMC capability mediates the relationship between Marketing Database and Campaign Effectiveness.

H4d: IMC capability mediates the relationship between Marketing Database and Brand Market Performance.

H5c: IMC capability mediates the relationship between Top Management Support and Campaign Effectiveness.

H5d: IMC capability mediates the relationship between Top Management Support and Brand Market Performance.

The mediated hypotheses have been made in concurrent to the literary and logical connectedness of the antecedent factors to the outcomes as well as following the Preacher and Hayes (2004) approach. This mediation approach does not necessarily require the indirect links to be established priory to the empirical examination of direct

paths (Preacher & Hayes, 2008), rather, the conceptual clarity and logical connectivity is enough to pose indirect relationships.

2.12 Theoretical Framework

The previous discussion on the antecedents and outcomes of the IMC capability in literature part establishes theoretical relationships between the antecedent factors and the IMC capability. Further, the IMC capability and its related outcomes i.e., Campaign effectiveness and Brand Market Performance, have been hypothesized to investigate the possible outcomes of the IMC capability. Several indirect influences of the antecedent factors have been posited with the IMC capability and its related outcomes.

Leveraging the RBV perspective on marketing resources and capabilities (Foley & Fahy, 2009; Ketchen et al., 2007; Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2015; Vorhies et al., 2009; Weerawardena, 2003), it has been established that marketing resources and capabilities can contribute to the creation of a competitive advantage due to its VRIN characteristics. In this context, IMC as a market-based asset and a market related deployment capability can yield better results and hence, superior outcomes for the firms deploying different IMC campaigns. The proposed research framework is presented graphically in Figure 2.1.

2.12.1 Antecedents of IMC Capability

As discussed, IMC is a market related capability that can be deployed to get better IMC related outcomes. However, numerous authors argue that there must be support mechanisms and a conducive environment for better IMC planning and execution. Even in the presence of a greater IMC capability, a certain facilitating environment is

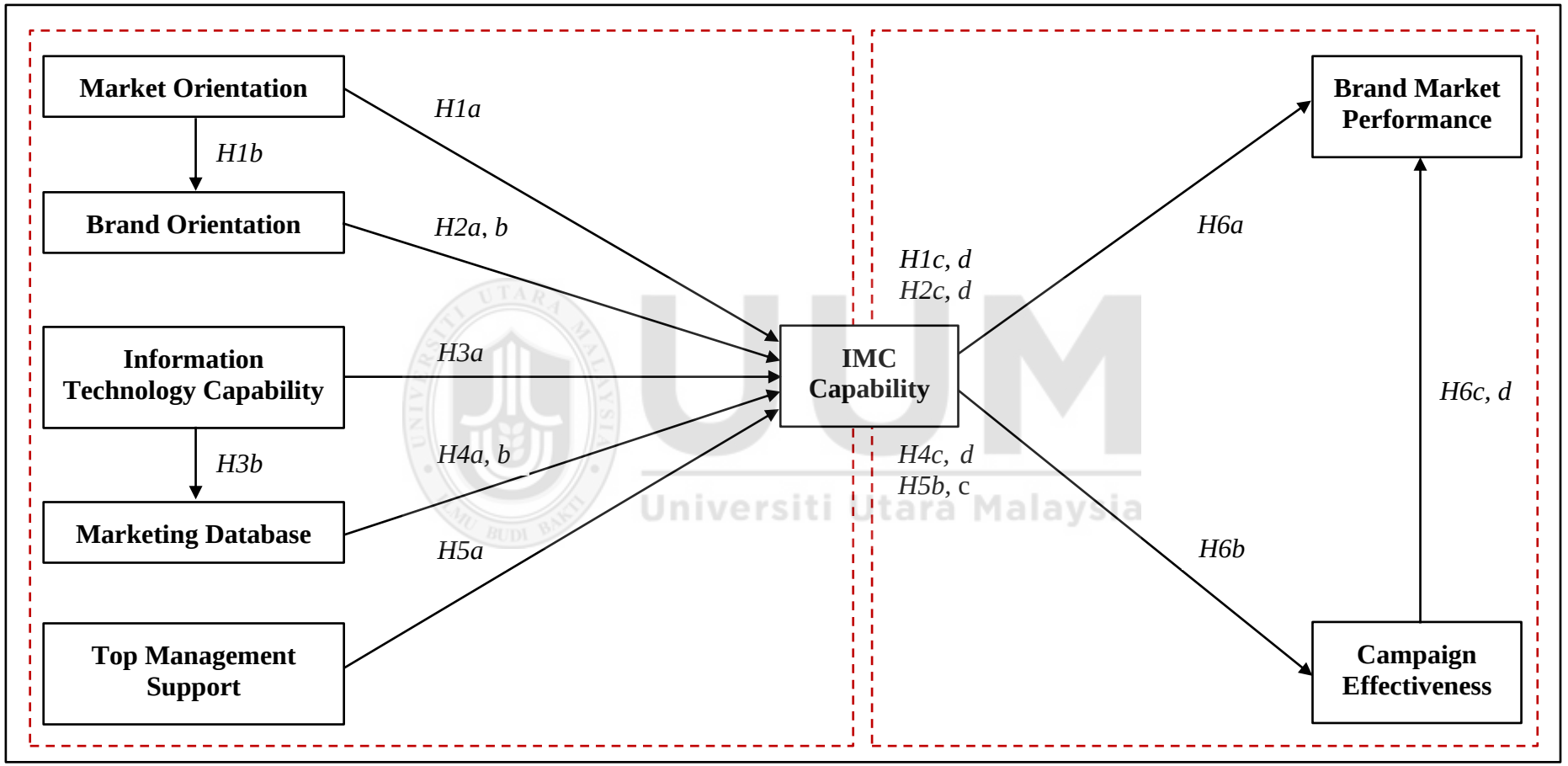

Figure 2.1
Theoretical Framework of the Study

required. Thus, in line with RBV perspective and discussion in the literature part of this study, the proposed framework derives certain support mechanisms or resources and capabilities as antecedent factors of the IMC capability i.e., MO, BO, Marketing Database, IT, and Top Management Support, that shall have possible influences on the IMC capability either directly or indirectly to nurture better IMC capability. These relationships have been proposed in H1 to H6 with sub-hypotheses, summarized in Table 2.4 and exhibited in Figure 2.1.

2.12.2 IMC Capability Outcomes

Based on the arguments made and derived from several IMC studies, especially from the recent work (Einwiller & Boenigk, 2012; Luxton et al., 2015; Tafesse & Kitchen, 2017), and consistent with the RBV perspective, several relationships have been posited with respect to IMC capability and its related outcomes in H6a-c in Table 2.4 and Figure 2.1.

2.12.3 Indirect Effects of Antecedent Factors on the IMC Capability Outcomes

Based on logical connectivity, discussion in the respective sections, and utilizing the mediation approach introduced by Preacher and Hayes (2004), several subsequent relationships have been hypothesized in the theoretical model. Table 2.4 summarizes these relationships as H1c-d, H2c-d, H4c-d, and H5c-d that is exhibited in Figure 2.1.

2.13 Summary of Hypotheses

All the hypothesized relationships with respective objectives of this study are summarized as following.

Table 2.4
Summary of Research Hypotheses with Respective Objectives

Hypotheses	Statement of Hypotheses
Objective 1:	***To investigate the direct and indirect influences of the antecedent factors on the IMC capability.***
H1a:	MO culture has a significantly positive effect on IMC capability.
H1b:	MO culture has a significantly positive effect on BO capability.
H2a:	BO capability has a significantly positive effect on IMC capability.
H2b:	BO capability significantly mediates the relationship between the MO culture and IMC capability.
H3a:	IT capability has a significantly positive effect on IMC capability.
H3b:	IT capability has a significantly positive effect on MDB.
H4a:	MDB has a significantly positive effect on IMC capability.
H4b:	MDB significantly mediates the relationship between IT capability and IMC capability.
H5a:	TMS has a significantly positive effect on IMC capability.
Objective 2:	***To study the relationships between IMC capability and its related outcomes i.e., CE and BMP.***
H6a:	IMC capability has a significantly positive effect on CE.
H6b:	IMC capability has a significantly positive effect on the BMP.
H6c:	CE has a significantly positive effect on the BMP.
H6d:	CE significantly mediates the relationship between IMC capability and BMP.
Objective 3:	***To investigate the indirect influence of antecedent factors on the IMC related outcomes.***
H1c:	IMC capability mediates the relationship between MO culture and CE.
H1d:	IMC capability mediates the relationship between MO culture and BMP.
H2c:	IMC capability mediates the relationship between BO capability and CE.
H2d:	IMC capability mediates the relationship between BO capability and BMP.
H3c:	IMC capability mediates the relationship between MDB and CE.
H3d:	IMC capability mediates the relationship between MDB and BMP.
H5a:	IMC capability mediates the relationship between TMS and CE.
H5b:	IMC capability mediates the relationship between TMS and BMP.

2.14 Summary of the Chapter

This chapter explained the concepts of the constructs used in this study. To underpin the theoretical modelling and different relationships in the proposed theoretical framework, the resourced based view has been utilized. Several relationships among the constructs of interests have been posited considering the respective literature, conceptual commonalities, and the underpinning of resource-based perspective. A total of 21 hypotheses have been posed in the study under focus.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the methodology through which the researcher is trying to achieve the stated objectives of this study. It is comprised of the research design that suits the requirements of this study i.e., type of the research, the research methods, research instrument, sample plan and contact methods of the research design.

This chapter starts with the discussion regarding the type of research under focus, the approach in relation to the type, and the instrument used for this study. In addition, it elaborates the sample plan consisting of the sample population, sample size, sample unit and sampling procedure. After all, the contact method or how the respondents are accessed is also of primary concern. All the above elements discussed, must be in alignment to achieve the research objectives. Further, this chapter lists the operational definitions and measurement scales that were used for assessing the variables of the study. Last not the least, the summary section summarizes the different elements of this chapter.

3.2 The Research Design

The research design is the master plan that specifies the methods and procedures adopted for conducting a research study (Cooper, Schindler, & Sun, 2003; Zikmund, Babin, Carr, & Griffin, 2013). It explains the whole structure of research study comprising the type of the research conducted i.e., exploratory, explanatory and descriptive; the research approach adopted i.e., qualitative and quantitative, the

sample plan and the conceptual measures and methods used by the researcher to find answers for the research questions posed in chapter one. However, no single alternative research designs are better than the other (Zikmund & Babin, 2006; Zikmund et al., 2013), and no single research design is suitable in every situation. Every research design carries its own advantages and disadvantages and is suitable with respect to the research questions and objectives posed by the researcher. Research design has been further elaborated in the following sections in relation to the research objectives of the study.

3.2.1 The Research Method

Contrary to the qualitative approach, the quantitative approach allows the researchers to make generalizable statements based on testing of the relationships hypothesized (Bryman, 2017; Polit & Beck, 2010). The quantitative methods well describe tests of correlation as well as cause and effect relationships between variables of the study (Sekaran & Bougie, 2016). Creswell (2013), is of the opinion that this approach takes full advantage of the objectivity and neutrality by avoiding any direct contact of the researcher with the responding subjects.

With respect to the study under focus, the wide literature in the field of Integrated Marketing Communication (IMC) exhibits the existence of the stated facilitating factors. However, empirical investigations are scarce, especially in the RBV context. Based on the recent work of scholarly authors (Francisco, Lucia, & Salvador, 2015; Luxton et al., 2015; Porcu et al., 2016; Porcu et al., 2012; Tafesse & Kitchen, 2017), and wider literature on IMC, several relationships have been proposed to empirically find answers for the stated research questions in this study.

Foremostly, this study investigates the relationships of the firms' resources and capabilities (antecedent factors) with the IMC capability. Subsequently, this study investigates the relationship of the IMC capability with the IMC related outcomes i.e., Campaign Effectiveness (CE) and Brand Market Performance (BMP) to achieve the second objective of this study. In addition to the direct relationships, this study also investigates the several mediated links to empirically prove the importance of stated antecedent factors for both the IMC capability and its related outcomes. While making a choice between a qualitative and quantitative approach, this thesis adopted the quantitative approach to investigate the proposed relationships and contribute to the existing literature by delineating these relationships.

It is worth mentioning that this correlational study was undertaken in a non-contrived environment. Based on the timeframe, a cross-sectional design was adopted as the data was collected at one point of time rather longitudinal. Undoubtedly, longitudinal studies enable the researchers to observe changes in behaviour that occur over time **(**Zikmund & Babin, 2006; Zikmund et al., 2013) and is more ideal for studies in the IMC field. However, due to certain limitations including the time constraint, the busy schedule of the IMC managers and mainly the follow up IMC campaigns that may involve the carry-over effects, confines this study to cross-sectional design. Numerous studies in the field of marketing communications (e.g., Beverland & Luxton, 2005; Luxton et al., 2015, 2017; Porcu et al., 2016; Reinold & Tropp, 2012), have also employed the cross-sectional design due to such limitations.

3.3 Sampling

The process of sampling refers to the selection of right respondents representing a certain population of interest to conduct a research study (Sekaran & Bougie, 2016).

This section elaborates the population and sample, frame and the sample size, and the technique used for sampling.

3.3.1 Population and Sample

The target respondents to consider as a population are the IMC managers in the manufacturing and service provider companies operating in consumer market of Pakistan e.g., FMCGs, Durable Goods, Luxury goods and consumer services etc. As discussed in the background part of chapter one, in relation to the emerging market of Pakistan, it is not behind any of the developing economies. Pakistani markets have fragmented, and media dynamics have tremendously changed in the last decade, creating opportunities for marketers to exploit with better IMC capability (Aurora, 2015; "Burgeoning FMCGs Market ", 2012).

The selection of consumer markets is mainly based on the future recommendation of Luxton et al., (2015), in their scholarly work on IMC as a capability, that emphasizes similar kind of studies in specific markets, segments and/or industry. Luxton et al., (2015) are of the opinion that the results found in their study may be subject to weakness as the sample data was collected from various nature of businesses. The main reason behind this observation on the quality of results may be attributed to the different perceptual responses of the managers working with different businesses in relation to their positions in the company and the target markets. For instance, two different data streams for marketing communications of business to business (B2B) and business to consumers (B2C) organizations may result in wider variations in responses due to different nature of the target markets, media channels and the communication tools utilized. Several IMC scholars (e.g., Belch & Belch, 2003; Clow

& Baack, 2016; Kitchen et al., 2005) advocated the differences of the said target markets and hence, the required marketing communications to reach them.

Second important reason to choose the companies operating in consumer markets is the usage of a wider mix of communication tools involving most of the Above the Line (ATL) and Below the Line (BTL) activities by B2C companies. In contrary, B2B companies are most often involved largely in BTL activities. The B2B companies may use advertising in business magazines and Yellow pages, yet targeted to finite or a very limited number of business customers (Belch & Belch, 2003; Clow & Baack, 2016; Kitchen et al., 2005).

Furthermore, B2B and B2C companies seem to reflect different levels of outcomes (Belch & Belch, 2003; Clow, 2007; Kitchen et al., 2005), from different levels of input promotion tools that may not be properly measured with the same measurement scale. This can possibly make the results biased and hence, the generalizability of the study. For instance, FMCG companies can be observed for their continuous involvement in the ATL, BTL, and TTL activities throughout the year and their brand market performance assessed with respect to ATL objectives seems more plausible in contrast to firms with the target business market, usually having no ATL objectives. In this regard, following the future direction of Luxton et al., (2015) and avoiding such tendencies of biases, this study considers IMC managers of all the goods and services providers in the consumer market of Pakistan as the target population. The selection of this sample population to exploit this contextual gap, the investigation of IMC capability in relation to its antecedents and outcomes, is probably reflecting a better approach to address the specific outcomes of the different marketing communications

discussed in the recent literature (e.g., Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017).

3.3.2 Sampling Frame and Sample Size

According to Securities and Exchange Commission of Pakistan (SECP), there are more than 24,000 registered firms in Pakistan, including small, medium and large organizations ("Pakistan B2C E-Commerce Market ", 2015). However, not every manufacturing firm is involved in most of the IMC activities which are the pre-requisites of this study for data collection. As a matter of fact, IMC campaigns are normally planned and executed by the larger firms which have several product lines and sophisticated marketing departments. Consultation with the industry experts, members of Marketing Association of Pakistan **(**MAP), members of Advertising Association of Pakistan **(**AAP) and the Herald Marketing Research team members, suggest that the firms with capitalization of more than 100 million rupees are normally engaged in the IMC activities which makes the 3 percent of the total registered firms in Pakistan. However, their suggestion for scrutiny based on 'presence in the mass media' from *'Media Monitoring Reports'* rather the rigid figures of firms' capitalization is noteworthy and valuable. Furthermore, the expert opinions regarding 'active brands' in consumer markets with respect to BTL activities was also taken into considerations while framing the population of this study.

As the study is more focused on the IMC capability of the businesses that are engaged in consumer markets, a true selection of the companies that are involved in communication activities to the target customers were chosen as the sample frame.

Rather following an improper selection from the total businesses registered and unavailability of authentic sources to verify the total companies, several media monitoring and brand activation firms i.e., Gallup Pakistan, Media Monitors Pakistan, and Media Track Pakistan were contacted to facilitate the researcher for a true sample frame determination. In this regard, a list with a total number of 586 active brands under a total number of 216 Strategic Business Units (SBUs) was obtained from Media Track Pakistan that was cross validated with the media monitoring reports obtained from Media Monitors Pakistan. Thus, a total number of companies/SBUs with their involvement in their ATL and BTL activities was observed to be 209 after cross-validation with media monitoring reports. The involvement of these brands/SBUs in ATL and BTL activities were subject to further confirmation through demographic related items in the questionnaire.

Following the well-established sample size calculation table developed by Krejcie and Morgan (1970), the minimum sample size for a population of N=209 with a 95% confidence level, was observed to be 135. Respectively, a total number of responding managers representing the different brands/firms/SBUs with stated demographic characteristics, is exhibited in Table 3.1.

Table 3.1
Number of Active Consumer Companies/brands in Pakistan

Total Consumer Firms/SBUs	Consumer Firms/SBUs with ATL and BTL activities	Sample size Krejcie & Morgan's table
586	**209**	135

Besides Krejcie and Morgan (1970), sample size determination, researchers do often mistakenly refer to the '10-times' rule defined by Barclay, Higgins, and Thompson (1995), that simply multiply the number of structural paths or arrowheads towards an endogenous construct. However, the '10-time' rule is a rough guideline for

researchers to obtain a minimum sample size (Hair et al., 2016). Thus, the minimum sample size in any statistical technique e.g., PLS-SEM, should be determined according to the data characteristics and background of the model (Hair, Ringle, & Sarstedt, 2011; Marcoulides & Chin, 2013). Keeping in view the characteristics of the data, complex model of the study involving several mediating factors, simultaneous dependent and independent relationships, the researcher also followed the recommendation in the recent literature (e.g., Hair et al., 2016), that endorses the use of power analysis for sample size determination. In line with such suggestion, G*Power tool was also utilized for determining minimum sample size in the study under focus. The power analysis based on the G*Power program is based on certain statistical parameters (Faul, Erdfelder, Buchner, & Lang, 2009). Using a medium effect size convention of 0.15 and 5% level of significance, a total of five predictors were fed in the software. The minimum sample size of 92 at a statistical power of 0.80, was determined as shown in Appendix-B.

The sample size of 92 for analysis was proven to be statistically enough. However, the higher target of 135 was set as a minimum target for data collection to cope with the worst situation in the light of prior discussion with industry experts about the low response. Thus, keeping the base number as 135, calculated from the sample table (Krejcie & Morgan, 1970), a total of 180 questionnaires were distributed personally among the IMC managers to get a maximum of the minimum responses. The distribution of 35% increased questionnaire is in line with the oversampling method advocated by Salkind (1997).

3.4 Sampling Technique

The procedure adopted for the inclusion of the true representation of B2C companies, simple random sampling technique was utilized. It is the most preferred sampling technique due to its cost-effective and convenient method as well as to infer results from a sample, provided a sample is a true reflection of the population (Sekaran & Bougie, 2016). Moreover, the simple random sampling avoids the biased selection by providing an equal chance of selection to every subject in the sample population (Hair, Black, & Babin, 2010; Sekaran & Bougie, 2016).

The simple random selection was made with the help of Microsoft Office Excel V.365 that has made the sampling job easier through the in-built facility in contrary to the previous versions. Foremostly, all the respective brands/SBUs were numbered from 1 to 209. Subsequently, the option of 'Sampling' in the 'Data Analysis' add-in was utilized that require the input range, required number of sample and the output range. A simple random sample of 180 was obtained in column "c" of the excel sheet.

3.4.1 The Unit of Analysis

The very first step to analyze the data is to define a unit of analysis. The unit of analysis is the 'who' and 'what' to be studied in research (Sekaran & Bougie, 2016; Trochim, 2006). The unit of analysis enables the researcher to lay down the foundation for the analysis part of the research study, by specifying whether the investigation is focused on individuals, groups, organizations etc. In social science in general and business researches specifically, the unit of analysis can be individuals, groups, organizations, dyads and/or cultures (Sekaran & Bougie, 2016; Trochim, 2006)

Research studies in the field of IMC are more focused on the C-suit population i.e., the executives and corporate heads, representing different manufacturing and service companies. However, some authors (e.g., Luxton et al., 2015), are of the opinion that it may create biases in the findings of the studies. Very scarce number of studies in the field of IMC can be found, conducted on unit heads or IMC managers. Though, C-suit population is one of the important sources to be contacted or approached when looking at IMC in a corporate perspective or a broader level. However, the true essence of the studies may be lying in the specific domain of the IMC i.e., IMC, Brand or Unit Heads responsible for the planning and implementation of IMC activities, when looking IMC in the marketing domain.

Since the purpose of the study was to investigate the IMC capability with its antecedents and outcomes of B2C firms operating in consumer market of Pakistan. Thus, it was implicit that the most suitable unit of analysis are those B2C companies (both manufacturing and service) that are operating in the consumer market of Pakistan. These companies were represented by individual managers i.e., IMC and/or brand managers or unit heads, who were actively involved and responsible for the planning and implementation of IMC activities. In relation to this specific scenario where IMC is considered as a business process and hence, a market based capability or a specialized marketing capability (Hooley et al., 2005; Kamboj, Goyal, & Rahman, 2015; O'Cass et al., 2015; Vorhies et al., 2009; Vorhies et al., 2011), of the firms, brand or IMC and/or Unit Heads were considered as the respondents of the study.

3.5 Data Collection Procedure

As such this study did not take into consideration the geographical locations of the firms, rather the basic criteria of being present in the media and other IMC activities.

As evident from the list of the companies, the head offices of most of the brands or SBUs are in the capital cities of Pakistan i.e., Islamabad, Lahore and Karachi. Very few of the firms were situated out of these cities which were individually targeted before and after the mainstream data collection. Table 3.2 exhibits the distribution of the simple randomly selected companies in the targeted areas.

Table 3.2
Distribution of the Simple Randomly Selected Companies/Brands

City/Region	Respondents	Percentage
Islamabad	38	21.10
Rawalpindi	06	03.33
Lahore	41	22.78
Karachi	71	39.44
Faisal Abad	14	07.78
Others	10	05.56
Total questionnaires distributed	180	99.99%

Data collection was conducted within a period of approximately three months ranging from May to August 30, 2017., after a careful pilot collection with a total number of 20 questionnaires in the month of March and April 2017. This time period for data collection was chosen because many of the firms do perform accountability of marketing campaigns and brand market performance undertaken in the end of financial year. Besides, most of the companies do plan and allocate budgets for the marketing activities in the first quarter of financial year, as discussed with industry experts. In this regard, it was deemed to be easy for the IMC managers to answer such statements (questions) that were related to effects of the antecedent factors on the IMC capability and its related outcomes i.e., CE and BMP, with respect to the set goals and objectives. It is noteworthy that follow up calls and references from the marketing and advertising associations i.e., MAP and AAP, were made to expedite the data collection process. Several personal visits were also made during this period to increase the possibility of returning questionnaires.

Starting with the formal data collection, the firms/SBUs were accessed within the close proximity first i.e., Peshawar, Rawalpindi and Islamabad. Subsequently, Lahore and Faisalabad regions were targeted. All the questionnaires were distributed personally in these selected regions. All the returned questionnaires were preferably received personally with in the same week or days to avoid missing of the posted questionnaire. Followed by the first two phases, companies with head offices in Karachi were targeted. Before accessing these companies, reference calls were made to these companies utilizing MAP, AAP and other commercial Memberships. Mostly a second and third visits were made to ensure enough number of filled questionnaires. However, extreme care was taken to hand over and collect the questionnaires within the same week or short time to avoid any late response and mishandling of the questionnaires.

A total number of 151 questionnaires were obtained. Since the questionnaires were self-administered facilitated by several formal requests and use of formal chains, the responses were above the expectations. A personal letter of thanks was sent to the members of MAP, PAS, Media Track Pakistan, for their esteem efforts and cooperation in the whole data collection process.

3.6 Research Instruments

The survey instrument in this study was accompanied by a cover letter explaining the purpose, confidentiality of the information provided and instructions to answer the items of the survey form to have better and reliable responses from the respondents. All the measuring constructs were adapted from the previous literature. The total number of items in the survey form were 81 except the 5 items related to demographics. Followed by the cover letter, the survey questionnaire was divided into

several different sections i.e., section A to I. Foremostly, demographic questions have been placed in the section A that gathers the background information of the key respondents and the firms they serve. The antecedent factors i.e., Market Orientation, Brand Orientation, Information Technology, Marketing Database and Top-Management Support, as independent variables of the study were placed in section B to F. The items related to the focal variable of IMC capability that was modelled in simultaneous relationships in the study under focus, was labelled as section E of the questionnaire. The dependent variables as outcomes of the IMC were named as section F for Campaign Effectiveness and G for Brand Market Performance.

With respect to scaling design, all the items in the questionnaire, from section B to H were measured on a 7-point Likert type scales, ranging from 1 – 7. Where 1 indicates "strongly disagree" and 7 indicates "strongly agree". The 7 - point Likert type scale is considered a little better than 5-points (Finstad, 2010), as 7-points present a better balance by providing enough points of discrimination without maintaining too many response options. Psychometric literature recommends that more scale points are better, however, there is always a diminishing return after and around 11 points (Nunnally, 1978) cited in (Finstad, 2010). Thus, the option of 7-point seemed more reasonable to avoid error due to the diminishing returns as well as avoiding the System Usability Scale **(**SUS) error. In a study of about 858 responses conducted by Finstad (2010), the SUS response error for 5-point was greater than a 7-point Likert type scales. The respondents of the said study could decide or interpolate between absolute points i.e., 1,2, ….5.. or.. 7. The results of the 5-point scale were found that almost 22 respondents, 2.5% of 858 responses, picked the in-between two points e.g., 2.5, 3.5. On the other hand, all the responses of 858, even allowed to interpolate between absolute points, resulted in no single "in-between" point selection. Although, the

magnitude of the error does not seem to be wider, however, to be biased free was the priority of the researcher.

3.6.1 Section A – Demographic Information

Section A of the questionnaire investigated the background of the respondent and the company or the brand for which they were working. Items pertaining to the background information were asked on a dichotomous scale and in an open-ended manner. To be in line with the literature regarding demographic items (Sekaran & Bougie, 2016), a dichotomous scale was used for the responses like "Yes" and "No". The item(s) with open-ended options were about the brands looked after, job position in terms of relevancy to planning and implementation of IMC activities, experience, manufacturing or service brands and confirmation of involvement in ATL and BTL activities.

3.6.2 Section B – Market Orientation

Section C was related to questions regarding Market Orientation (MO) culture adopted by the organization. This thesis adopted the "culturally behavioural perspective" of MO, that considers MO as a culture of an organization and hence a resource, as cited and discussed in detail in chapter two. The scale devised by Narver and Slater (1990), validated by numerous studies (e.g., Hooley et al., 2005; Jaiyeoba & Amanze, 2014; Slater & Narver, 1994, 1996, 1998, 2000), was conceptualized as a second-order construct comprising of three first-order reflective constructs i.e., Customer Orientation, Competitor Orientation and Inter-functional Coordination. This treatment is in line with the scholarly authors (Byrne, 2013; Hair et al., 2016;

Ringle, Sarstedt, & Straub, 2012; Wetzels, Odekerken-Schröder, & Van-Oppen, 2009).

Customer orientation dimension reflects the extent a firm gives importance to the needs and wants, and ultimate satisfaction of the customers (Narver & Slater, 1990). It is measured with a total of 5 items. Further six items measure competitor orientation that reflects the firms' activities and processes focused on the competitors' products, actions and position in the market place (Narver & Slater, 1990). The last four items represent the measurement of Inter-functional coordination dimension that reflects the extent coordination takes place among the different functional units of an organization to improve the customer value (Narver & Slater, 1990). The first-order reflective constructs for MO culture with their respective questions are exhibited in Table 3.3.

Table 3.3
Items of the Antecedent Factor - Market Orientation

Customer Orientation
1. We have a strong commitment to our customers.
2. We are always looking for new ways to create customer value in our products and services.
3. We encourage customer feedback because it helps us to do a better job.
4. Our business objectives are driven by customer satisfaction.
5. After-sales service is an important part of our business strategy.
Competitor Orientation
6. We regularly monitor our competitors' marketing efforts.
7. We frequently collect data about our competitors to help support our marketing.
8. Our people are instructed to monitor competitors' activities.
9. Our people are instructed to report competitors' activities.
10. We respond rapidly to competitors' actions.
11. Our top managers often discuss competitors' actions.
Inter-functional Coordination
12. Market information is shared inside our organization.
13. Persons in charge of different business operations are involved in preparing business plans.
14. We do a good job of integrating the activities inside our organization
15. We regularly have inter-organizational meetings to discuss market trends and developments.

Source: (Narver & Slater, 1990)

Though this measurement construct was developed out of the RBV context, however, it is one of the most comprehensive scales for market orientation that perfectly adjusts the conceptualization of market orientation as a resource in this study. It provides a better understanding of the degree that MO culture is adopted by an organization. Further, it elaborates the assistance and facilitation provided to the IMC capability while planning and implementing IMC activities. This fifteen (15) items measurement was asked on a 7-point Likert scale ranging from "1 = Strongly disagree and 7 = Strongly agree".

3.6.3 Section C – Brand Orientation

This section discusses the measurement of the Brand Orientation (BO) capability-meaning how far the organizations are capable of adopting the brand orientation in their strategies and policies. Bridson et al. (2013), devised and validated this new measurement construct based on their former work (Bridson & Evans, 2004). This construct measures the capabilities of the brands hold to differentiate itself from competitors. It also measures the functional capability in terms of the functional value-added and portrayed by the brand. It is important to note here, that conceptualization of the BO as capability in this study has been made for the consumer market companies operating in Pakistan, rather focusing the retail industry. Thus, augmented value capability of the brands is part of the adapted version of the functional and augmented value dimension in terms of additional benefits, quality or service added besides functional value. The symbolic capability measures the symbolic meaning and image of the brand. Table 3.4 presents the items of the three reflective constructs of the BO capability.

Table 3.4
Items of the Antecedent Factor - Brand Orientation

"Distinctiveness
1. Our brand is a valuable asset to our business.
2. Our brand name is easily identified by consumers.
3. Our brand name differentiates us from our competitors.
4. Our brand name is a guarantee of consistency for our customers. "
"Functionality and Augmentation
5. Our brand seeks to solve our customers' purchase problems better than our competitors.
6. Our brand offers superior functional benefits to our customers.
7. Our brand differentiates itself through the addition of quality attributes to the product offer.
8. Our brand differentiates itself through the addition of service attributes to the product offer. "
"Symbolism
9. Our brand expresses to the personality of our customers.
10. Our brand expresses the lifestyle of our customers.
11. Our brand allows our customers to associate themselves with certain groups of people."

Source: (Bridson & Evans, 2004; Bridson et al., 2013)

One of the important considerations of this thesis was to adopt and/or adapt the measurement constructs in accordance with the RBV theory. The selection of this measurement was mainly because of its development in the RBV perspective that best suited the requirements of the study under focus. This capability-based conceptualization was based on the notion that organizations need to develop four critical capabilities based on the distinctive roles that brands play. These capabilities were the critical dimensions of the brand orientation capability based conceptualization i.e., (1) distinctive capability, (2) functional capability, (3) symbolic capability (Bridson & Evans, 2004; Bridson et al., 2013). These brand related capabilities are the first-order reflective dimensions of the BO capability measure. First four questions measure the 'distinctive capability', followed by two questions measuring the 'functional capability'. Augmentation or 'uniqueness capability' was

measured by two items and 'symbolism' was measured with three items, resulting in a total of 11 items for BO capability.

3.6.4 Section D – Information Technology

This sub-section was used to determine the level of Information Technology (IT) capability of an organization and how far, it facilitates or contributes to the IMC capability. IT capability consists of three first-order reflective dimensions (1) IT Knowledge (2) IT Operations (3) IT Objects. The dimension of IT knowledge was measured through 4 items followed by 6 items for IT operations. IT objects dimension was measured through 5 items. This scale was originally developed and validated by Tippins and Sohi (2003). All questions were asked on a 7-point Likert scale where 1 is denoted by "strongly disagree" and 7 indicated "strongly agree". The important element of this measurement was its development in the RBV context in comparison to other measuring scales used in IT related or organizations related studies. Table 3.5 presents all the relevant items with respective dimensions of the IT capability as under.

Table 3.5
Items of the Antecedent Factor - Information Technology

IT Knowledge
1. Overall, our technical support staff is knowledgeable when it comes to computer-based systems.
2. Our firm possesses a high degree of computer-based technical expertise.
3. Our IT-related personnel are knowledgeable about new computer-based innovations.
4. Our IT-related personnel have the knowledge to develop and maintain computer-based communication links with our customers.
IT Operations
5. Our firm is skilled at collecting and analyzing market information about our customers via computer-based systems.
6. We routinely utilize computer-based systems to access market information from outside databases.
7. We have set procedures for collecting customer information from online sources.

Table 3.5 (Continued)

8. We use computer-based systems to analyze customer and market information.
9. We utilize decision-support systems frequently when it comes to managing customer information.
10. We rely on computer-based systems to obtain, store, and process information about our customers.
IT Objects
11. Our company has a formal MIS department.
12. Our firm employs a manager whose main duties include the management of our information technology.
13. Every year we budget a significant amount of funds for new information technology hardware and software.
14. Our firm creates customized software applications when the need arises.
15. Our firm's members are linked by a computer network.

Source: (Tippins & Sohi, 2003)

3.6.5 Section E – Marketing Database

Marketing database (MDB) was measured with a uni-dimensional reflective measurement scale developed by Seric (2012), consisting of four items. This measure was the best fit in the study under focus, as it is developed in relation to its specific use in the marketing communications (MARCOM). All questions were asked on a 7-point Likert scale where "1 = Strongly disagree and 7 = Strongly agree. Table 3.6 exhibits the items of Marketing database.

Table 3.6
Items of the Antecedent Factor - Marketing Database

"Marketing Database
1. Our company integrates customer information into a unified database.
2. Our company keep following up on consumer responses to marketing communications activities.
3. Our company encourage to make use of customer's actions while planning IMC activities.
4. Our company tries to comply with consumer information in the implementation of marketing communication activities. "

Source: **(**Seric, 2012)

3.6.6 Section F – Top Management Support

This section is pertaining to the measurement of the support extended by the top management to the IMC managers in the form of resource deployment, the involvement in decisions, and the importance they accrue to the MARCOM activities. Table 3.7 present all the items of the top-management support construct.

Table 3.7
Items of the Antecedent Factor -Top Management Support

"Top Management Support
1. Our top management is involved in decisions about the budget for marketing communications.
2. Our top management takes an interest in decisions about the strategies of marketing communications.
3. Our top management is involved in decisions about target groups.
4. Our top management actively participate in setting marketing communication objectives.
5. Our top management is acquainted with SWOT analysis.
6. Our top management is involved in the control of marketing communications.
7. Our top management encourages the coordination of marketing communication activities.

Source: (Hočevar et al., 2007)

The measurement items used here were adopted from Hočevar et al. (2007). They developed and validated this measure with respect to involvement and support of the top management in IMC related decisions. All questions were asked on a 7-point Likert scale where 1 indicated "Strongly disagree" and 7 indicated "strongly agree". Table 3.7 shows the items of the top management support. This scale has been developed and used originally in the context of top-management involvement in the managerial and financial involvement in the IMC related activities.

3.6.7 Section F – Integrated Marketing Communication

The IMC capability measure was conceptualized as a higher order construct (HOC) with the five reflective dimensions namely; Strategic Consistency, Interactivity,

Mission Marketing, Planning and Evaluation, and Organizational Infrastructure. The foremost, Strategic consistency reflects the coordination of all communication messages required to promote the brand (s) of the company (Duncan & Moriarty, 1997; Reid, 2003). Interactivity dimension reflects the communication activities and processes that connect the target audience to the company and/or their brands (Duncan & Moriarty, 1997; Reid, 2003). Planning and evaluation is a reflection of the strategic considerations and importance given to brand or company related objectives and all the target audience (Duncan & Moriarty, 1997; Reid, 2003). Organization infrastructure reflects and measures the strength of cross-functional relationships or behaviours that support cross-functionality in organizations that support the brand-related management functions (Duncan & Moriarty, 1997; Reid, 2003). Mission marketing reflects the communication activities that guides and directs the value creation through products and brands and it's delivery to target audience (Duncan & Moriarty, 1997; Reid, 2003).

This measurement for the IMC capability of planning and implementing communication activities was based on the IMC mini-audit scale, originally developed by Duncan and Moriarty (1997). This scale has been adopted due to its valid empirical utilization and alignment with the RBV context e.g., used in the recent researches (e.g., Luxton et al., 2015, 2017). As stated earlier, the study under focus treated the IMC capability construct as HOC with its five reflective dimensions, in contrary to the previous researches. This treatment was in line with the recommended approach to treat higher and lower order measures separately in the second generation modelling e.g., Smart PLS-SEM (Hair et al., 2016; Henseler, Ringle, & Sarstedt, 2015; Ringle et al., 2012). The separate treatment of the first and second order factors was also in line with the initial work of Reid (2005), that treated the mini-audit scale

with its original five dimensions in contrary to the most recent work of Luxton et al. (2017).

It is important to note that this measure pertaining to the IMC process as capability (20 items in respective dimensions) is different (Luxton et al., 2015; Reid, 2005), than the studies investigating the marketing capabilities in general or wider marketing capabilities (e.g., Hooley et al., 2005; Ngo & O'Cass, 2012; O'Cass & Weerawardena, 2010; Weerawardena, 2003). The wider marketing capabilities literature provide an insight of the importance of promotion as a market-related capability or activity carried out by an organization rather providing a specific insight into the IMC capability (Luxton et al., 2015; Reid et al., 2005).

Table 3.8
Items of the Integrated Marketing Communication Capability

Strategic Consistency
1. We regularly review our marketing plan to ensure relevance and consistency of our brand messages and strategic brand positioning.
2. Our major promotional theme for the brand is conceptually broad enough to allow for different sub-campaigns aimed at all key stakeholder groups.
3. We carefully coordinate the messages being sent by all of our operations, such as pricing, distribution, product performance, and service operations, to ensure consistency of brand positioning.
Interactivity
4. Our brand's media plan is a strategic balance between mass media and one-to-one media.
5. Special programs are in place to facilitate customer inquiries and complaints about our brand.
6. In our databases, we capture customer inquiries, complaints, compliments, and sales behaviour related to our brand.
7. Our customer databases are easily accessible (internally) and user-friendly."
Mission Marketing
8. Our company's mission statement is a key consideration in communications planning for our brand.
9. Our mission statement is promoted among customers and other key stakeholders of our brand (e.g., employees, shareholders).
10. Our brand's social sponsorship contributions are concentrated in one specific area or program (e.g., sport, music, art, etc.)."
Planning and Evaluation
11. A SWOT analysis is used to determine the strengths and opportunities we can leverage, and the weaknesses and threats we need to address, in our brand's marketing communication planning.

Table 3.8 (Continued)

12. We use a fresh start or zero-based approach in planning our brand's marketing communication rather than using the last year's budget allocations.
13. When doing annual marketing communication planning, the first priority is given to managing consumer contact(s) with our brand.
14. We use some type of systematic brand-tracking study to evaluate the strength of our relationships with customers and other key stakeholders.
15. Our brand-marketing strategies maximize the unique strengths of the various marketing communications tools.
16. The stated objective of our brand's marketing communication program is to create and maintain profitable relationships with customers and other stakeholders by ensuring consistency in all messages sent to these groups.
Organizational Infrastructure
17. In our company, the process of managing the brand's reputation is the responsibility of all departments and employees.
18. The people managing the communications program for our brand have a good understanding of the strengths and weaknesses of all major marketing communications tools, such as direct response, PR, sales promotion, advertising, and packaging.
19. Our company does a good job of internal marketing, informing all areas of the organization about our brand's objectives and marketing programs.
20. Our major communication agencies (e.g., advertising agency) have (at least) monthly contact with each other regarding our brand.

Source: (Duncan & Moriarty, 1997; Reid, 2005)

The original 5-point Likert scale was modified to a 7-point Likert scale for all the 20 items in their respective dimensions, where 1 denoted "strongly disagree" and 7 denoted "strongly agree". The option to shift from a 5 to 7-point Likert scale has been discussed earlier (refer to section 3.9.1- Scaling Design). All the items under their respective dimensions have been presented in Table 3.8.

3.6.8 Section G – Campaign Effectiveness

Campaign Effectiveness (CE) measurement scale was adapted from already existing scholarly work (i.e., Cornelissen & Lock, 2000; Linton & Morley, 1995; Rossiter & Bellman, 2005). The five items reflective measurement of CE were focused on perceptions of the IMC managers regarding the achievement of campaigns related objectives, effects on brand recallability by consumers and the synergy among the

IMC activities. Exhibited in Table 3.9, all the questions were asked on a 7-point Likert scale where 1 denoted “Strongly disagree” and 7 denoted “strongly agree”.

Table 3.9
Items of IMC Capability Outcome – Campaign Effectiveness

“Campaign Effectiveness
1. Our company is more successful in achieving "above-the-line" objectives
2. Our company is more successful in achieving "below-the-line" objectives
3. We have greater "synergy" between the communication tools used
4. Our campaigns have a longer sustained effect on consumer brand recall
5. We have a higher return on campaign investment. ”

Source: (Cornelissen & Lock, 2000; Linton & Morley, 1995; Rossiter & Bellman, 2005)

3.6.9 Section H - Brand Market Performance

Brand Market Performance (BMP) measure was adapted from the work of scholarly authors (Duncan & Moriarty, 1997; Rust et al., 2004; Schultz et al., 2004), consisting a total of five reflective items. This measure evaluated the extent responding managers felt their brand was performing in the consumer market of Pakistan in comparison to the competitors. All the questions were asked on a 7-point Likert scale where 1 specified “strongly disagree” and 7 specified “strongly agree”.

Table 3.10
Items of IMC Capability Outcome – Brand Market Performance

“Brand Market Performance
1. Our brand is seen as being of higher quality.
2. Our brand is able to maintain a price premium in the marketplace.
3. Our brand commands greater support from our intermediaries.
4. Our brand has a higher level of brand loyalty.
5. Our brand is more easily able to increase its market penetration. ”

Source: (Duncan & Moriarty, 1997; Rust et al., 2004; Schultz et al., 2004)

3.7 Summary of the Measures and Respective Operationalizations

The following Table 3.11 exhibits the summary of all the variables of interest, the related measurements, and the items for the measurement of the dimensions of variables.

Table 3.11

Summary of the Constructs and Respective Measurements

No.	Constructs	Operational Definition	Dimension (s)	Number of Item(s)	Source
1.	IMC Capability	IMC is a marketing capability in that its underlying processes may be deeply embedded in organizational routines and practices"	• Strategic Consistency • Interactivity • Mission Marketing • Planning and Evaluation • Org. Infrastructure	20	(Duncan & Moriarty, 1997; Reid, 2005)
2.	Market Orientation	Market orientation is the *'culture'* and hence, a resource of the organization.	• Customer Orientation • Competitor Orientation • Inter-functional coordination	15	(Narver & Slater, 1990)
3.	Brand Orientation	The degree to which the organization values brands, and its practices are oriented towards building brand capabilities	• Distinctiveness • Functionality & Augmentation • Symbolism	11	(Bridson et al., 2013).
4.	Information Technology	The knowledge about IT infrastructure existing in an organization, and making use of IT knowledge to manage information within the organization	• IT Knowledge • IT Operations • IT Objects	15	(Tippins & Sohi, 2003)

Table 3.11 (Continued)

5.	Marketing Database	A uni-dimensional 4-item reflective measurement scale referring to the process of integrating customer information in a unified database and using that information in the planning and evaluation of Marketing communications activities	• Database Development and Utilization	4	(Seric, 2012)
6.	Top Management Support	The managerial **(**decision making, IMC related competency etc.**)** and financial support **(**budget allocation and other resources deployment**)** to the IMC capability	• Managerial and Financial support	7	(Hočevar et al., 2007)
7.	Campaign Effectiveness	It refers to the IMC outcomes in relation to the set campaign's objectives.	• Campaign Effectiveness	5	(Cornelissen & Lock, 2000; Linton & Morley, 1995; Rossiter & Bellman, 2005)
8.	Brand Market Performance	It refers to the performance or position of the brand in the market, the value from intermediaries, customer loyalty and the market share, in the market relative to its main competitors.	• Brand Market Performance	5	(Duncan & Moriarty, 1997; Rust et al., 2004; Schultz et al., 2004).

3.8 Methods of Statistical Data Analysis

The data collected in this study is subject to analyses with the Statistical Package for Social Sciences (SPSS V.21) and Partial Least Squares - Structural Equation Model (PLS-SEM) using Smart PLS V. 3.2.8. To explain the characteristics of the sample, the former method has been used. In order to test the hypothesized relationships, PLS-SEM has been used as best suited to the study under focus. The use of the PLS-SEM in causal modelling of predictive nature is also recommended by different researchers (e.g., Hair et al., 2016; Wong, 2013).

Structure equation modelling (SEM), also referred to advance or second generation tool (Hair et al., 2016) in contrast to first generation tools offers more flexible, extensive and scalable capabilities for causal modelling (Preacher & Hayes, 2008). This method of multivariate data analysis has removed the shortcomings of the first-generation tools. For instance, t-tests, ANOVA etc., have limited capabilities for modelling different variables in several simultaneous relationships. According to several scholars (e.g., Carrión, Henseler, Ringle, & Roldán, 2016; Hair et al., 2016; Henseler et al., 2009; Reinartz, Haenlein, & Henseler, 2009), it is one of the most powerful statistical tools in the field of social sciences that has the power and capability of testing and predicting several relationships simultaneously among multiple variables. It assesses the 'structure' of interrelationships, by investigating a series of dependent relationships simultaneously such that one dependent variable becomes an independent variable in subsequent dependence relationships (Hooper, Coughlan, & Mullen, 2008), in comparison to a series of multiple regression equations. Often applied in social and behavioural researches, it enables the researchers to examine conceptually developed linear and additive causal models (Chin, 1998; Haenlein & Kaplan, 2004; Reinartz et

al., 2009). SEM being a combination of multiple regressions and factor analysis offers two distinct variations of SEM analysis (Garson, 2016; Hair et al., 2016) i.e., Variance Based (termed as PLS-SEM) and Covariance-based (CB-SEM) Structural Equation Modelling. The CB-SEM is used to regenerate the theoretical covariance matrix rather focusing on the explained variance that only helps in confirmation or rejection of theories by estimating a covariance matrix for a sample data set. In contrast, the PLS-SEM is aimed at maximizing the explained variance of the dependent variables (endogenous latent constructs).

Though both approaches to SEM, originate from the same roots (Hair, Sarstedt, Ringle, & Mena, 2012), however, the application of PLS-SEM has been increasingly assumed as an important statistical tool. The wider acceptance of PLS-SEM is attributed to the distinctive methodological features that make it a more valuable alternative to CB-SEM (Hair, Ringle, & Sarstedt, 2013; Ringle et al., 2012). According to Hair et al. (2011), PLS-SEM is conceptually similar to the analysis of multiple regression as the main objective is to maximize the explained variance in the dependent constructs as well as to assess the quality of data based on the characteristics of the measurement model.

Statistical properties of the PLS-SEM offer highly robust estimation of the complex models with either of normal or non-normal data distribution. Several researchers in the field of data sciences (e.g., Henseler et al., 2014; Rigdon, 2012; Rigdon et al., 2014) are of the opinion that PLS-SEM has more relaxed assumptions of data distribution and the error terms. The measurement error is treated by default if it is present in the scores of the latent variable that ultimately reflects in the path coefficients, used for estimation. Though, the error results into a bias on the estimates of the model, also termed as PLS-

SEM bias, Reinartz et al. (2009) argue that such bias is often very low and not substantively significant.

PLS estimates are more accurate for a smaller sample size with a range of 30 to 100 cases in comparison to CB-SEM where the minimum required sample size starts with 100 to 800 responses (Chin & Newsted, 1999).

Keeping in view the flexibility and capability of the estimation of simultaneous relationships among the variables, less stringent assumptions of normality of data and relatively small but reasonable size of the sample, this study has opted for PLS-SEM as more appropriate statistical method/technique. Furthermore, the choice of using PLS-SEM is also due to some irrefutable reasons or rules of thumb stated by Hair et al. (2016). The following section discusses the PLS-SEM technique in detail.

3.8.1 Partial Least Squares - Structural Equation Modeling (PLS-SEM)

A PLS based path model is comprised of two elements; a measurement model and a structural model also referred to outer and inner models in PLS-SEM respectively. The relationship between the construct and its indicators is described by the measurement model (outer model) in either reflective or formative nature. The reflective indicators are actually the reflection of the items in a construct, whereas formative indicators cause the items relating both to the direction of the arrows to simplify their identification (Hair et al., 2016). Accordingly, the direction of the arrows from the construct to the indicators, sub-dimensions or items makes a model or indicator as reflective. Meaning that the construct causes or reflect the indicators in contrast to formative.

In contrast, the arrows pointed from the indicators to the construct, forming a causal relationship and hence, a formative model. The elimination of an item in the formative

models implies the elimination of a part of the construct. This implies that changes in the indicators may alter the meaning and nature of the construct. The reflective or formative nature of the constructs and respective implications to this classification, highlight the differences between the 'modes of measurement model' of the constructs (Jarvis, MacKenzie, & Podsakoff, 2003). Thus, the option of the preferred mode is confirmed by theoretical considerations concerning the causal priority between the indicators and the latent construct well before proceeding to run analysis (Diamantopoulos & Winklhofer, 2001). The structural model represents the relationships (path) between constructs. PLS-SEM only permits recursive relationships in the structural model (e.g., no causal loops). Thus, the structural paths between the latent constructs can only head in a single direction. There are two constructs of exogenous and endogenous in the structural model. The term 'exogenous' refers to an independent variable which is used to describe latent variables that only have arrows that point 'out of' them and never have any structural path pointing 'at' them. Meanwhile, the 'endogenous' term refers to a dependent variable that represents latent target constructs in the structural model that are described by other constructs through structural model relationship (Hair et al., 2016).

PLS-SEM being a non-parametric analysis technique undertakes no assumptions related to data distribution. However, cautions must be made with respect to the extremely non-normal distribution of the data (Hair et al., 2016), that can inflate the bootstrapped results of the structural model. Thus, the data collected undergo for the recommended tests of skewness and kurtosis (Sarstedt & Mooi, 2014), to assess the extent the data deviate from normality. In addition to normality tests, being on the safer side, data are also subject to identification and removal of outlier(s) that can distort the results. According to (Hair et al., 2016), empirical data obtained through questionnaire

must be assessed for the identification of missing values, abnormal pattern of responses and outliers that can consequently distort the results. To identify and remove outliers in the data set, the recommended tests to run are Mahalanobis' distance test and/or a series of box plots using SPSS. The study followed the former for its one-time run.

In addition to normality and outlier's detection, PLS-SEM beside its non-parametric nature, yet accrue high sensitivity to the missing values in the data. To rule out any missing value (s), it is important to treat the missing values in the data before proceeding to analysis. For this very reason, the technique of Estimation Maximization (EM) is utilized to check and treat any missing value. EM technique is employed by using the option of 'missing value analysis' from the 'analyze menu' in SPSS. As a result of this technique, mean values are fed or loaded to the data sheet by default to improve the accuracy of the data and withdraw valid inferences (Ng & Coakes, 2013). Besides the stated and discussed considerations with respect to data characteristics, (Hair et al., 2010), also advised tests of multicollinearity that can influence the PLS-SEM results (Hair et al., 2016). The Variance Inflation Factor (VIF) as a relative measure of collinearity (Hair et al., 2016) has been used to assess the multicollinearity in the constructs used in this study.

Finally, to proceed with PLS-SEM analysis, it involves a two-step process (i) assessment of measurement model and (ii) assessment of the structural model, when performing analyses with Smart PLS tool (Chin, 1998; Hair et al., 2016; Henseler et al., 2009).

3.8.2 Assessment of the Measurement (Outer) Model

Before evaluating the measurement model, elements of the measurement model are subject to evaluation on certain criteria of being reflective or formative. As the proposed model contains both the first and second order factors as reflective, both reliability and validity of the constructs are subject to evaluation to comply the prescribed analyses and reporting recommended in the recent literature (e.g., Chin, 2010; Hair et al., 2016).

To assess the internal consistency reliability of the construct, both Cronbach's alpha (α) and Composite Reliability (CR) have been used. High alpha values indicate that the items of the construct are in a similar range and consistent in meaning (Cronbach 1971). However, Cronbach's alpha is criticized for its underestimation of the internal consistency of a construct (Hair et al., 2016; Hair, Risher, Sarstedt, & Ringle, 2018; Sijtsma, 2009). In relation to CR indicator, the resultant CR values show the degree to which the items of a construct consistently represent the same latent construct. In contrary to the Cronbach's alpha, CR takes on individual reliability of indicators of the estimated model that assumes that all the indicators have different loadings (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014; Henseler, Ringle, & Sarstedt, 2012). However, CR too has a tendency of overestimating the internal consistency reliability (Hair et al., 2016). In this respect, researchers in PLS based studies prefer to use CR indicator in conjunction with Cronbach's alpha, as upper and lower boundaries respectively. The study under focus, rather ignoring the Cronbach's alpha criterion, uses it for the lowest acceptable reliability or lower boundary in conjunction with the most appropriate CR indicator.

Both Cronbach's alpha and CR share the same cutoff points as for any measure of reliability. Values for CR varies between 0 and 1, with 1 being the perfectly estimated

value of reliability. In a model adequate for confirmatory purposes, composite reliabilities should be equal to or greater than 0.70 (Henseler et al., 2012). The CR values between 0.8 to 0.9 are considered as good for confirmatory analysis (Daskalakis & Mantas, 2008) cited in (Hair et al., 2016). However, very high CR values (greater than 0.9) in confirmatory researches, may imply to minor variations in the wording of the question items rather true representatives of the construct (Hair et al., 2016).

The second step in the assessment of the measurement model is the assessment of validity i.e., Convergent and Discriminant validity of the reflective indicators. Convergent validity is the degree to which responses of the multiple items measure the same concept and theoretically related to each other (Urbach & Ahlemann, 2010). Convergent validity is assessed through indicators' outer loadings and the values obtained for the AVE.

In relation to convergent validity, AVE measures "the degree to which a latent construct explains the variance of its items" (Hair et al., 2016). The value of AVE less than 0.5 is referred to 'an average variance explained' for the items and hence remains unclarified (in error). The value greater than 0.5 for AVE indicates that the latent constructs explain more than half of variance of the items (Hair et al., 2016). The acceptable cutoff value of AVE must be equal to or higher than 0.5 to ascertain convergent validity (Bagozzi & Yi, 1988; Fornell & Larcker, 1981; Hair et al., 2016). The loading ranging from 0.4 to 0.7 is required to be retained provided it improves the AVE or CR above the prescribed threshold. However, the indicator loading below the threshold of 0.4 must be deleted from the scale (Hair et al., 2016).

Discriminant validity is the extent to which a "construct differs from the other constructs" and "represent a single construct" (Hair et al., 2016). It assesses the

unrelatedness of one measurement or concept from the other construct corresponding to the theoretical differences in those constructs. The degree of difference of one construct from the other is determined by the AVE score. The square root of AVE must be greater than its correlations with other latent constructs to be different. Traditionally two measures have been relied for discriminant validity i.e., cross-loadings of the indicators and Fornell-Larcker criterion (Hair et al., 2016). Contrary to the cross-loadings criterion at indicators level, the Fornell-Larcker criterion examines the loadings at the construct level. As this study involves both the lower and higher order constructs, both the criterions have been used to test the validity of the measures at individual indicators' level as well as construct level.

The cross-loading criterion requires higher values of the outer loadings of each indicator on its construct than the cross loading on other constructs. The problem of discriminant validity may arise if the cross-loadings of indicators of one construct are lower than the cross-loadings on the other constructs. To validate the construct level, the AVE of a latent construct must be greater than the squared correlation between the latent construct and all other constructs (Fornell & Larcker, 1981; Hair et al., 2016). Putting simply, the square root of the AVE value on the diagonal must be greater than the correlation on the offdiagonal.

In alignment with the recent literature, this study also adopts the criterion of Heterotrait-Monotrait Ratio of Correlations (HTMT), introduced by Henseler et al. (2015). The HTMT estimation tool assesses the factors' correlations (Henseler et al., 2015; Pittino, Martínez, Chirico, & Galván, 2018). A cutoff of 0.85 is considered a stringent threshold in HTMT criterion (Henseler, Hubona, & Ray, 2016; Henseler et al., 2015; Voorhees,

Brady, Calantone, & Ramirez, 2016). However, a value of 0.90 is considered acceptable under the relaxed criterion (Teo, Srivastava, & Jiang, 2008).

3.8.3 Assessment of the Structural (Inner) Model

Once the measurement model is established with respect to reliability and validity, one can proceed to assess the structural model. The structural model exhibits the inner modelling of the variables under focus (Hair et al., 2016). Several steps are required to assess the proposed relationships within the structural model. It involves the assessment of the significance and relevance of the structural model relationships. Furthermore, the steps involved assessment of the R^2– as Coefficient of Determination, f^2 -as the effect size, Q^2-as significance of path coefficients and predictive relevance, and SRMR and MEA as out-of-sample predictive accuracy.

The *R*-Squared (R^2) measures the variance that is explained in the endogenous variable(s), and a measure of the explanatory power of the model (Shmueli & Koppius, 2011). It reflects the proportion of the variance caused by the exogenous constructs in the endogenous constructs (Hair et al., 2016; Shmueli & Koppius, 2011). Moreover, R^2 is a function of predictors in a model that implies towards a high or low value for the R^2 respective to the high or a low number of predictor variables (Hair et al., 2018). Thus, Hair et al. (2018) cautioned the researchers to interpret the R^2 value in relation to the contexts of the studies e.g., model complexity and the exogenous constructs causing variations in endogenous constructs etc.

According to Hair et al. (2016), the value of R^2 ranges from 0-1 indicating lowest to complete predictive accuracy. The R^2 values of 0.26, 0.13, and 0.02 are considered as a rough rule of thumb to describe the substantial, moderate and weak level of predictive

accuracy (Cohen, 1992; Cohen, West, & Aiken, 2014). However, some scholarly researchers (Hair et al., 2011; Henseler et al., 2009), have quoted the values of R^2 of 0.75, 0.50, or 0.25 as substantial, moderate, and weak predictive power in certain disciplines and contexts.

Moreover, the predictor constructs are assessed for the effect size by using the effect size of Cohen denoted with f^2 (Cohen, 1988) cited in (Hair et al., 2016) that is rather redundant to the size of the path coefficients (Hair et al., 2018) . It refers to the size or magnitude of the effect of the exogenous construct(s) on endogenous construct through the change in R^2 (Chin, 2010) cited in (Vinzi, Chin, Henseler, & Wang, 2010). It is measured as change occurs in the R^2 when certain constructs are omitted from the model.

In comparison to previous versions, Smart-PLS (V. 3.2.8) has an inbuilt ability to calculate the f^2 without manually determining the values of R^2 included and excluded. Based on f^2 values, the effect size of the eliminated constructs on a specific endogenous construct is determined accordingly at 0.02, 0.15, and 0.35, representing small, medium, and large effect sizes respectively (Cohen, 2013). It implies, if an exogenous variable makes a strong contribution in explaining the endogenous construct, the change in the R^2 *included* and R^2 *excluded* will be high in terms of the scores of f^2.

In addition to the above, the proposed model is also subject to the assessment of the structural model to examine the significance level of path coefficients. As PLS-SEM does not assume the normality of the data distribution, the study under focus used the bootstrapping procedure to assess the significance level of the hypothesized model. In line with the recommendation in the literature (e.g., Hair et al., 2016; Henseler et al., 2009), bootstrapping procedure is adopted to avoid the under or overestimation of the

t-value that could lead to type-I error, consequently affecting the results of the study under focus. The original sample is bootstrapped to a resampling size of at least equal to valid observations (Chin, 1998; Hair et al., 2016), or a number of 5000 resample. The PLS-SEM analysis also emphasizes on the variance explained to establish the significance of the path estimates (Hair et al., 2016).

In addition to predictive accuracy (magnitude of the R^2 values), Hair et al. (2016), recommends the assessment of Stone-Geisser's Q^2 value (Geisser, 1974; Stone, 1974). The Q^2value assess the predictive relevance of the structural model (Hair et al., 2016; Hair et al., 2018), that indicates the contribution of an exogenous variable to an endogenous construct. The Q^2 values greater than zero for specific reflective endogenous latent construct indicates the predictive relevance of a path model for a dependent variable (Hair et al., 2016). To obtain the Q^2 values, 'blindfolding procedure of sample reuse' in PLS-SEM is utilized. By definition, blindfolding is a technique of re-using the sample for the elimination of each *d*th data point in the indicators of the endogenous construct and uses the remaining data points to estimate parameters (Chin, 1998; Henseler et al., 2009; Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). The adoption of blindfolding procedure is an appropriate technique for the theoretically proposed model of reflective nature in the study under focus (Hair et al., 2016).

In relation to the Q^2 fit, a value of Q^2 larger than zero for a specific endogenous variable can be used as a guideline to indicate predictive accuracy of the structural model for that specific construct (Hair et al., 2018). Table 3.12 exhibits the important criterion required in assessing the structural model.

Besides the inner-sample predictive power, researchers are also recommended to take into consideration the outer-sample prediction (e.g., Hair et al., 2018). Addressing

outer-sample predictive power, Shmueli, Ray, Estrada, and Chatla (2016) defined a set of procedures to adopt that estimates the model based on a "training sample" and evaluate its predictive performance on the "holdout" sample. Unlike the previous version, the new PLS-SEM V.2.3.8 (Ringle, Wende, & Becker, 2015), has an inbuilt facility to predict in PLS-SEM, based on generating a "holdout" sample.

Table 3.12
Indices for Structural Model Analysis Using PLS-SEM

Criterion		**Description**	**Source**
Path Coefficient	Path Coefficient	P value <0.05 T value >1.96 (two-tailed) T value>1.645 (one-tailed)	Hair et al., (2017)
R-Squared (**R^2**)	Coefficient of determination	Substantial $\geq$ 0.26 Moderate $\geq$ 0.13 Weak $\geq$ 0.02	(Cohen, 1988)
f^2	Effect size	Substantial $\geq$ 0.35 Moderate $\geq$ 0.15 Weak $\geq$ 0.02	(Cohen, 1988)
Q^2	Stone-Geisser Predictive relevance	Value of Q^2 > 0 indicates predictive relevance of exogenous construct for endogenous construct	(Geisser, 1974; Hair, Sarstedt, Ringle, & Gudergan, 2017; Stone, 1974)
RMSE	Out-of-Sample predictive accuracy	LM (RMSE) > PLS (RMSE)	(Shmueli, Sarstedt, & Cheah et al., 2019)

To assess predictive power through PLS-predict, Hair et al. (2018), recommends different statistical measures to quantify the prediction error e.g., Mean Absolute Error (MAE) and Root Mean Squared Error (RMSE). MEA is the measure of the magnitude (average) of error in a set of predictions without considering their under and over directions. In other words, MAE is the "average absolute difference" between the actual observations and the set of predictions (Hair et al., 2018). RMSE, on the other hand, is the "square root of the average of the squared differences" between the set of

predictions and actual observations (Hair et al., 2018). The RMSE because of assigning greater weights to errors, is considered more useful in research studies where large errors are more undesirable e.g., business research (Hair et al., 2018).

3.8.4 Testing the Direct Effects-The Two-Stage Approach

The study under focus involves both the first and second order construct measurements. Though, the proposed model contains the first and second order construct measures of type-I (Becker, Klein, & Wetzels, 2012), yet the Sequential Latent Variable Score method, also known as a two-stage approach be adopted rather the repetitive indicator approach due to certain reasons.

Foremostly, the two-stage approach simply treats the first and second order constructs separately (Becker et al., 2012). As the study under focus is aimed at second or higher order constructs and the relationships hypothesized among them, the two-stage approach is thus best suited for separate estimation of the higher level. Becker et al. (2012) are of the view that the two-stage approach proves to be more useful when the research is aimed and focused on the higher-level estimates. Consequently, such models are more parsimonious (Becker et al., 2012; Hair et al., 2016) as these models incorporate the higher-order level variables and treat the lower order scores as indicators to the higher-order constructs for the assessment of their covariance structures. Thus, the selection of the two-stage approach is not only in line with the literature but also with the operationalization and hypothecation of structural relationships in this study, and hence, conforms to the nature of the study under focus.

Moreover, the two-stage approach in contrast to repetitive indicator approach, does not pose the threat of double or repetitive utilization of the same items that can

consequently result into artificially correlated residuals (Becker et al., 2012) and hence, the relationships of the structural paths hypothesized in this study.

Besides, the selection of this approach is also supported as if the number of items or indicators are not similar in all first-order construct measures that may result in biased contributions in their respective dimensions of the four conceptualized higher order constructs, i.e., IMC capability, MO culture, BO capability and IT capability. It is in line with scholarly authors (Chin, Marcolin, & Newsted, 2003; Ringle et al., 2012), who argue that higher-order constructs with an uneven number of items will pay an un-even contribution that will result in biased output. However, Becker (2012), argues the scarcity of literature in support of this assumption.

Thus, in line with the recommended treatment in the literature e.g., (Becker et al., 2012; Chin et al., 2003; Hair et al., 2017; Henseler et al., 2012; Ringle et al., 2012; Wilson & Henseler, 2007), indicators of each construct in the first-order level, were loaded as composite to the second order construct to get better operationalized construct measures and parsimony in the hypothesized model.

3.8.5 Testing the Mediation Effect – Bootstrapping the Indirect Effects

A substantial number of studies in social and behavioural sciences witness the adoption of mediation models. Literature discusses mediation as 'a generative mechanism (Baron & Kenny, 1986), existence of sufficient intervening mechanism (Venkatraman, 1989) cited in (Ramayah, Cheah, Chuah, Ting, & Memon, 2016) and a special case of indirect effect (Hair et al., 2016; Hayes, 2017), between a predictor or independent variable and criterion or dependent variable. Hair et al. (2016) are of the view that the key to understanding meaningful mediation effects is the strong conceptual or

theoretical support behind these relationships. Thus, the importance of the relationship between variables must be examined as a priory to understand and assess the mediation effects.

Literature in this regard, witnesses several approaches i.e., Baron and Kenny's (1986) causal procedure, Sobel test (Preacher & Leonardelli, 2001) available online at http://quantpsy.org/sobel/sobel.htm and Preacher and Hayes's (2004, 2008) approach to assess the mediation effect in a theoretical model.

Literature is fleet with citations of these three different approaches. However, every approach has its own pros and cons. For instance, Baron and Kenny's (1986) approach to mediation has been extensively used in the studies because of its simple and easy utilization. However, this approach has been criticized due to its limited statistical power and a lengthy procedure, involving multiple steps that may enhance the possibility of Type-I error (Hayes, 2009; Preacher & Hayes, 2004, 2008). It implies the presence of mediation effect when there is no mediation effect in actual. Some scholarly authors (e.g., Preacher & Hayes, 2008; Shrout & Bolger, 2002) argue and challenge the presence of a significant total effect of a predictor variable on the criterion variable (calculated as '*c'*) for 'mediation' to occur. Hayes (2009), is of the view that failure of this approach to assess the indirect effects in the absence of total effect 'c' may consequently overlook some potential and interesting mechanisms, whereby a predictor variable can possibly affect the criterion variable. Likewise, the Sobel test requires a fairly sensible assumption of normality of the sample distribution (in large samples only) of an indirect effect for deriving the *p*-value. The suitability of this test is questioned and doubted because of the 'large sample theory' as well as its distributional assumption for indirect effect.

In contrary, Preacher and Hayes (2004, 2008), are of the view that a single inferential test of an indirect effect alone, is required to test the mediation, rather the 'causal procedure' defined by Baron and Kenny. They also criticized and challenged the suitability of the Sobel test by questioning the situational specific 'large sample theory' and the distributional assumption for indirect effect. According to Preacher and Hayes (2004, 2008), the path coefficients 'a' and 'b' are normally distributed. However, the interaction results of 'a*b' cannot be normally distributed that can further affect the 'standard error'.

According to these scholarly authors, 'mediation' is a special case of 'indirect effect' and should be applied in conjunction to the 'bootstrapping procedure' (Hair et al., 2016). The bootstrapping procedure for assessing the mediation effect is encouraged to obtain greater statistical powers in comparison to the Sobel test, especially in small samples (Hair et al., 2016). They further argue that Preacher and Hayes's approach should be adopted by utilizing bootstrapping the sample distribution to assess the mediation effects in the true sense that works for both simple and multiple mediations in a model. Several scholars (e.g., Hair et al., 2016; Preacher & Hayes, 2008), consider this approach as more superior to the 'causal procedure', especially when simultaneous relationships are involved in a model i.e., Structural Equation Model.

In line with these arguments, the study under focus adopts the mediation approach introduced by Preacher and Hayes (2004), to assess the indirect effects hypothesized in this study with the help of bootstrapping procedure. A bootstrapping procedure, also termed as 'bootstrapping the indirect effect' of non-parametric resampling, is accepted as one of the most rigorous and robust approaches to assess the mediation effects (Shrout & Bolger, 2002; Zhao, Lynch, & Chen, 2010). Furthermore, this method is

more suitable for PLS-SEM as it poses no stringent assumptions of distribution or statistical sampling and large sample size (Hair et al., 2016; Preacher & Hayes, 2008).

While assessing the mediation effects, two simple steps are involved (Hayes, 2009). The foremost is to fit a model through SEM to assess the direct paths between the predictor variables and mediator – 'path *a*' and mediator to criterion variable as – 'path *b*' to assess the mediation. Afterwards, the bootstrapping procedure is performed to obtain the t-values and confidence intervals to assess the direct and indirect effects. It is noteworthy to mention here that Rungtusanatham et al. (2014) further classify two approaches to theorize the mediation effect i.e., segmentation and transmittal. Segmentation in contrast to transmittal approach requires both the direct paths 'a' and 'b' to be established as a prerequisite to proceeding to assess mediation effect. In line with the segmentation approach, this study by performing bootstrapping procedures establishes the direct paths 'a' and 'b' and an indirect path 'c' for the mediation hypotheses posited in this study. Contrary to previous versions of Smart PLS, V.3.2.8 provides the opportunity of calculating the path coefficients (β), Standard Error (SE), t-values and p-values along with confidence intervals (Boot CI) for the indirect paths, rather manually calculating the indirect paths.

3.9 Descriptive Analysis

This analysis provides an insight into frequencies, means, median, and standard deviation to elaborate on the characteristics of the selected sample of this study. This analysis will also help in confirmation or identification of any violation of assumptions that need to be fulfilled for certain statistical techniques i.e., Structure Equation Modelling in this specific context.

3.10 Summary

This chapter exhibits the whole research plan comprised of the details regarding research approach adopted, the sample frame and size, methodology, scales and instrumentation used with their suitability from the literature. It also elaborates the step by step procedure adopted for the assessment of the measurement and structural models to assess the hypothesized relationships and achieve the research objectives.

CHAPTER FOUR

ANALYSIS AND FINDINGS

4.1 Introduction

In line with the objectives of the study and the hypothesized model, this chapter presents the results of the data collected and analyzed. Initially, the response rate in consumer goods and services sectors and the descriptive statistics have been presented. Then onward, the chapter is divided into two sections for presenting the results of the hypothesized model. The chapter, as discussed in the methodology part, essentially discusses the measurement model that requires the loading item reliability, internal consistency reliability, discriminant validity and convergent validity. The last section of the chapter exhibits the assessment of the structural model describing the coefficient significance of variables for testing hypotheses, the R-squared values denoted by R^2, effect size (f^2), and predictive relevance (Q^2) and outer sample predictive accuracy usually measured with the SRMR and MAE, of the hypothesized theoretical model.

4.2 Response Rate

A total number of 180 questionnaires were distributed among the senior and/or brand and IMC managers of goods and services provider companies in the consumer market of Pakistan. Most of the head offices of the representative companies', almost 83% of the sample, were situated in the capital cities of Pakistan: Islamabad, Lahore, Karachi followed by Rawalpindi, Faisalabad, Peshawar and others. Due to limited number of firms operating in Pakistani consumer market and populous presence in these cities, the survey was personally administered. Several reminders and personal visits were made

to assure the true responses of the respondents. After the close follow-up, a total of 151 survey forms were collected.

Refer to Table 4.1, a total of 8 questionnaires were rejected as if these were filled by non-responding managers (not complying to the demographic profile of the respondents), yet 3 of the questionnaires were also incomplete. Henceforward, a total number of 143 that represent a response rate of 79.4%, were included in the data analyses which is in line with the recommended sample size calculated through the use of sample calculation table by Krejcie and Morgan (1970).

In addition, this research also performed the power calculation recommended by Chin (1998) and recently endorsed in the literature (e.g., Hair et al., 2016). The actual number of the returned questionnaires also exceeded the minimum sample size (92) calculated through the G*Power tool, following the prescribed procedure defined by Faul et al. (2009). Thus, the sample size of 143 was considered an acceptable level to perform statistical analyses in SmartPLS. The following Table 4.1 presents the details of total number of questionnaires distributed, received, and utilized in this study.

Table 4. 1
Response Rate of the Questionnaire

Number of survey questionnaires	**Response rate**
Distributed questionnaire	180
Returned questionnaire	151
Usable	143
Excluded	08
Not returned	29
Response rate	79.4%

The increased response rate in comparison to the studies conducted in marketing communication in other parts of the world is attributed to self-administration of the survey, several personal visits and the formal requests made through the members of MAP and PAS. These techniques were employed in accord to guidelines present in the

literature (e.g., Bowling, 2005; Nulty, 2008; Zúniga, 2004) for increasing the response rate. The increased rate of response in this study is in line with the response rates compared by Nulty (2008), for self-administered surveys e.g., 65%, 75% etc., in comparison to other modes.

4.3 Profile of the Respondents

With respect to the nature of the study and specific nature of Pakistani consumer market, the criteria of being involved in most of the marketing communication activities, was re-confirmed through the firm's related demographic items in the questionnaire. Hence, the companies who were involved in above the line (ATL), below the line (BTL) and through the line (TTL) activities were included in the data collection process. Table 4.2 presents the demographic profile of the respondents.

Table 4. 2
Demographic Profile of the Respondents

Demographics	Category	Frequency	%age
Job tenure	Less than 3 years	08	05.6
	3-4 years	52	36.4
	5-6 years	42	29.4
	6-7 years	30	21.0
	Above 7 years	11	07.7
Job Position/Nature	Involved in the planning and implementation of IMC activities	143	100%
Type of brand/company	Consumer Services	44	30.77%
	Consumer Goods	99	69.23%
Marketing communication activities performed			
	ATL activities	143	100%
	BTL activities		
	4 activities	09	06.2%
	5 activities	40	28.2%
	6 activities	30	21.2%
	7 activities	47	33.1%
	8 activities	16	11.3%

To ensure the true responses, respondents were subject to fulfilment of the minimum criteria of being a senior level manager i.e., marketing/brand/IMC managers who are involved in the planning and implementation of the IMC strategies. The screening of data collected from all the responding IMC managers fulfil the demographics related criterion. However, eight respondents could not fulfill the criteria of being a senior yet not related to IMC planning and implementation activities, were excluded from the data set.

4.4 Descriptive Analysis of the Latent Constructs

To comprehensively obtain core characteristics of the data set, descriptive analysis was run to find the descriptive scores. The descriptive statistics through maximum and minimum scores, means and standard deviations, collectively present an overall view of the data set that explicates how survey instruments have been responded by the respondents of the study (Sekaran & Bougie, 2010).

This study adopted a seven-point Likert scale that ranged from "1 = strongly disagree to 7= strongly agree". Table 4.3 exhibits mean values and standard deviations of all the variables used in this study, ranging from 4.525 to 5.070 with standard deviations of 0.639 to 0.952.

Table 4. 3
Descriptive Statistics of Latent Variables

Construct	Mean	Std. Deviation
Brand Market Performance	5.0411	.93397
Campaign Effectiveness	5.0709	.86920
Integrated Marketing Comm. Capability	4.5696	.66557
Market Orientation	4.9129	.87515
Brand Orientation	4.5255	.82179
Information Technology	4.8134	.63991
Marketing Database	4.6241	.85494
Top Management Support	4.7974	.95223

4.5 Preliminary Data Screening

In order to perform statistical analysis while adopting structural equation modelling, the possibility of breach of any assumption regarding data cannot be ruled out. Preparing data for further analyses involves identification and treatment of the missing values, multivariate normality, assessing the outliers, assessing multicollinearity, test for non-response bias, and common method variance (Hair et al., 2010; Tabachnick & Fidell, 2007). As a matter of fact, the assumptions of PLS-SEM are most often misunderstood and hence lead to biased results. To rule out such type of errors, this study performs all the preliminary tests to prepare data for further analyses through PLS-SEM.

4.5.1 Missing Value Analysis

The next step after describing the data set is to prepare the data for further analyses. Research scholars (e.g., Garson, 2012; Hair et al., 2010; Hair et al., 2016), in the data sciences are of the view that missing data must be taken into consideration and be treated before proceeding to further analyses. Several scholars (e.g., Honaker & King, 2010), suggest the Expectations Maximization (EM) algorithm to assign the missing data with the help of multiple imputation and bootstrap. With the help of SPSS version 21, Estimation Maximization (EM) was run to check and treat the missing values if any. As a matter of fact, EM improves the accuracy of the data that results into optimization of overall analysis and to withdraw valid inferences from the data collected and analyzed (Ng & Coakes, 2013). One of the main reasons to justify the selection of EM imputation was its ability and power of retaining the nature of the relationship(s) unchanged between the variables of interest while running EM Algorithm (Honaker &

King, 2010). Secondly, it offers a more powerful and accurate statistical analysis while sustaining the sample size.

In addition, substituting the missing values with mean-centered values is also useful in modelling the interactive effects in a model. The treatment of replacing the missing values with centered means also help in reducing the multicollinearity when working with interactive models in specific (Grewal, Cote, & Baumgartner, 2004; Wong, 2013). EM algorithm has been frequently used in studies in the field of social sciences and other domains (Baraldi & Enders, 2010; Enders, 2010).

The overall missing data presented in Table 4.4 were 0.14%, which is less than 1% and insignificant accordingly (Tabachnick & Fidell, 2007).

Table 4.4
Missing Value Analysis

Constructs	**Number of Missing Values**
Inter-Functional Coordination (IFC)	4
Symbolism (BOCSym)	3
ITC Knowledge (ITCKnw)	5
ITC Objects (ITCObj)	2
Planning and Evaluation	1
Mission marketing	2
Total number of missing values	17
Total data points (82*143)	11726
Percentage of missing values	0.14 < 1%

4.5.2 Normality of the Data

In order to select an appropriate statistical tool and technique, the normality of the data requires to be assessed before measuring the hypothesized model. The literature in this regard (e.g., Cain, Zhang, & Yuan, 2017; Hair et al., 2017), suggests to evaluate the multivariate skewness and kurtosis before proceeding to the selection of a specific statistical technique. To determine the multivariate skewness and kurtosis, this research

has used the WebPower software available online (https://webpower.psychstat.org/models/kurtosis) to perform the Mardia's multivariate skewness analysis based on Mardia (1970).

The results of the Mardia's multivariate skewness and kurtosis presented in Appendix C-1, shows multivariate non-normality ($\beta = 2.632$, $p < 0.01$) of the data obtained through the survey questionnaires in this study. Furthermore, Mardia's multivariate kurtosis resulted in $\beta = 25.093$ at $p < 0.01$. The results obtained imply that the study under focus should continue with the Smart PLS-SEM technique that can handle the non-normality of the data to obtain the results of the study undertaken. According to Hair et al. (2016), PLS-SEM has one of the key advantages with respect to data-distribution, that a situation where it is hard to use other multivariate techniques with more stricter pre-requisites, the researcher should preferably use PLS-SEM. Several other scholars (e.g., Reinartz et al., 2009; Ringle et al., 2012; Sarstedt, Ringle, Henseler, & Hair, 2014), also advocated that statistical properties of PLS-SEM present robust model estimations with both normal and non-normal data. However, literature (e.g., Hair et al., 2010; Hair et al., 2016), has also cautioned regarding the outliers and collinearity in the dataset that need to be assessed besides the reliability and validity of the measurement model.

4.5.3 Evaluation of Outliers

Though, PLS-SEM has the capability to deal with the non-normal data and estimate the results, however, cautions to be made with respect to outliers that can possibly distort the results (Hair et al., 2010). Thus, to be on safer side and prevent the results from any kind of distortion, the researcher performed Mahalanobis' distance test to detect outliers if any.

Multivariate outliers testing via Mahalanobis distance (d) was performed to spot outliers having a chi-square threshold of 24.322 ($p < 0.001$). Mahalanobis distance indicates the distance of a point "p" (Mean of a single case) and the distribution point "D" (Mean of the distribution) of a construct, termed as the centroid of other cases (Tabachnick & Fidell, 2007). The distance increases, as the point "p" moves away from the point "D". The degree of freedom, equal to the total number of predictors in the current study, is seven. The respective value in the chi-square table for "d" is 24.322 at $p<0.001$ (Tabachnick & Fidell, 2007). Comparing the cases in descending order, only two cases were identified having Mahalanobis distance greater than 24.322 ($p< 0.001$) that were classified as outliers. They were removed one by one by comparing the results obtained with and without outliers. The cases are 78 and 93, presented with their Mahalanobis distance in Table 4.5. The total number of cases remained after removal of the two cases were 141.

Table 4.5
Multivariate Outliers

Case ID	Mahalanobis Distance
78	26.482
93	25.941

4.5.4 Non-Response Bias

The survey was self-administered, and questionnaires were filled mostly in the presence of the researcher. In relation to the items of the survey, the performance related measures used in the study were of subjective nature avoiding any leakage of objective information related to the brands or companies. Moreover, the tendency of failure to recall study related information was reduced by collecting the data in the 4th and 1st quarters of the financial year 2017. It is a matter of fact that communication activities are mostly planned and evaluated in the first and last quarters of a financial year

respectively. Thus, the study under focus carries no major threat of non-response bias related to respondents or the items of the survey.

4.5.5 Common Method Variance

Common method variance (CMV) refers to the variance "attributable to measurement method" instead to the construct of interest (Podsakoff, 2003; Podsakoff, MacKenzie, Lee, & Podsakoff). Variations most often remain a potential problem when the same respondent is asked to evaluate items of the survey for both the dependent and independent constructs (Podsakoff et al.; Richardson, Simmering, & Sturman, 2009). Hence, the possibility of common method variance could not be ruled out without properly addressing the issue. In line with the recommendation of scholarly authors (e.g., Chang, Van-Witteloostuijn, & Eden, 2010; Lindell & Whitney, 2001; Podsakoff, 2003), ex-ante and ex-post remedies were adopted to reduce the effect of CMV, if any.

As a pre-remedy, the labels of each indicative dimension were removed. After the process of data collection, a post remedy was considered to confirm whether the presence of CMV, still pose a threat. Harman's single-factor test, being one of the most extensively used technique to assess variations in the data that primarily owes to the use of a single factor, was applied. Consistent with this technique, a common bias occurs in the data if a single factor in the factor analysis, represent all the items in the study (Podsakoff & Organ, 1986). CMV is also considered a threat if a general factor embodies the most common variation in the subject data.

To check the presence of CMV in the data through Harman's single factor, all items were loaded in SPSS (V.21) for Confirmatory Factor Analysis (CFA) and assessed the unrotated factor solution by utilizing the factors to extract one criterion. The results of

the test exhibited that an estimated value of 0.246 for the first factor was obtained. In other words, the contribution of the first factor was recorded as 24.6% of the variance in the data which is less than the prescribed value of 50% (Lindell & Whitney, 2001). It implies that no single factor explains most of the variance or accounted for a major portion of the variance in the criterion and predictor variables (MacKenzie & Podsakoff, 2012). It implies that CMV is not a threat in the study under focus. The result of this test is exhibited in Appendix C-3.

4.6 Assessment for Goodness-of-Fit of the theorized model

To assess the measurement model, most often researchers do utilize goodness – of – fit (GoF) index. However, a contradictory opinion has come to the fore from scholarly authors (e.g., Hair et al., 2014; Henseler & Sarstedt, 2013). According to Hair et al. (2013), the GoF does not have the capability of bifurcating a valid model from an invalid. Exhibited in Figure 4.1, this section follows the recommended two-step process (Henseler et al., 2015; Henseler & Sarstedt, 2013), to assess and generate results for the PLS-SEM paths.

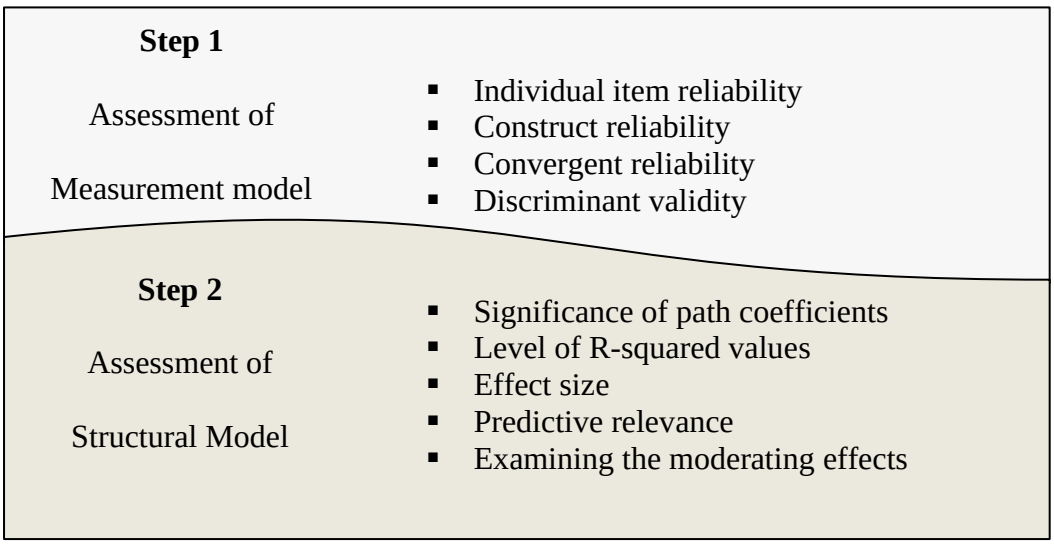

Figure 4.1
Two-Step Procedure for the Assessment of PLS-SEM
Source: (Hair, Hult, Ringle, & Sarstedt, 2016; Henseler, Ringle, & Sinkovics, 2009)

As discussed, the assessment of the reliability and validity of the measurement constructs is the first step to proceed with the assessment of the structural model in PLS-SEM. CFA was performed to validate the measurement model, also refer to the outer model in PLS-SEM. The relationship between the constructs and their respective items were checked through PLS-SEM software, called SmartPLS (V. 3.2.8) developed by Ringle et al. (2015).

Since the proposed model is composed of both first and second-order constructs, the assessment of the measurement model is comprised of both the constructs under discussion. As exhibited in Figure 4.2 the first order construct explains the relationship between the indicative items and their respective dimensions. The second-order construct in Figure 4.3, exhibits the relationship between the dimensions and the latent constructs.

4.7 Assessment of the Measurement Model

Performing CFA in PLS, evaluates the reliability of individual items by assessing item loading on their corresponding latent construct (Hair et al., 2013; Hair et al., 2012; Hulland, 1999). Higher loadings indicate that more variance is shared between the construct and measurement instead of an error variance. The low loadings indicate highly small power of model explanation that results in low parameters linked to the constructs (Hulland, 1999; Vinzi et al., 2010).

To assess the proposed hypothesized measurement model, containing reflective measures of both first and second orders, reliability and validity were tested as a pre-requisite for further analysis. Composite Reliability (CR) was used as a measure of

reliability. Validity was measured by Convergent and Discriminant validity i.e., Average Variance Extracted (AVE). CFA was performed to assess the internal consistency through CR values, Convergent Validity through AVE. Discriminant Validity was assessed using Cross Loadings, Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT), of the instruments used in this study.

4.7.1 Composite Reliability of the Measurements

CR values were calculated to assess the internal consistency reliability of the constructs. Loadings for all the items for reflective measures were tested to exceed the threshold of 0.5, in accordance with the recommended value defined by Hair et al. (2016). Table 4.5 exhibits all the items, loaded on their respective measures of both first and second order. The loadings for all the items, except six items (MOCust3, MOCom6, ITObj4, ITOpr6, Org.Infr2 and Pla & Eva6), receded the minimum cutoff value of 0.5. However, the literature (Byrne, 2016) in this regard, does not recommend unnecessary removal of any loading that is greater than 0.5 or even a lowest of 0.4 (Hulland, 1999) and consider it adequate if other items have high scores of loadings to complement the overall AVE and CR values of the construct. All other loadings were above 0.7 (Hair et al., 2010), except six item loadings that ranged between 0.503 to 0.699 of the different constructs that were retained as the rest of the loadings compensated the AVE and CR scores of the constructs. The loadings ranged to a maximum of 0.883, indicating that a larger part of the variance (more than 50%) in the observed variables is explained by the measures used in this study.

The loadings for the six items identified were deleted step by step to attain a significant value of internal consistency of the measures used in this study. The deletion of items in a reflective measure might not change the conceptual meaning of the construct,

provided it remains adequately internally consistent (Hair et al., 2017). Moreover, the deletion of the items was below the prescribed percentage of items deletion i.e., below 20% of a construct (Hair et al., 2016). According to several researchers in data sciences (Hair et al., 2016; Jarvis et al., 2003; MacKenzie, Podsakoff, & Jarvis, 2005; MacKenzie, Podsakoff, & Podsakoff, 2011), the items have high correlation as they are the reflection of the same underlying construct.

The resultant values of the study under focus reveal that all the construct measures are internally consistent as the corresponding CR values are within the acceptable range of 0.7 to 0.9, after the deletion of the five items. The CR values for the reflective latent constructs of the first order ranged from 0.838 to 0.900, exceeded the cutoff value of 0.7 recommended by Hair et al. (2010). Thus, all the constructs were considered as internally consistent.

4.7.2 Convergent Validity

In accordance with the rule of thumb, defined by Fornell and Larcker (1981) and Larcker (1981) and advocated in the recent literature (Hair et al., 2014; Hair et al., 2016), Average Variance Extracted (AVE) was used as a determinant of convergent validity. Table 4.6 shows the AVE values of all the constructs, which reveal that all the values are above the acceptable threshold of 0.5 (Fornell & Larcker, 1981; Hair et al., 2017), ranging from 0.520 to 0.687. The AVE value greater than 0.5 implies that the latent construct explains more than half of the indicators' variance (Hair et al., 2017).

In line with Hair et al. (2017), the parameter estimates and statistical significance of all the eight constructs illustrate that all the selected constructs are valid to measure the latent variables i.e., Market Orientation culture, Brand Orientation capability,

Information Technology capability, Marketing Database, Top Management Support, Integrated Marketing Communication capability, Campaign Effectiveness and Brand Market Performance. Hence, all the constructs in the study under focus have adequate levels of convergent validity.

In the final step, the correlation between the indicators and latent constructs were assessed to find the absolute contribution of indicators in their respective latent constructs. Results presented in Table 4.6, indicate that all items have significant correlation with their corresponding latent constructs. Thus, all the items in reflective constructs were retained for use in further analysis.

4.7.3 Discriminant Validity

In order to measure discriminant validity, Cross-Loadings, Fornell-Larcker Criterion and HTMT were used. Initially, the assessment was based on cross-loadings of the items. As a rule of thumb (Chin, 1998; Hair et al., 2010; Hair et al., 2017), the ideal standardized loading estimates is 0.7 or higher. However, 0.5 is an acceptable limit (Vinzi et al., 2010). Table 4.6 presents the values of the outer loadings of the items that are well above the stringent cutoff point of 0.7 except five items' loadings ranged from 0.503 to 0.699. However, these five items were not excluded from the measures as if they contributed to overall AVE and CR thresholds of the measuring constructs as argued in the literature (e.g., Byrne, 2016; Vinzi et al., 2010). The rest of the outer loadings exceeded 0.7 to reach the highest value of 0.883. These values were greater than the cross-loadings of other constructs as well as complying to the rule of thumb defined by Hair et al. (2010). All the loaded indicators, on their respective constructs, suggest that no cross-loadings exist among the indicators. The detail of each item loading is presented in Appendix C-2.

Table 4.6

Construct Reliability, Cronbach's Alpha (α), Composite Reliability (CR) and Average Variance Extracted (AVE) of the Latent Variables

Second Order Construct	First Order Construct	Items	Cronbach's α	Loadings	CR	AVE
Market Orientation (MO) Culture			0.823		0.894	0.738
	Customer Orientation (MOCust)		0.741		0.838	0.564
		MOCust1		0.764		
		MOCust2		0.803		
		MOCust4		0.751		
		MOCust5		0.682		
	Competitor Orientation (MOCom)		0.874		0.909	0.666
		MOCom1		0.792		
		MOCom2		0.836		
		MOCom3		0.750		
		MOCom4		0.859		
		MOCom5		0.840		
	Inter-functional Coordination (MOIFC)		0.843		0.895	0.681
		MOIFC1		0.740		
		MOIFC2		0.864		
		MOIFC3		0.854		
		MOIFC4		0.836		
Brand Orientation (BO) Capability			0.752		0.858	0.671
	Distinctiveness (BODis)		0.848		0.898	0.687
		BODis1		0.826		
		BODis2		0.807		
		BODis3		0.864		
		BODis4		0.818		
	Functionality (BOFunc)		0.833		0.889	0.667
		BOFun1		0.795		

Table 4.6 (Continued)

Second Order Construct	First Order Construct	Items	Cronbach's α	Loadings	CR	AVE
		BOFun2		0.859		
		BOFun3		0.815		
		BOFun4		0.795		
	Symbolism (BOSymb)		0.745		0.854	0.660
		BOSym1		0.818		
		BOSym2		0.841		
		BOSym3		0.777		
Information Technology (IT) Capability			0.739		0.844	0.646
	Information Technology Knowledge (ITKnw)		0.813		0.872	0.632
		ITKnw1		0.697		
		ITKnw2		0.840		
		ITKnw3		0.804		
		ITKnw4		0.831		
	Information Technology Operations (ITOp)		0.818		0.873	0.580
		ITOp1		0.814		
		ITOp2		0.702		
		ITOp3		0.737		
		ITOp4		0.729		
		ITOp5		0.817		
	Information Technology Objects (ITObj)		0.752		0.840	0.568
		ITObj1		0.767		
		ITObj2		0.667		
		ITObj3		0.803		
		ITObj5		0.770		

Table 4.6 (Continued)

Second Order Construct	First Order Construct	Items	Cronbach's α	Loadings	CR	AVE
	Marketing Database (MDB)		0.798		0.868	0.625
		MDB1		0.718		
		MDB2		0.883		
		MDB3		0.718		
		MDB4		0.830		
	Top Management Support (TMS)		0.851		0.888	0.538
		TMS1		0.572		
		TMS2		0.503		
		TMS3		0.793		
		TMS4		0.767		
		TMS5		0.788		
		TMS6		0.851		
		TMS7		0.789		
Integrated Marketing Communication (IMC) capability			0.806		0.866	0.566
	IMC St. Consistency		0.725		0.844	0.644
		ST.Consis1		0.810		
		ST.Consis2		0.818		
		ST.Consis3		0.780		
	Org. Infrastructure		0.766		0.895	0.682
		Org.Infra1		0.867		
		Org.Infra3		0.815		
		Org.Infra4		0.793		
	Planning and Evaluation		0.861		0.900	0.645
		Pla&Eva1		0.699		
		Pla&Eva2		0.846		

Table 4.6 (Continued)

Second Order Construct	First Order Construct	Items	Cronbach's α	Loadings	CR	AVE
		Pla&Eva3		0.796		
		Pla&Eva4		0.847		
		Pla&Eva5		0.817		
	Mission Marketing		0.733		0.848	0.651
		MisMkg1		0.835		
		MisMkg2		0.829		
		MisMkg3		0.755		
	Interactivity		0.755		0.845	0.578
		Interact1		0.807		
		Interact2		0.744		
		Interact3		0.696		
		Interact4		0.789		
	Campaign Effectiveness (CE)		0.804		0.864	0.564
		CE1		0.725		
		CE2		0.830		
		CE3		0.830		
		CE4		0.572		
		CE5		0.769		
	Brand Market Performance (BMP)		0.782		0.843	0.520
		BMP1		0.764		
		BMP2		0.737		
		BMP3		0.589		
		BMP4		0.724		
		BMP5		0.777		

Subsequently, the Fornell-Larcker criterion was used. It suggests that a latent construct shares more variance with its own indicators rather than any other latent construct in a structural model (Fornell & Larcker, 1981). Applying this criterion, the values of the square root of the AVE measured, must be greater than the correlation of each of the construct (Hair et al., 2016). Table 4.7 exhibits the discriminant validity for first-order constructs (i.e., values in the off-diagonal). All the squared roots of the AVE values are greater than the correlation values of the other latent variables.

Overall, the measurement model for the first order constructs met the quality measures of discriminant validity. However, to remain allied with the recent literature and new techniques of assuring the quality of the measurement constructs, this study also adopted HTMT. It is the estimation tool to assess the factors correlation (Henseler et al., 2015; Pittino et al., 2018). The HTMT is a newly developed method for the PLS-SEM to assess discriminant validity. A cutoff of 0.90 is considered as a threshold in HTMT criterion (Teo et al., 2008). However, a value of less than 0.85 is considered a careful measurement for discriminant validity (Henseler et al., 2016; Henseler et al., 2015; Voorhees et al., 2016).

The values for HTMT ratio of correlations and corresponding confidence intervals were derived to evaluate the HTMT ratio for the first order constructs. Refer to tables 4.8 representing the results for all the lower order constructs, the inter-construct ratio' values were below 0.85 and the confidence intervals contain no value of 1.0 (Henseler et al., 2015). It implies that all measuring constructs at lower order attained discriminant validity, hence conforming to prescribed HTMT ratio of model validation. Though the research under focus adopts a two-stage approach and all the hypothesized relationships have been conceptualized

Table 4.7

Discriminant Validity (Fornell-Larcker) of the First-Order Construct

	BMP	BO Dist	BO Fun	BO Sym	CE	IT Knw	IT Obj	IT Opr	IMC Inter	MDB	MO Com	MO Cust	MO IFC	IMC Misn	IMC Infr	IMC P&V	IMC St.Co	TMS
BMP	0.721																	
BODist	0.430	0.829																
BOFun	0.468	0.522	0.816															
BOSym	0.295	0.352	0.635	0.813														
CE	0.657	0.372	0.476	0.328	0.751													
ITKnw	0.083	0.037	0.031	0.043	0.101	0.795												
ITObj	0.299	0.080	0.208	0.099	0.184	0.454	0.754											
ITOpr	0.321	0.237	0.267	0.121	0.235	0.452	0.552	0.761										
Interactivity	0.477	0.341	0.399	0.380	0.433	0.227	0.215	0.283	0.760									
MDB	0.588	0.456	0.545	0.317	0.570	0.128	0.202	0.394	0.475	0.790								
MOCom	0.310	0.258	0.459	0.441	0.361	0.095	0.048	0.181	0.422	0.472	0.816							
MOCust	0.353	0.298	0.328	0.319	0.376	0.152	0.066	0.137	0.436	0.436	0.522	0.751						
MOIFC	0.414	0.386	0.500	0.523	0.503	0.187	0.067	0.188	0.543	0.494	0.659	0.642	0.825					
Misn.Mkg	0.374	0.221	0.491	0.471	0.418	0.134	0.074	0.099	0.514	0.404	0.401	0.353	0.473	0.807				
Org.Infra	0.413	0.302	0.454	0.381	0.384	0.110	0.169	0.193	0.524	0.368	0.414	0.311	0.458	0.605	0.826			
Pln&Eval	0.383	0.332	0.395	0.304	0.375	0.178	0.166	0.305	0.427	0.631	0.366	0.419	0.353	0.338	0.316	0.803		
St.Consist	0.332	0.297	0.413	0.365	0.440	0.050	0.149	0.206	0.424	0.422	0.368	0.374	0.510	0.596	0.467	0.325	0.803	
TMS	0.474	0.307	0.458	0.400	0.453	0.198	0.179	0.206	0.628	0.547	0.532	0.484	0.634	0.527	0.487	0.429	0.493	0.733

Note: BMP – Brand Market Performance; BODist – Distinctiveness; BOFun – Functionality; BOSym – Symbolism; CE – Campaign Effectiveness; ITKnw – ITKnowledge; ITObj – IT Objects; ITOpr – IT Operations; MDB – Marketing Database; MOCom – Competitor Orientation; MOCus – Customer Orientation; MOIFC – Inter-functional Coordination; Misn.Mkg – Mission Marketing; Org.Infra – Organizational Infrastructure; Pln &Eva – Planning & Evaluation; St.Consist- Strategic Consistency; TMS – Top Management Support

Table 4.8

Discriminant Validity Matrix, Heterotrait-Monotrait Ratio (HTMT) of the First-Order Constructs

	BMP	BO Dist	BO Fun	BO Sym	CE	IT Knw	IT Obj	IT Opr	IMC Inter	MDB	MO Com	MO Cust	MO IFC	IMC Misn	IMC Infr	IMC P&V	IMC St.Co
BMP																	
BODis	0.491																
BOFun	0.514	0.617															
BOSym	0.338	0.445	0.802														
CE	0.719	0.436	0.581	0.418													
ITKnw	0.101	0.091	0.102	0.084	0.172												
ITObj	0.402	0.124	0.271	0.134	0.242	0.595											
ITOpr	0.391	0.279	0.326	0.170	0.286	0.558	0.719										
Interactivity	0.554	0.428	0.503	0.502	0.561	0.276	0.289	0.363									
MDB	0.721	0.544	0.651	0.396	0.718	0.149	0.252	0.481	0.608								
MOCom	0.321	0.297	0.538	0.537	0.432	0.131	0.110	0.216	0.518	0.551							
MOCust	0.407	0.381	0.419	0.417	0.500	0.198	0.156	0.186	0.581	0.556	0.653						
MOIFC	0.415	0.447	0.590	0.644	0.626	0.216	0.109	0.232	0.686	0.595	0.766	0.811					
Misn.Mkg	0.407	0.277	0.627	0.633	0.519	0.162	0.140	0.156	0.685	0.515	0.489	0.475	0.592				
Org.Infra	0.469	0.372	0.564	0.495	0.479	0.145	0.209	0.243	0.686	0.461	0.507	0.412	0.563	0.804			
Pln&Eval	0.426	0.382	0.465	0.372	0.448	0.193	0.189	0.362	0.531	0.751	0.422	0.520	0.400	0.413	0.384		
St. Consistency	0.377	0.381	0.523	0.483	0.574	0.068	0.206	0.267	0.569	0.545	0.456	0.503	0.646	0.811	0.617	0.408	
TMS	0.509	0.345	0.533	0.479	0.554	0.226	0.252	0.277	0.772	0.633	0.637	0.638	0.771	0.652	0.589	0.486	0.629

Note: BMP – Brand Market Performance; BODist – Distinctiveness; BOFun – Functionality; BOSym – Symbolism; CE – Campaign Effectiveness; ITKnw – ITKnowledge; ITObj – IT Objects; ITOpr – IT Operations; MDB – Marketing Database; MOCom – Competitor Orientation; MOCus – Customer Orientation; MOIFC – Inter-functional Coordination; Misn.Mkg – Mission Marketing; Org.Infra – Organizational Infrastructure; Pln &Eva – Planning & Evaluation; St.Consist- Strategic Consistency; TMS – Top Management Support

at the higher order, yet the reliability and validity have been examined to rule out any discrepancy in the results of structural paths. Besides reliability for both lower and higher orders summarized in Table 4.5, validity criterions have been adopted for the higher order constructs and shall be discussed in the higher order construct section further.

4.8 The Higher-Order Construct

Higher-Order Constructs (HOC) or hierarchical component models (HCMs) mostly involve with the assessment of the second-order structural paths that encompass multiple layers of components (e.g., Ringle et al., 2012; Wetzels et al., 2009). As the study under focus has hypothesized all the structural relationships at the second or higher order, thus requiring the conceptualization of multi-dimensional constructs at a higher order.

To abridge the relationships existing in the model structure, a higher order construct was established. It is in line with the recent literature (e.g., Becker et al., 2012; Chin et al., 2003; Hair et al., 2017; Hair et al., 2016; Henseler et al., 2012; Ringle et al., 2012; Wilson & Henseler, 2007), that argues that HOC makes the structural model more parsimonious. Moreover, it was done to avoid multi-collinearity due to several multi-dimensional constructs in the hypothesized model. Research scholars (e.g., Hair et al., 2014; Henseler et al., 2015; Ringle et al., 2012), also argue that a multi-dimensional construct must establish a higher order construct to avoid multicollinearity.

The study under focus conceptualized a total of four constructs as second-order constructs i.e., Integrated Marketing Communication capability, Market Orientation Culture, Brand Orientation Capability and Information Technology Capability. The

remaining constructs are either uni-dimensional or been used as a composite scale in the literature (e.g., Hankinson, 2001; Hočevar et al., 2007; Lee & Park, 2007; Luxton et al., 2015, 2017).

The foremost in this thesis is the operationalization of the IMC capability construct. It is important to note that the conceptualization of the IMC with respect to the RBV theory has been studied and came to the fore in the scholarly work of Reid et al. (2005) followed by empirical work (i.e., Luxton et al., 2015, 2017) in marketing communications. However, contrary to these studies that conceptualized IMC capability, this thesis adopts the original mini audit scale with its stated five reflective dimensions proposed by Duncan and Moriarty (1997), to carry out this research study.

To retain the original essence of the construct and comply the directions provided by the recent literature (e.g., Becker et al., 2012; Byrne, 2013; Hair et al., 2017; Hair et al., 2016; Ringle et al., 2012; Wetzels et al., 2009) for treating a multi-dimensional scale in the second-generation modelling technique i.e., PLS-SEM, IMC capability is conceptualized as a higher order construct having five reflective dimensions namely; Strategic Consistency, Interactivity, Strategic Planning and Evaluation, Mission Marketing, and Organization Infrastructure. This conceptualization of IMC capability as a higher order construct is also in line with the scholarly work of Reid et al. (2005).

The conceptualization of IMC capability as a HOC put this thesis and specifically this focal variable on safer side in relation to any violation of conceptual and statistical principles required to treat a multi-dimensional measurement scale as a uni-dimensional construct. Presumably the uni-dimensional treatment could put question marks on the arguments made by many scholarly authors (e.g., Becker et al., 2012; Byrne, 2013; Hair

et al., 2016; Wetzels et al., 2009) on behalf of the separate treatment of lower and higher order constructs in a theoretical model.

Thus, this thesis adapted the former originally developed scale for conducting this research study and validated the original mini-audit scale as a higher order multi-dimensional construct through empirical data, in contrary to the work of Luxton et al. (2017). The uni-dimensionality is also inconsistent with the previous work of Reid et al. (2005), that considered these five reflective dimensions as stand-alone concepts rather a composite measure.

Apart from the IMC Capability construct of higher order, Market Orientation (MO) culture as an antecedent and independent variable in this study, was conceptualized as a second-order construct comprising of three first-order reflective constructs i.e., Customer Orientation, Competitor Orientation and Inter-functional Coordination, and hence a type-I (Becker et al., 2012) measure. This treatment is in line with the scholarly authors (Byrne, 2013; Hair et al., 2016; Ringle et al., 2012; Wetzels et al., 2009). Table 4.8 exhibits all the first-order constructs for MO culture modelled to the second order construct as reflective indicators. As can be seen from Table 4.8, the high correlation values among all the three dimensions of MO culture in the first-order construct, as advocated by Byrne (2001), signifies the presence of a second-order construct. Furthermore, these first-order constructs are well explained by the second-order of MO culture, having *R*-squared (R^2) values of 0.794, 0.665 and 0.758. The path coefficients from MO culture to its dimensions are significant at a $p < 0.05$. Thus, all three dimensions of MO culture were measured to a second-order construct.

Furthermore, following Bridson and Evans (2004), Brand Orientation (BO) capability was likewise conceptualized as a second-order construct. It comprises three reflective

dimensions namely; Distinctiveness, Functionality, and Symbolism, hence resulting in type-I measurement construct (Becker et al., 2012).

Table 4. 9
Second order of MO, BO and IT Constructs and Their Relationship with Their Respective First- Order Constructs

Second Order Construct	First Order Construct	R^2	ß	Sig.
IMC Capability				
	Interactivity	0.614	0.787	0.000
	Strategic Consistency	0.514	0.742	0.000
	Mission Marketing	0.624	0.811	0.000
	Planning and Evaluation	0.478	0.636	0.000
	Organizational Infrastructure	0.574	0.773	0.000
Market Orientation Culture				
	Customer Orientation	0.665	0.818	0.000
	Competitor Orientation	0.794	0.846	0.000
	Inter-functional Coordination	0.758	0.911	0.000
Brand Orientation Capability				
	Distinctiveness	0.602	0.714	0.000
	Functionality	0.809	0.899	0.000
	Symbolism	0.597	0.833	0.000
Information Technology Capability				
	IT Knowledge	0.584	0.694	0.000
	IT Objects	0.659	0.798	0.000
	IT Operations	0.743	0.905	0.000

The operationalization as a higher order construct is witnessed by previous studies in the brand management field (e.g., Bridson & Evans, 2004; Bridson et al., 2013; Luxton et al., 2015, 2017). The conceptualization of Brand Orientation as a capability is in line with the resource-based literature (e.g., Foley & Fahy, 2009; Hooley et al., 2005; Morgan et al., 2009; O'Cass & Voola, 2011; Orr et al., 2011). Summary of the first and second order of the BO capability construct is presented in Table 4.8. In line with Byrne (2013), all the correlations among the three dimensions of BO capability indicate the existence of a second-order construct, with the *R-squared* values of 0.602, 0.809 and

0.597. The path coefficients of BO capability to its dimensions are significant at $p < 0.05$ (refer to Table 4.9).

In line with the conceptualized definition of Tippins and Sohi (2003) and consistent with the RBV perspective, Information Technology (IT) capability is conceptualized as a second-order construct. It contains three reflective indicators namely IT Knowledge, IT Operations and IT Objects (Tippins & Sohi, 2003). Summary of the first and second-order constructs are presented in Table 4.8 that satisfy the rule of thumb for all the correlations among the three dimensions of IT capability, indicating the existence of a second-order construct. The *R-squared* values are 0.584, 0.659 and 0.743 respectively. The path coefficients of IT capability to its dimensions meet the criteria of significance at $p < 0.05$ (refer to Table 4.9). Hence, to follow the procedure defined in the literature (e.g., Wetzels et al., 2009), all three dimensions of IT capability were measured to a second-order construct.

With respect to the reliability and validity of the higher order constructs, these four constructs were also treated with PLS Algorithm to evaluate the measurement model at a higher order. The reliability scores for IMC capability, MO culture, BO capability and IT capability (refer to Table 4.6) indicate that all the four measures as second-order constructs, having the CR values of 0.866, 0.894, 0.858,0.844 and AVE (0.566, 0.738, 0.671, 0.646) respectively are well above the cutoff values ($CR \geq 0.7$-0.9; $AVE \geq 0.5$) prescribed in the literature (Fornell & Larcker, 1981; Hair et al., 2014; Hair et al., 2017). Furthermore, the Cronbach alpha (α) obtained for the second order constructs are above the threshold of 0.7 ($\alpha < 0.9$ = Excellent, $\alpha < 0.8$ = Good, $\alpha < 0.7$ = Acceptable) defined by Cronbach (1971), that ranged from 0.739 to 0.823 for the higher order constructs.

Furthermore, to assure discriminant validity, the higher order construct also meet the criterion defined by Fornell and Larcker (1981). Table 4.10 exhibits the results obtained (diagonally bold) that are in line with the recommended values i.e., all the square roots of the AVE values for the higher order constructs are greater than the correlation values of the other latent variables, hence establishing the validity at the higher order.

Table 4. 10
Discriminant Validity (Fornell-Larcker)

	BMP	**BOC**	**CE**	**IMCC**	**ITC**	**MDB**	**MOC**	**TMS**
BMP	**1.000**							
BOC	0.480	**0.819**						
CE	0.657	0.479	1.**000**					
IMCC	0.530	0.608	0.547	**0.752**				
ITC	0.317	0.217	0.230	0.296	**0.804**			
MDB	0.588	0.533	0.570	0.612	0.338	**1.000**		
MOC	0.420	0.569	0.487	0.647	0.187	0.544	**0.859**	
TMS	0.474	0.481	0.453	0.687	0.238	0.547	0.646	**1.000**

Note: BMP – Brand Market Performance; BOC – Brand Orientation Capability; CE – Campaign Effectiveness; IMCC – Integrated Marketing Communication Capability; ITC – Information Technology Capability; MDB – Marketing Database; MOC – Market Orientation Culture; TMS – Top Management Support.

In addition, the values for HTMT and corresponding confidence intervals were derived to evaluate the HTMT ratio for the second order. Refer to Table 4.11, representing the results for higher order constructs, the inter-construct ratios were below 0.85 and the confidence intervals contain no value of 1.0 (Henseler et al., 2015). It implies that all the measuring constructs at the higher order attained required discriminant validity.

To sum up, the reliability and validity of both the first and second order constructs have met the prescribed thresholds. It implies that all the constructs used in the proposed model at both lower and higher order levels are reliable as well as distinct.

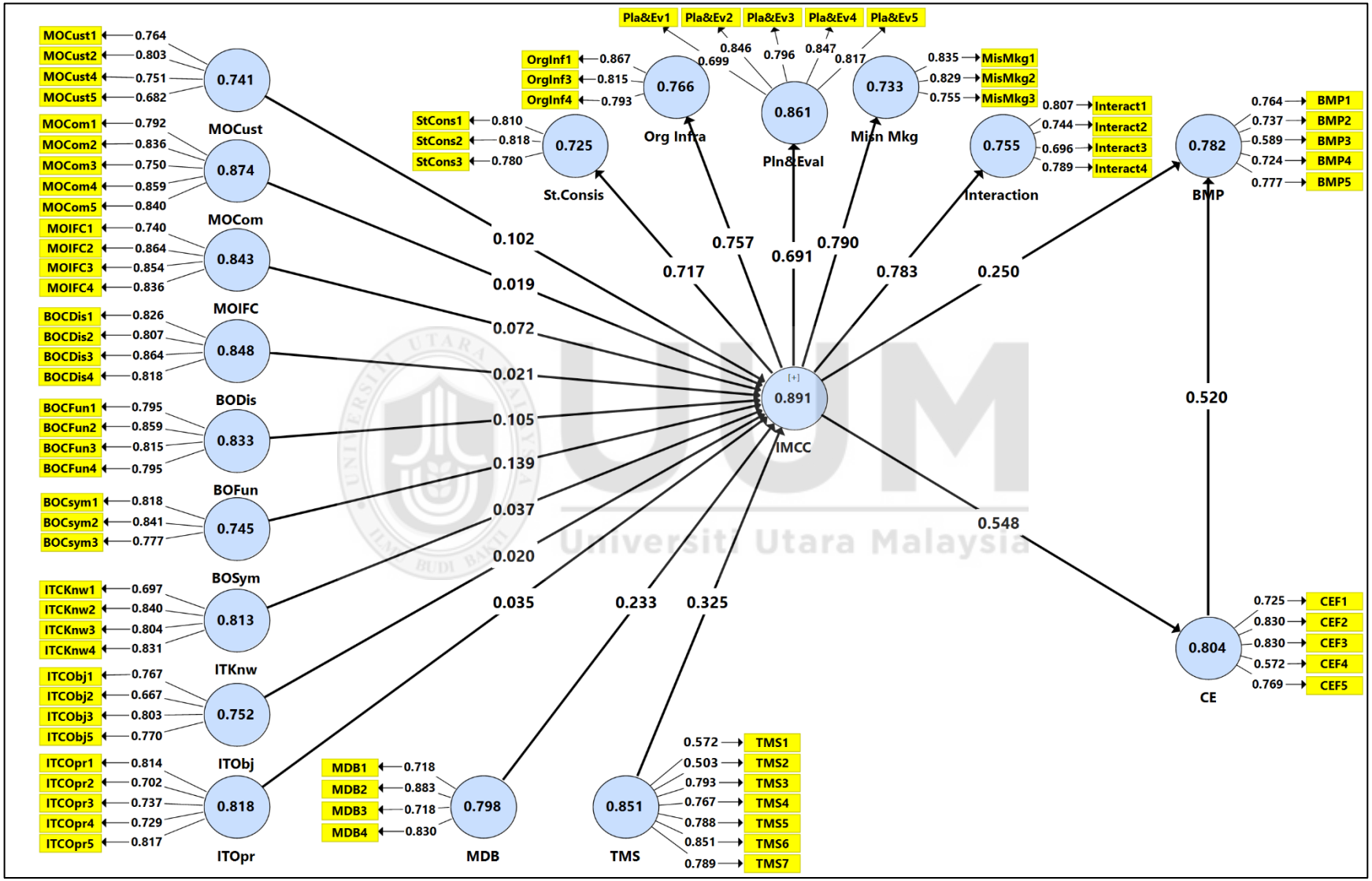

Figure 4.2

Two-stage Approach: Measurement Model of the First Order Constructs – PLS Algorithm

Note: BMP – Brand market Performance; BODist – Distinctiveness; BOFun – Functionality; BOSym – Symbolism; MOIFC – Interfunctional Coordination MOCom – Competitor Orientation; MOCus – Customer Orientation; IMCC – Integrated Marketing Communications Capability; ITKnw – IT Knowledge; ITObj – IT Objects; ITOp – IT Operations; MDB – Marketing Database; TMS – Top Management Support.

Table 4.11
Heterotrait-Monotrait Ratio (HTMT) of the Second Order Construct

	BMP	BOC	CE	IMCC	ITC	MDB	MOC
BMP							
BOC	0.561						
CE	0.657	0.553					
IMCC	0.588	0.774	0.609				
ITC	0.336	0.252	0.248	0.363			
MDB	0.588	0.619	0.570	0.683	0.346		
MOC	0.460	0.706	0.530	0.787	0.229	0.599	
TMS	0.474	0.548	0.453	0.761	0.279	0.547	0.705

Note: BMP – Brand Market Performance; BOC – Brand Orientation Capability; CE – Campaign Effectiveness; IMCC – Integrated Marketing Communication Capability; ITC – Information Technology Capability; MDB – Marketing Database; MOC – Market Orientation Culture; TMS – Top Management Support.

4.9 Assessment of the Structural Model

Subsequent to the evaluation of the measurement model, the next step was to test the hypothesized relationships in the proposed model i.e., assessing the structural model. As recommended (Chin, 2010; Hair et al., 2017), the assessment of the proposed structural model was performed by running the PLS-SEM algorithm and bootstrapping procedure.

Several scholars (Reinartz et al., 2009; Ringle, Götz, Wetzels, & Wilson, 2009), argued about the statistical power of PLS-SEM modelling with respect to the distribution of the data. However, some scholarly authors (e.g., Hair et al., 2010; Hair et al., 2016) cautioned the researchers to check multi-collinearity in case of non-normally distributed data.

Thus, besides the reliability and validity of the measurement model, this research examined the multi-collinearity statistics between the indicators to rule out the presence of multicollinearity. Variance Inflation Factor (VIF) was used as a determinant of multicollinearity. Hair et al. (2014), suggest that the value for VIF should not exceed

the value of 5. The results of the analysis show that VIF values for all items (VIF > 1.033 < 4.611) were below the cutoff value showing no threat of multicollinearity between the different indicators, exhibited in Appendix B.

4.9.1 Assessment of Predictive Power by the Coefficient of Determination (R^2)

Initially, the structural model was assessed for the predictive power by the Coefficient of determination (R^2) of the proposed endogenous constructs (Chin, 2010; Henseler et al., 2009). Parallel with the required procedure (Hair et al., 2017; Hair et al., 2016), path coefficients were assessed for the levels and significance. Table 4.12 presents the *R-Squared* values for each endogenous latent construct/variable.

Table 4.12
R-Square of Endogenous Latent Constructs

Construct(s)	**R-Squared (R^2)**	**Result**
Brand Market Performance	0.473	Substantial
Campaign Effectiveness	0.299	Substantial
Integrated Marketing Communication capability	0.625	Substantial
Brand Orientation Capability	0.324	Substantial
Marketing Database	0.114	Substantial

As the study under focus involves multiple mediations resulting in multiple endogenous and exogenous variables, the predictor construct is thus assessed in a chain of exogenous-endogenous variables' relationships. The results showed that the exogenous construct i.e., MO culture substantially contributes to the variance of BO capability with an R^2 value of 0.324 or (32.4%). Furthermore, the exogenous variables namely MO culture, BO capability, IT capability, MDB and TMS that were conceptualized as antecedents of IMC capability, contribute 62.5% of the variance in the IMC capability. The R^2 of IMC Capability recorded as 0.625 is substantial that implies that the hypothesized antecedent factors explain a major portion of the variance in IMC capability. Henseler et al. (2009) are of the view that an endogenous latent construct

with three or more exogenous constructs must carry a substantial value for R^2. Furthermore, the result of the R^2 value of Campaign Effectiveness is 0.299 in the effects chain. It indicates that IMC capability, dependent on certain firm's antecedent factors, contributed 29.9% of the variance in the Campaign Effectiveness of a firm. The R^2 value for the Brand Market Performance, as a result of the largest causality chain of the proposed model, was recorded as 47.3%. It implies that the variation in BMP is shared by both the IMC capability and CE.

4.9.2 Assessment of Predicting Constructs with the Effect Size of Cohen (f^2)

Followed by the predictor variables namely proposed in the theoretical model, the effect size for the BO capability, MDB, IMC capability, CE and BMP were determined by using the built-in facility in the SmartPLS (V. 3.2.8). According to Chin (1998), the effect size is the amount of effect exerted by an exogenous construct on an endogenous by means of indicating a change in R^2 value. The change in the R^2 of the latent variable is relative to the latent variable's contribution to the unexplained variance (Chin, 1998).

As evident from the literature (Cohen, 1992; Selya, Rose, Dierker, Hedeker, & Mermelstein, 2012; Sullivan & Feinn, 2012), the predictor constructs can be evaluated with the effect size of Cohen as denoted by f^2. Cohen (1992) and Cohen et al. (2014) designated large, medium and small effect sizes to the f^2 values of 0.35, 0.15 and 0.02 respectively.

Table 4.13 present the f^2 values of MO culture, BO capability, IT capability, MDB and TMS. The results obtained exhibit that a substantially large effect size of 0.479 is contributed by MO culture in the BO capability, while a direct effect of MO culture on the IMC capability remained small (0.044<0.15). It indicates that MO culture contributes to both BO capability and IMC capability. The f^2 value of 0.082 was

obtained for the effect of BO capability on IMC capability that is considered as small to moderate. Furthermore, the effect sizes contributed by other theorized antecedent factors i.e., IT capability, MDB were also recorded as small (0.011 and 0.047 respectively). However, TMS proved to be a substantial contributor with an effect size (f^2= 0.165).

Table 4.13
Effect Sizes (f^2) of Exogenous Latent Constructs

	BMP	BOC	CE	IMCC	MDB
Brand Orientation Capability				0.082*	
Campaign Effectiveness	0.365***				
Integrated Marketing Communication Capability	0.079*		0.426***		
Information Technology Capability				0.011*	0.129**
Marketing Database				0.047*	
Market Orientation Culture		0.479***		0.044*	
Top Management Support				0.165**	
Note: *small, ** moderate and * large effect sizes**					

Note: BMP – Brand Market Performance; BOC – Brand Orientation Capability; CE – Campaign Effectiveness; IMCC – Integrated Marketing Communication Capability; MDB – Marketing Database.

As evident from the model, the chain of causality changes the endogenous nature of BO capability and IMC capability to exogenous. The effect size generated by IMC capability as endogenous variable in the Campaign Effectiveness, was recorded as large (f^2 = 0.426 > 0.35). In addition, the effect size of IMC capability on BMP was obtained as 0.055 that is considered as small accordingly (Cohen, 2013). As a result of a series of multiple mediations in the model, the causality chain ends with the effect size of CE on Brand Market Performance i.e., with f^2 value of 0.134 that is closer to medium effect size.

To sum up, the results obtained imply that MO as an antecedent of BO capability contributes largely, however, its contribution to IMC Capability is small. The contribution made TMS in IMC Capability is the most substantial and large in relation to the moderate or small to moderate effect sizes by other antecedent factors. The effect sizes contributed by IMC Capability in CE and BMP were large and moderate respectively. Furthermore, CE also contributes a moderate effect size in the BMP.

4.10 Direct Relationships in the Structural Model – The Two-Stage Approach

According to Hair et al. (2013), any path in the structural model having an opposite sign or direction and/or having insignificant values result into rejection or no support for the hypothesized relationships. However, significant paths fully support the hypothesized relationships empirically. Figure 4.3 exhibits the path coefficients (β), the standard error (SE) and the t-values. These values are used as confirmation or disconfirmation of the direct relationships proposed in the model. For the purpose of the mediated relationships in the proposed model, bootstrapping with resampling of 5000 was performed to get the t-values in order to assess the indirect effects. The bootstrapped results for the direct structural paths results are presented in Figure 4.5 and Table 4.13.

It is noteworthy that this section presents the results of all the direct structural relationships, which serves the "direct" components of the stated objectives 1 and 2. Furthermore, this section divides the direct relationships into two sub-sections i.e., direct structural paths of (i) antecedent factors and (ii) IMC capability and its related outcomes. Details of each individual direct relationship have been presented in the sub-sections below.

4.10.1 Direct Structural Paths of Antecedent factors

At the outset, both the output of the PLS Algorithm and Bootstrapping show a significantly positive relationship between the Market Orientation culture that was conceptualized as a resource, and the Integrated Marketing Communication capability (ß = 0.186, t = 2.184, p < 0.05; LL = 0.023, UL= 361). *Hypothesis 1a* predicted that the Market Orientation culture is positively related to Integrated Marketing Communication capability. Thus, *H1a* is fully supported by the empirical results. In addition, being an antecedent to IMC capability, the MO culture was also theorized to have a positive effect on BO capability in *H1b*. The results delineate a significant underpinning of MO culture as an antecedent and preceding variable to the BO capability (ß = 0.569, t = 8.401, p < 0.05; LL = 0.433, UL= 0.697).

Likewise, Brand Orientation capability positively influence IMC capability. The results shown in Table 4.14 exhibits a significant relationship with a positive direction for both algorithm and bootstrapping procedure (β = 0.227, t = 3.284 at p<0.05; LL = 0.086, UL= 0.364). Hence, the third hypothesis (*H2a*) was confirmed, as if a positive significant association between Brand Orientation capability and IMC capability is observed.

Furthermore, IT capability was found to have an insignificant but positive relationship with the IMC capability. Evident from Table 4.14, the t-value for the said direct structural path is below the recommended value (t=1.645 for 1-tail). Thus, the hypothesized relationship is not supported. Statistically speaking, there is an insignificant relationship, straddling a zero in between Upper and Lower limits of Bootstrapped Confidence Intervals (*H3a;* β = 0.070, t = 1.124, p <0.05; LL = -0.047, UL= 0.195), between IT capability and IMC capability.

However, IT capability was found to have a direct positive and significant effect on the MDB that may be transmitted further (β = 0.338, t = 5.480, p <0.05; LL = 0.226, UL= 0.465), which support the *Hypothesis 3b;* of the study. The relationship of MDB as an antecedent to IMC capability was theorized in *H4a;* it states that the MDB has a significantly positive effect on the IMC capability. Both the algorithm and bootstrapped results (β = 0.178, t = 0.070, p <0.05 LL = 0.195, UL= 0.465) show a significantly positive relationship with IMC capability. It implies that the relationship hypothesized in *H4a;* is fully supported. After most, TMS was found to have significant influence on IMC capability (β = 0.344, t = 5.008, p <0.05; LL = 0.195, UL= 0.465; refer to Table 4.14), as predicted in *H5a;* of the study.

4.10.2 Direct Structural Paths of the IMC Capability and Related Outcomes

As posited, the IMC Capability predicts Campaign Effectiveness (CE). The results shown in Table 4.14, clearly delineate that there is a positive and significant relationship between the IMC capability and its outcome i.e., CE (β = 0.547, t = 8.584 at p < 0.05; LL = 0.413, UL= 0.664). Henceforth, the proposed hypothesized relationship *H6a;* is fully supported.

In addition to CE, IMC Capability also influences the Brand Market Performance (BMP). The result exhibits the presence of a statistically positive relationship between the IMC capability and BMP (β = 0.244, t = 2.969 at p <0.05; LL = 0.078, UL= 0.398) and hence, supports the structural relationship hypothesized in *H6b.*

Besides the influence of IMC capability's influence on the BMP, Campaign Effectiveness was also posited to have a significantly positive effect on the BMP. The results obtained in this regard (*H6c*; β = 0.524, t = 6.307, p <0.05; LL = 0.362, UL=

0.687), statistically support the hypothesized relationship between the CE and BMP. Table 4.14 summarizes all the direct relationships hypothesized in the study under focus.

Table 4.14
Results of the Direct Structural Relationships

	Structural Path(s)			β	SE	T value	P Values	Confidence Interval	
							(1-tail)	2.50%	97.50%
H1a	MOC	→	IMCC	0.186	0.085	2.184	0.014	0.032	0.361
H1b	MOC	→	BOC	0.569	0.068	8.401	0.000	0.433	0.697
H2a	BOC	→	IMCC	0.227	0.069	3.284	0.001	0.086	0.364
H3a	ITC	→	IMCC	0.070	0.062	1.124	0.130	-0.047	0.195
H3b	ITC	→	MDB	0.338	0.062	5.480	0.000	0.226	0.465
H4a	MDB	→	IMCC	0.178	0.070	2.545	0.005	0.038	0.309
H5a	TMS	→	IMCC	0.344	0.069	5.008	0.000	0.195	0.465
H6a	IMCC	→	CE	0.547	0.064	8.584	0.000	0.413	0.664
H6b	IMCC	→	BMP	0.244	0.082	2.969	0.023	0.078	0.398
H6c	CE	→	BMP	0.524	0.083	6.307	0.000	0.362	0.687

Note: *p<0.05 (t>1.645)
MOC – Market Orientation Culture; IMCC- Integrated Marketing Communication Capability; BOC – Brand Orientation Capability; ITC – Information Technology Capability; MDB – Marketing Database; TMS – Top Management Support; CE – Campaign Effectiveness; BMP – Brand Market Performance.

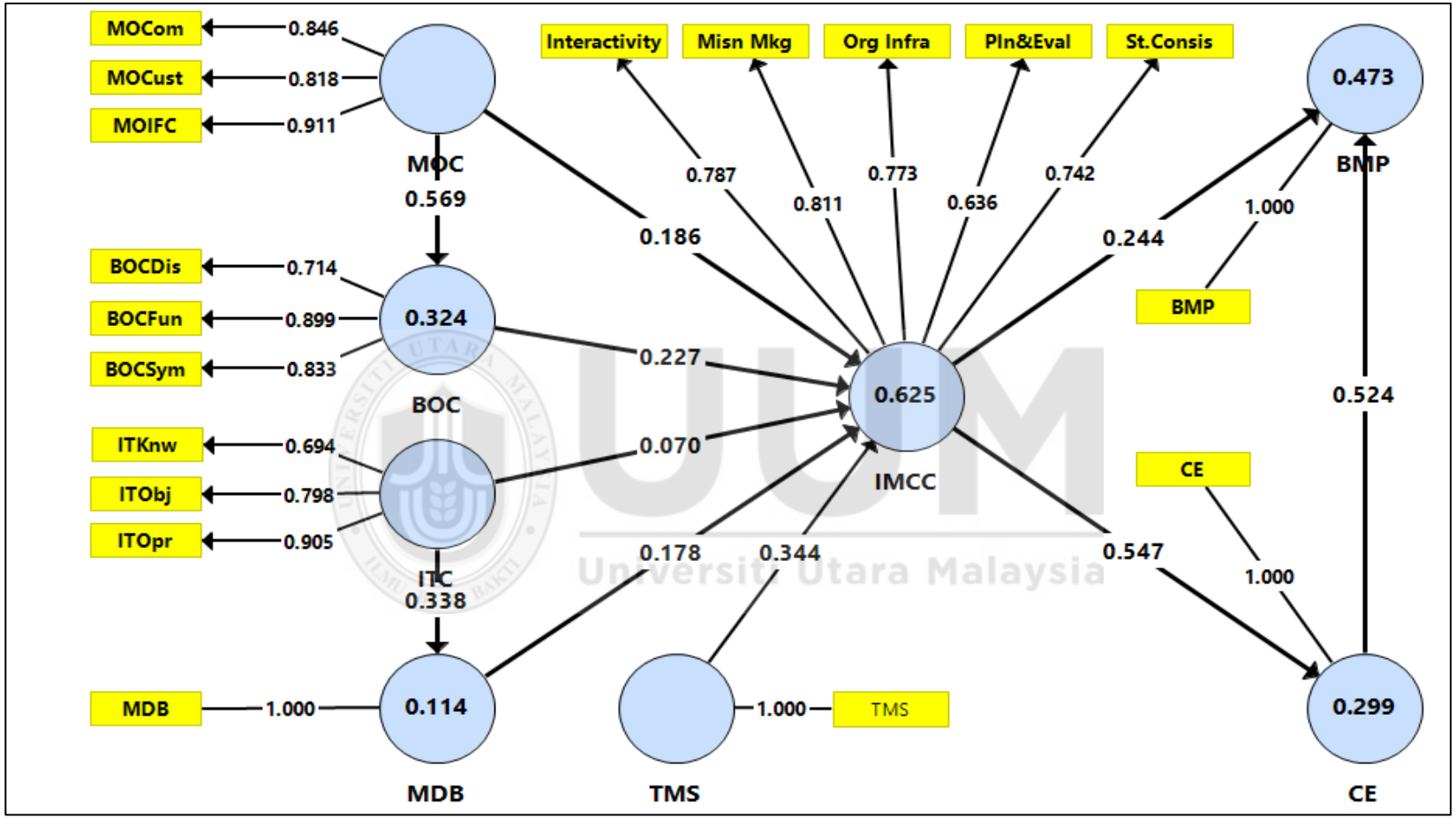

Figure 4.3

Two-stage Approach: Path Coefficients of the Structural model – PLS Algorithm

Note: BMP – Brand market Performance; BOCDist – Distinctiveness; BOCFun – Functionality; BOCSym – Symbolism; MOIFC – Interfunctional Coordination MOCom – Competitor Orientation; MOCus – Customer Orientation; IMCC – Integrated Marketing Communications Capability; ITKnw – IT Knowledge; ITObj – IT Objects; ITOp – IT Operations; MDB – Marketing Database; TMS – Top Management Support.

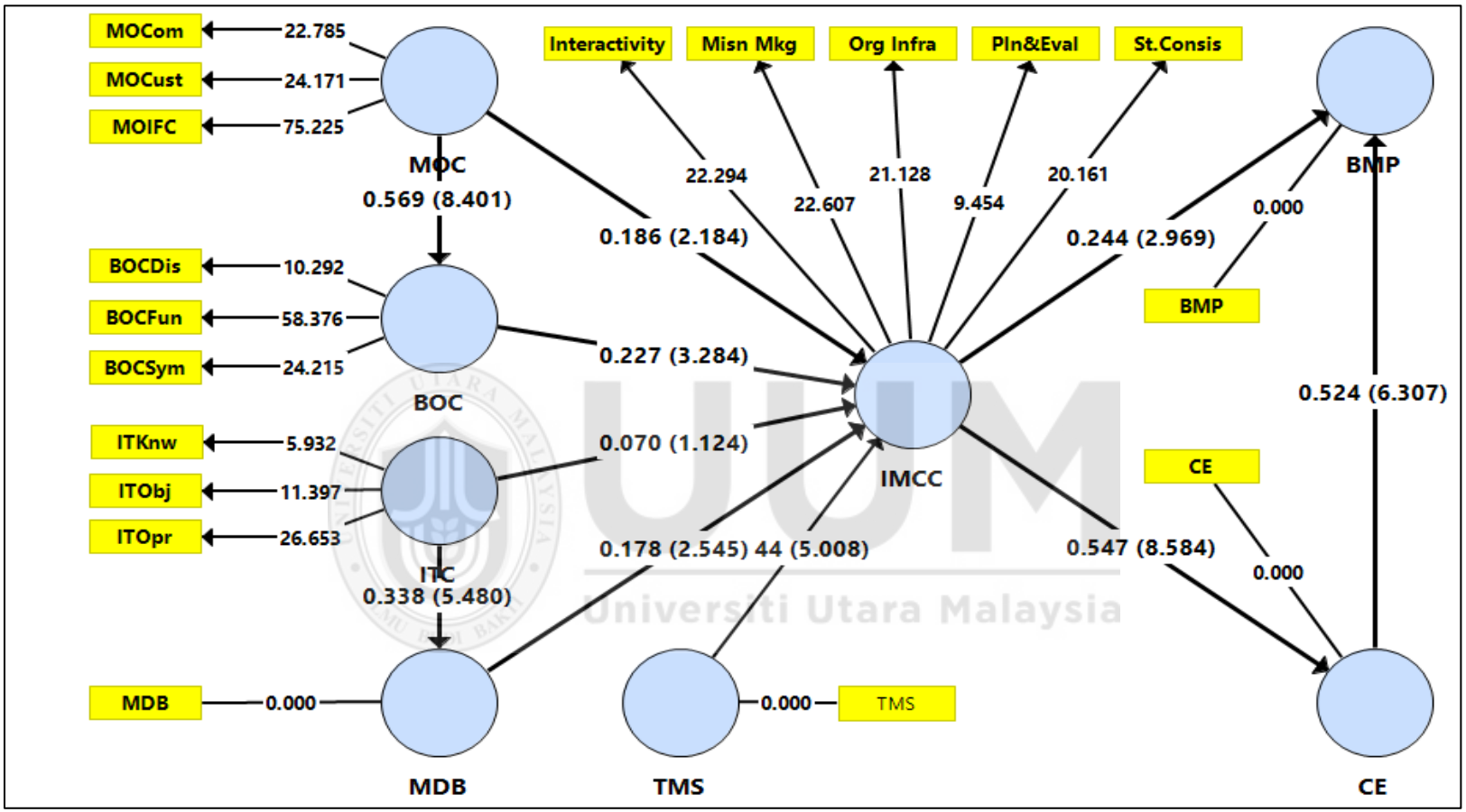

Figure 4.4

Two-stage Approach: Path Coefficients of the Structural model – Bootstrapped

Note: BMP – Brand market Performance; BOCDist – Distinctiveness; BOCFun – Functionality; BOCSym – Symbolism; MOIFC – Interfunctional Coordination MOCom – Competitor Orientation; MOCus – Customer Orientation; IMCC – Integrated Marketing Communications Capability; ITKnw – IT Knowledge; ITObj – IT Objects; ITOp – IT Operations; MDB – Marketing Database; TMS – Top Management Support.

4.10.3 Assessing the Mediated Structural Paths

Mediation analysis is performed mainly to test whether the mediating variable(s) improve the effect of an independent variable on the dependent variable (Hair et al., 2014). So far, several different techniques are used for mediation testing e.g., Baron and Kenny (1986) approach, Sobel test (Sobel, 1982) and the bootstrapping procedure (Bolin, 2014; Hayes, 2009; Preacher & Hayes, 2004). The study under focus uses the bootstrapping procedure, also called as a re-sampling mediation technique, to assess the proposed indirect effects in the structural model. Several authors (e.g., Bolin, 2014; Hayes, 2009; Zhao et al., 2010), are of the opinion that it is one of the powerful and rigorous technique to assess the indirect effects of mediation. Furthermore, (Hair et al., 2014), argue that bootstrapping to assess mediation effects is best suited for PLS-SEM. Following this suitability, a research study must follow to bootstrap the sample's distribution of indirect effects (Preacher & Hayes, 2004, 2008), that serve for both a simple and multiple mediation models.

With this reason in mind, the researcher adopts the PLS-SEM, by running the PLS Algorithm to get path coefficients. The mediated paths were tested once the Latent Variable Scores (LVS) in the first stage were obtained to utilize for the second step, termed as two-stage. Hayes (2009) argue that there are several steps involved in assessing these relationships. Before proceeding to mediation assessment, a researcher is required to have a 'model fit' through SEM to evaluate the relationship between the predicting and mediating variables i.e., path 'a' and the relationship between a mediator and the dependent or variable denoted with path 'b', to determine mediation effect for instance a1*b, a2*b…….a8*b, to comply the required relationship while adopting the segmentation approach to mediation proposed by Rungtusanatham et al. (2014).

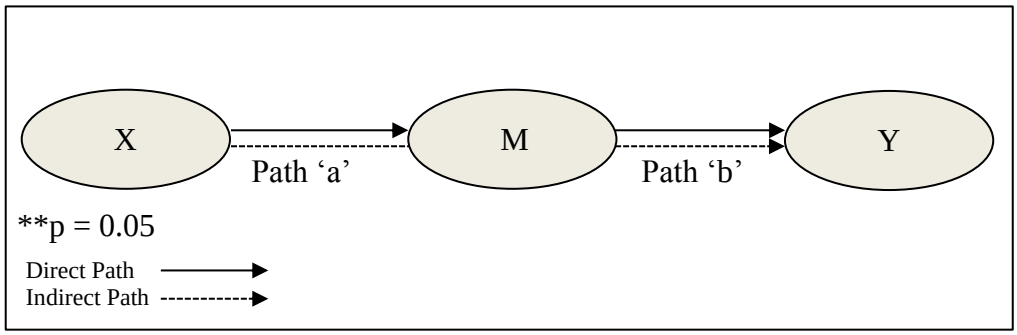

Figure 4.5
Segmentation Mediation Approach
Rungtusanatham, Miller, and Boyer (2014)

Moreover, as proposed by Henseler et al. (2009), a non-parametric bootstrapping procedure with a resample of 5000 was completed with Smart PLS (V. 3.2.8). This resample size is aligned with the prescribed resample size for bootstrapping procedure by Hair et al. (2016). Consequently, direct effects produced were assessed i.e., path ‘a’ and ‘b’. In addition, t-test values through the bootstrapping (Henseler et al., 2009) procedure were obtained through the built-in facility in the new version of PLS (V. 3.2.8), to assess the mediation effects which is termed as Bootstrap-T. This is in line with Preacher and Hayes (2008) who argue that the indirect effect at 95% boot CI (between 0.303 and 0.429 being Lower and Upper Limits respectively) does not contain the value of zero (0) between upper and lower limits of boot CI, that implies the presence of mediation effect. To the end, Standard Errors – SE were obtained for all the indirect paths. Results presented in Table 4.15, show that all the indirect effects are significant except two structural paths, at a confidence level of 0.05.

As for the study under focus is concerned, there is a total of four mediating variables namely i.e., BO capability, MDB, IMC capability and CE, resulting in an array of mediated relationships of exogenous to endogenous variables. The mediations resulting in a causality chain are presented in the stated order i.e., antecedents to IMC capability

mediation, ii) antecedents to outcomes mediation and iii) mediation of the outcome variable.

To proceed with the mediation effects, a 95% bootstrapped confidence interval (Boot CI 95%) was calculated. The results presented in Table 4.14, show that a total of nine (9) indirect paths out of eleven (11) were significant except the mediated effects of the two proposed hypotheses.

4.10.4 Mediation Effects Underpinned by the Antecedent Factors

Initially, the mediation effect of BO capability between the MO culture and IMC capability was tested i.e., BO capability mediates the relationship between MO culture and IMC capability. As depicted in Figure 4.5, the bootstrapped results show that the indirect effect with a $\beta = 0.129$ and t-value (2.885) is significant. This is in line with (Preacher & Hayes, 2008), who argue that the 'indirect effect 95% boot CI' (between 0.303 and 0.429 Lower and Upper Limit respectively) does not straddle the value of zero (0) in between i.e. LL= 0.047, UL= 0.225, that implies the presence of mediation effect. The result of this structural path clearly delineates that BO capability significantly mediates the relationship between MO culture and IMC capability, hence, accepting *H2b*.

Furthermore, based on the arguments presented in the hypothecation section, the possibility of indirect effects of the IT capability on IMC capability through the strong mediation of MDB was posited in *H4b*. The results in this regard prove to be significant and positive ($\beta = 0.060$, t-value = 2.248 at $p < 0.05$). This implies that MDB plays the important role of strong mediator to transmit the IT effects to the IMC capability. Hence, the results support the hypothesized relationship in *H4b*.

4.10.5 Antecedent to Outcomes Mediation

As for the mediation effect of IMC capability between MO culture and CE is concerned (*H1c*), the results (β = 0.102, t-value = 2.063 at p <0.05) in Table 4.15, clearly delineates a significant mediated effect of IMC capability between MO culture of a company and the CE, and hence, resulted in the support of this hypothesis.

Unexpectedly, the mediated effect of IMC capability between MO culture and BMP was found to be statistically insignificant (*H1d*; β = 0.045, t = 1.716, p = or <0.05). The boot CI, in this regard does not straddle a zero (0) in between the LL and UL. However, a strong or significant mediation due to its low t – value cannot be claimed.

The effect of the IMC capability was also theorized in *H2c;* as a strong mediator between the BO capability of the firm and the CE. The results found were significant and positive (β = 0.124, t = 2.923, p < 0.05). Hence, accepting *hypothesis 2c* of this study. In addition, the mediated relationship of IMC capability between BO capability and BMP was hypothesized in *H2d*. The result of this indirect structural path shows that there is a strong and statistically significant mediation between the BO capability and BMP with a β = 0.055, and t = 2.305 at a significant level of p <0.05.

In addition, IMC capability was theorized to mediate the relationship between MDB and CE (*H4c*). As tested and depicted in Table 4.15, the bootstrapped result (β = 0.097, t = 2.415, p < 0.05), clearly delineates statistically significant mediated effect. Thus, the results strongly support the hypothesis *H4c* stated above. Furthermore, the mediated effect of IMC capability was also theorized in *H4d*, to be present in between MDB and BMP. The results in this regard (β = 0.043, t = 1.785, p < 0.05), does not confirm this claim through its lower t-value. However, the Boot CI does not straddle a zero (0) value

in between the upper and lower limits specified by Preacher and Hayes (2008). It indicates that the relationship is still mediated with a positive direction as no opposite signs can be seen in the boot CI (LL=0.021 and UL=0.179). The hypothesized relationship (*H4d*) cannot be accepted. However, a complete negation of such effects cannot be afforded. Hence, no conclusion can be drawn. Since all the required steps in the methodological part, which account for sampling and measurement error were considered, the insignificance cannot be considered a methodological issue(s).

Moreover, TMS as proved to be important for the IMC capability, it was also theorized to affect the CE and BMP through the strong mediated effects of IMC capability as posited in *H5b* of the study. It is evident from the results in Table 4.15, that IMC capability mediates the relationship between TMS and CE with a $\beta = 0.188$ and t-value (4.482) at a significance level of $p < 0.05$. The result of this structural path statistically supports the stated hypothesis (*H5b).* In relation to the importance of the TMS in a variety of firms' domains and direct relationships discussed in the literature part of this study, the indirect effects were also hypothesized in *H5c*. The empirical results of statistical significance ($\beta = 0.084$, $t = 2.436$ at $p<0.05$) prove the hypothesized relationship as true.

Being an outcome variable for the IMC capability, CE was hypothesized as a strong mediator between the association of IMC capability and BMP in *H6d* of this research study. It was found that CE strongly mediates between IMC capability and BMP with statistically significant results ($\beta = 0.286$, $t = 4.628$ at $p<0.05$). This indirect path resulted in the largest causal chain of the study under focus. It is evident from the obtained results that there is a significant mediated relationship. Hence, the proposed relationship in *H6d* is supported.

Table 4.15

Summary of Mediation Effects

Hypothesis	Structural Path(s)					B	SE	*t - value*	Bootstrapped Confidence Interval		Decision
									UL 2.50%	LL 97.50%	
H2b	MOC	→	BOC	→	IMCC	0.129	0.045	2.885	0.047	0.225	Supported
H4b	ITC	→	MDB	→	IMCC	0.060	0.027	2.248	0.015	0.120	Supported
H1c	MOC	→	IMCC	→	CE	0.102	0.049	2.063	0.017	0.206	Supported
H1d	MOC	→	IMCC	→	BMP	0.045	0.026	1.716	0.005	0.107	Not Supported
H2c	BOC	→	IMCC	→	CE	0.124	0.042	2.923	0.045	0.215	Supported
H2d	BOC	→	IMCC	→	BMP	0.055	0.024	2.305	0.013	0.102	Supported
H4c	MDB	→	IMCC	→	CE	0.097	0.040	2.415	0.021	0.179	Supported
H4d	MDB	→	IMCC	→	BMP	0.043	0.024	1.785	0.006	0.103	Not Supported
H5b	TMS	→	IMCC	→	CE	0.188	0.042	4.482	0.108	0.270	Supported
H5c	TMS	→	IMCC	→	BMP	0.084	0.034	2.436	0.023	0.159	Supported
H6d	IMCC	→	CE	→	BMP	0.286	0.062	4.628	0.178	0.421	Supported

Note: *p<0.05 (t>1.645)

MOC – Market Orientation Culture; BOC – Brand Orientation Capability; IMCC- Integrated Marketing Communication Capability; ITC – Information Technology Capability; MDB – Marketing Database; TMS – Top Management Support; CE – Campaign Effectiveness; BMP – Brand Market Performance.

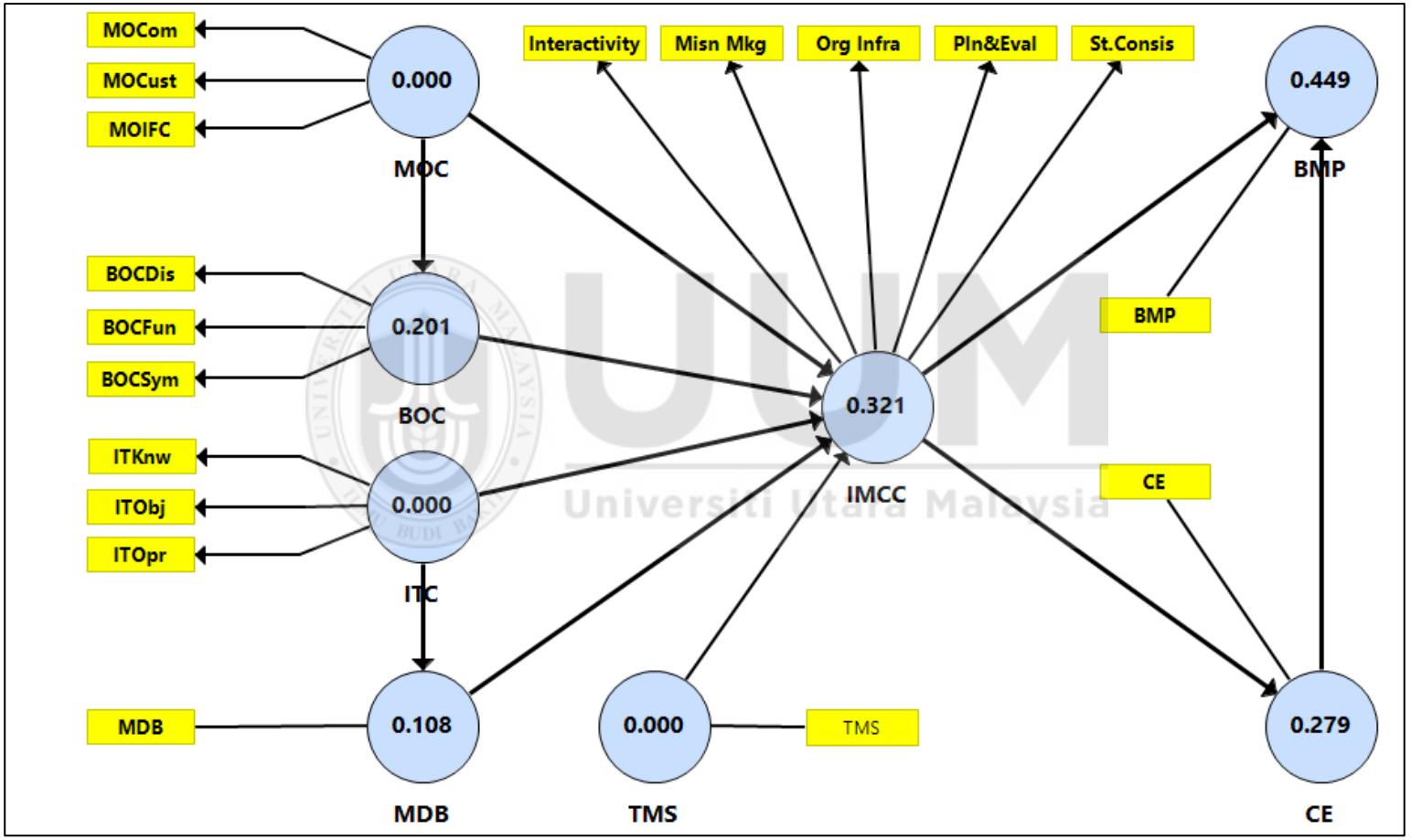

Figure 4.6
Blindfolding Procedure for the assessment of Predictive Relevance

4.11 Assessment of Predictive Relevance (Q^2)

To assess the predictive relevance of the model, this study uses the Stone-Geisser's Q^2 (Geisser, 1974; Stone, 1974) cited in (Hair et al., 2014). The Stone-Geisser test is mostly used as supplementary to GoF in the PLS-SEM (Duarte & Raposo, 2010). As a matter of fact, two different approaches have been used in the literature i.e., Cross-Validated Communality and Cross-Validated Redundancy. The latter approach due to its ability of estimation for both the measurement and structural models was adopted, in comparison to the estimation of the target endogenous construct only in the former approach. Thus, the value of Q^2 was obtained through blindfolding procedure. Exhibited in Figure 4.6 and summarized in Table 4.16, the Q^2 values greater than zero (0) reveal the predictive relevance of all the endogenous variables for the respective exogenous variables. Thus, the results not only exhibit the predictive relevance of the two exclusive endogenous variables, rather the variables in simultaneous endogenous relationships also. Table 4.16 summarizes the results of the predictive relevance obtained for the endogenous variables.

Table 4.16
Assessment of the Predictive Relevance (Q2) of the Endogenous Latent Constructs

	Q^2 (=1-SSE/SSO)
Brand Market Performance	0.449
Campaign Effectiveness	0.279
Integrated Marketing Communication capability	0.321
Brand Orientation Capability	0.201
Marketing Database	0.108

4.12 Assessment of the Predictive Accuracy of the Endogenous Constructs

In relation to the Q^2 predictive relevance, it is not considered a measure of out-of-sample prediction rather it only combines aspects of "out-of-sample prediction" and "in-sample" explanatory power (Shmueli et al., 2016). To address this concern,

Shmueli et al. (2016) defined the procedure to adopt for estimation of the model based on "training sample" and evaluate its predictive performance on the "holdout" sample. In line with this procedure, the predictive accuracy (outer-sample prediction) was determined through the "PLS Predict option" in the new version of SmartPLS V.3.2.8 (Ringle et al., 2015), with a setting of k=10 recommended by Shmueli et al. (2019) cited in Hair et al. (2018), for small sample sizes. Table 4.17 summarizes the results of the RMSE of both the PLS and LM models, as this criteria is considered more useful in studies that are intolerant of large errors e.g., business studies (Hair et al., 2018).

Table 4.17
Assessment of the Predictive Accuracy of the Endogenous Latent Constructs

	PLS		**LM**		**(PLS - LM)**	
	RMSE	**Q^2 predict**	**RMSE**	**Q^2 predict**	**RMSE**	**Q^2 Predict**
BMP5	1.204	0.157	1.366	-0.085	-0.162	0.242
BMP4	1.054	0.125	1.303	-0.339	-0.249	0.464
BMP3	1.238	0.07	1.514	-0.392	-0.276	0.462
BMP2	1.146	0.284	1.197	0.218	-0.051	0.066
BMP1	1.288	0.075	1.441	-0.159	-0.153	0.234
CEF5	0.894	0.176	1.119	-0.289	-0.225	0.465
CEF4	1.049	0.133	1.247	-0.225	-0.198	0.358
CEF3	1.143	0.227	1.411	-0.179	-0.268	0.406
CEF2	1.046	0.222	1.118	0.111	-0.072	0.111
CEF1	1.12	0.126	1.248	-0.086	-0.128	0.212

Note: BMP – Brand Market Performance; CE – Campaign Effectiveness

With respect to the results obtained and interpreted, Sharma, Shmueli, Sarstedt, Danks, and Ray (2019) recommend the comparison of PLS against LM's naïve benchmark in terms of RMSE and Q^2 prediction (individual endogenous constructs). The results exhibited in Table 4.17, the Partial Least Square model (PLS) values are lower than the Linear Regression Model (LM) in terms of RMSE that shows higher prediction power for both the endogenous variables of interest. On the other hand, the estimated values of the PLS model in comparison to the LM model in terms of Q^2 are higher that implies high predictive power of the endogenous variables.

4.13 Summary of the Findings

Table 4.18 summarizes the findings of the study under focus. As can be seen, a total of three out of twenty-one (21) proposed relationships could not be established.

Table 4.18
Summary of Research Findings

	Results of Direct Relationships	
H1a	MO culture has a significantly positive effect on the IMC capability.	Supported
H1b	MO culture has a significantly positive effect on BO Capability.	Supported
H2a	BO capability has a significantly positive effect on IMC capability.	Supported
H3a	IT capability has a significantly positive effect on IMC capability.	**Not Supported**
H3b	IT capability has a significantly positive effect on MDB.	Supported
H4a	MDB has a significantly positive effect on IMC capability.	Supported
H5a	TMS has a significantly positive effect on IMC capability.	Supported
H6a	IMC capability has a significantly positive effect on CE.	Supported
H6b	IMC capability has a significantly positive effect on the BMP.	Supported
H6c	CE has a significantly positive effect on the BMP.	Supported
	Results of the Indirect Relationships	
H2b	BO capability significantly mediates the relationship between the MO culture and IMC capability.	Supported
H4b	MDB significantly mediates the relationship between IT capability and the IMC capability.	Supported
H1c	IMC capability significantly mediates the relationship between MO culture and CE.	Supported
H1d	IMC capability significantly mediates the relationship between MO culture and BMP.	**Not Supported**
H2c	IMC capability significantly mediates the relationship between BO capability and CE.	Supported
H2d	IMC capability significantly mediates the relationship between BO capability and BMP.	Supported
H4c	IMC capability significantly mediates the relationship between MDB capability and CE.	Supported
H4d	IMC capability significantly mediates the relationship between MDB and BMP.	**Not Supported**
H5b	IMC capability significantly mediates the relationship between TMS and CE.	Supported
H5c	IMC capability significantly mediates the relationship between TMS and BMP.	Supported
H6d	CE significantly mediates the relationship between the IMC capability and Brand Market Performance.	Supported

4.14 Summary of the Chapter

This chapter presented the findings of the study under focus. SPSS software V.21 was used for the descriptive statistics and preliminary data screening. The smart PLS (V. 3.2.8) was used for the assessment of the measurement and structural models. The bootstrap procedure was used to assess the hypothesized structural relationships of direct and indirect nature. The findings of the measurement model were deemed acceptable, based on statistical evidence of both reliability and validity of the theoretical constructs used in this study. The structural model was also tested for the hypothesized relationships according to the prescribed procedure defined in the literature.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1. Introduction

Research scholars in the field of strategic marketing in general and marketing communications in specific, argue that every performance oriented organization requires a properly coordinated marketing communications program to aware and persuade its stakeholders (Kliatchko, 2008; Kliatchko & Schultz, 2014; Luxton et al., 2015; Porcu et al., 2012; Reid et al., 2005; Schultz et al., 2014). Several scholars (Duncan, 2005; Kitchen & Burgmann, 2010; Kitchen et al., 2004; McArthur & Griffin, 1997) are of the view that marketing practitioners are using multiple communication options by adopting the Integrated Marketing Communication (IMC) concept to convey information related to their products, services and corporate itself.

Effective IMC has thus become an essential part of the marketing as well as corporate strategy, planned and implemented by business organizations. However, the role played by IMC itself is dependent on the resources and capabilities a firm owns that facilitate the IMC process of planning and implementation of the IMC programs. The important role of the underlying facilitating environment for IMC process accrues high importance for the researchers in the field of marketing communications to assess the influence of such factors on the IMC process and its related outcomes.

In relation to the emphasis devoted to the IMC process and in line with the scope and objectives of this study, this part of the thesis reviews and discusses the findings presented in the analysis' chapter. The discussions have been made to further

substantiate and/or contradict the present literature in the field of IMC, with the help of empirical findings. Afterward, this chapter presents the contributions it makes to the body of knowledge, insights for the industry practioners and methodological concerns that should help the future research studies in the marketing communications' domain. In addition, it reviews the limitations and highlights potential direction for future studies.

5.2. Recapitulation of the Study

In relation to the objectives of this study, this thesis attempted to gain true insight into the resources and capabilities of the firms that could possibly influence the IMC capability of the consumer market companies in Pakistan. These supporting factors were posited as the antecedent of the IMC capability that could further affect the IMC related outcomes i.e., Campaign Effectiveness (CE) and Brand Market Performance (BMP).

As a matter of fact, the basic motivation to perform this research emerged from the extensive literature review in the field of marketing communication that provided strong footage to the theoretical gaps identified in the study under focus. The opportunities and challenges faced by consumer market companies in Pakistan, further induced the need for such investigation. Moreover, the underpinning of the resource-based view was also an impetus to this research. The RBV perspective in the context of marketing (e.g., Morgan et al., 2009; Ngo & O'Cass, 2012; O'Cass et al., 2012, 2015; O'Cass & Weerawardena, 2010; Orr et al., 2011; Vorhies et al., 2009), provides a platform to study IMC capability that is nourished in the presence of certain facilitating antecedent factors and executed with the aim of superior outcomes.

Extracting from most of the conceptual work in the field of IMC, this study modelled several factors as antecedents to IMC capability. These supporting factors include MO culture, BO capability, IT capability, MDB and TMS. In addition, IMC capability was also posited to consequently improve the IMC related outcomes i.e., CE and BMP. Several direct and indirect structural paths were subject to empirical validation to answer the stated research questions.

Valid responses of 141 IMC managers of consumer market companies in Pakistan were utilized to assess the direct and indirect hypothesized relationships in SmartPLS V.3.2.8. The findings of this study clearly delineate that the proposed antecedent factors significantly and positively affect the IMC capability of planning and implementing marketing communication activities except for IT capability. Both the direct and indirect effects of IMC capability on its related outcomes also proved to be significantly positive. With regards to the third research question of this study, findings of the all the mediated structural paths proved to be statistically significant and positive, except for the indirect effects of MO culture and IT capability on BMP.

Overall, this research thesis provides strong theoretical footings and empirical evidence to several structural relationships among the variables of the study in the field of marketing communication.

5.3. Discussion on Hypothesized Relationships

This section discusses in detail the direct relationships of the antecedent factors with the IMC capability. Moreover, it elaborates and interprets the results obtained for the direct relationships of the IMC capability with its related outcomes.

5.3.1. Direct Relationships - Antecedent Factors of IMC Capability

Market Orientation (MO) culture as one of the most important and necessary condition (Luxton et al., 2015; Madhavaram et al., 2005; Porcu et al., 2012; Reid et al., 2005), was predicted to work as a precipitate for the nourishment of the IMC capability. The literature in this regard, most often presented MO culture as an inherent precept and facilitating factor, underlying the planning and implementation of the IMC programs. Thus, the planning and implementation of IMC activities were posited to be enhanced by the adoption of an MO culture which suggests MO is an antecedent of the IMC capability.

Though there is an irrefutable connection between MO culture and IMC, yet the relationship was subject to further clarification in the context of RBV as well as some contradictory findings in recent studies (e.g., Porcu et al., 2016). The findings in this connection, present empirical evidence in support of the MO culture to have a significantly positive relationship with the IMC capability. Hence, an MO culture with such underlying tenets of customer orientation, competitive orientation and inter-functional coordination enable the IMC managers to plan and implement the marketing communications' campaigns more effectively.

With respect to the utilization of RBV theory in this specific context, it can be argued that MO as a culture, hence a resource, is composed of implicit organizational values and beliefs that assist the IMC capability. Consistent with this, it can be further argued that actually, it is the commonality of the different resources of the firms that tie-together both the resources and/or capabilities and hence customer at the center while theorizing (Duncan & Moriarty, 1997; Reid et al., 2005) the concepts of MO and IMC. Parallel to IMC conceptualization as a business process (Duncan & Moriarty, 1997),

and organization wise strategic process (Porcu et al., 2016; Tafesse & Kitchen, 2017), the competitors' orientation shared by an MO culture also provide a solid platform to identify the potential opportunities and threats while planning and implementing IMC activities. Furthermore, the presence of inter-functional coordination in both the concepts further substantiates the inter-dependence to achieve business and corporate level objectives.

Several scholars also gave their verdict that, dependent upon a specific business sector, a company is likely to adopt a particular corporate orientation and distinguish market orientation from the other orientations (Cornelissen et al., 2001). This implies that IMC holds the adoption of MO principles which support the assessment that MO is a source and a basic premise for IMC capability to nurture. Conducted in the context of internal and external market orientation, Matthiessen (2014), though argued that this is the internal dimension of MO that enhances the implementation of IMC. Yet, she acknowledges the contribution of the external perspective of MO in the implementation of IMC with an external focus.

Thus, the overall MO culture of the firms facilitate the firms' IMC process and hence, the capability of the IMC managers in planning and implementing IMC activities. This finding supports the notion of the previous studies (e.g., Porcu et al., 2012; Reid, 2005; Reid et al., 2005; Tafesse & Kitchen, 2017), that proposed theoretically and have discussed MO as a supporting factor.

In contrary to the findings of this study, the study conducted by scholarly researchers (Luxton et al., 2017), reported an insignificant result for the relationship between MO and IMC capability. It is important to mention that the above-cited study was conducted

in a different context with respect to the IMC construct, target sample (industry/market), and a region with different culture etc.

Foremostly, the different findings from Luxton et al. (2017), may be attributed to the measurement scales and approaches used in theoretical modelling. As the study under focus, adopted the mini-audit IMC scale (Duncan & Moriarty, 1997) and conceptualized IMC with its five original dimensions comprising 20 items, in line with second-generation modelling in PLS-SEM (e.g., Hair et al., 2016; Hair et al., 2012). Besides, the mini-audit scale was conceptualized and validated as a higher order construct that required a methodologically different analytical treatment, contrary to the Luxton et al. (2017) that may have contributed to contradictory findings.

Furthermore, Porcu et al. (2016) also found an insignificant relationship between MO culture and IMC. The contrary results may be attributed to the context as well as the focal concern in their study i.e., new robust scale development for IMC and comparison of the adhocratic and market culture in terms of their relationship with IMC. In contrast, this study was focused mainly on the limited scope of marketing and business-related corporate communications rather the overall corporate communications focused by these scholarly authors.

Moreover, this research was carried out in the Pakistani Market, while focusing on only those firms that are focused on the products and services targeted to the end consumers rather different markets i.e., business market etc. As a matter of fact, the IMC planning and implementation of marketing communication activities is different in business to business vs consumer markets (Belch & Belch, 2003; Clow & Baack, 2016; Kitchen et al., 2005).

Besides the important role of MO culture in IMC capability, it was also theorized to act as an antecedent to the Brand Orientation (BO) capability. The findings of this study substantiated theoretically posited relationship in the past literature, through empirical results obtained. The statistically significant results conclude that MO as a culture of the firm not only provides a suitable environment for IMC capability to nourish but also facilitate the BO capability. Based on the findings, it can be inferred that MO based on customer and competitor orientations provides a base to the IMC managers to develop the brand related capability of differentiating their brands through symbolic, functional, and augmented meaning in the eyes of consumers in relation to competitors.

With respect to the relevant studies, the results substantiate the theoretical propositions made in the literature (e.g., Madhavaram et al., 2005; Porcu et al., 2012; Reid et al., 2005). In addition, the results obtained are in line with the statistical findings of the parallel study by Luxton et al. (2017), though carried out in the Australian context. However, an important consideration in parallel to their findings is that this study considered only the consumer market of Pakistan rather an aggregate of all types of manufacturing and service firms. Hence, the findings substantiate the theoretical concept of "BO being an MO plus concept" (Urde, 1999 see in ; Urde et al., 2013).

In relation to the RBV theory, it can be implied that BO as the capability of a firm shall nourish further in the presence of an underlying system of certain values and beliefs – hence a resource, that centers the tenet of customer centricity and support strong relationships with the stakeholders. In addition, better BO related symbolic, functional, value adding, and augmenting capabilities shall further embellish if seen with the competitive lens. It can be further inferred that inter-functional coordination enables the IMC managers to bring improvements in the brand related activities at the operational, tactical, and strategic levels.

In addition to BO capability as an MO plus concept, it has been found to have a direct positive and significant relationship with IMC capability, as theorized in this study. It implies that it is important to have brand orientation in place as a preliminary condition for the effective planning and implementation of IMC activities.

This relationship has been discussed in the literature by numerous authors (e.g., Madhavaram et al., 2005; Porcu et al., 2012; Reid et al., 2005; Tafesse & Kitchen, 2017), however, empirically tested may be for the first time by Luxton et al. (2017). The findings of this relationship in the thesis under discussion are in line with the strongly posited claims in the literature and empirical results of the above-cited study. Furthermore, it is important to note that this research thesis treated the BO capability as a higher order reflective construct that took into consideration the whole concept of BO conceptualization in comparison to sub-constructs hypothesized with the IMC if any in the previous literature.

With reference to the RBV theory, it can be concluded that brand orientation as a market-based asset and a marketing related capability (Bridson et al., 2013) provides a platform to the IMC managers for IMC planning and implementation and hence enabling or aiding in their abilities to do so.

Likewise, Information Technology (IT) capability was hypothesized as an antecedent to the IMC capability. This hypothecation was made in accordance with the theoretical support present in the literature (e.g., Einwiller & Boenigk, 2012; Kerr & Patti, 2013; Porcu et al., 2012; Tafesse & Kitchen, 2017). Though, the relevant literature strongly supported the presence of IT capability as an underlying complementarity to planning and implementation of IMC activities. However, the findings in this regard were found

to be insignificant and could not bring an empirical proof of the relationship between IT capability and IMC process and hence, IMC capability.

Contrary to expectations and the previous literature in RBV perspective regarding complementarity of the resources (Buckley et al., 2009; Cable & Edwards, 2004; Carolina, 2014; O'Cass et al., 2015), IT capability should have a greater influence on the firms IMC capability as a resource-capability or capability-capability complementarity. The results of these cited studies argued strongly that one type of resource shall affect the other potential resource and/or capability of the firm if they are complementary in nature. Thus, the positive but insignificant results obtained in this study may imply that IT capability being an organizational resources/capability may be an important factor for the nourishment of IMC capability, however, it may not be considered as complementary (Cable & Edwards, 2004; Carolina, 2014) to IMC capability, rather necessary in some indirect way.

Besides the relationships discussed above, IT capability was also hypothesized as an antecedent and necessary resource and capability for Marketing Database (MDB). This hypothecation was made in line with the arguments present in the literature (i.e., Cable & Edwards, 2004; Liang et al., 2010; Mikalef & Pateli, 2017), that databases make use of the IT capability to store, analyze and make available the information to marketing decision makers. The results in this regard proved to be supportive of the presence of a statistically significant positive relationship between IT capability and the MDB. These findings are in line with the literary support of complementarity of resources and capabilities discussed in the literature (Cable & Edwards, 2004; Carolina, 2014).

Moreover, these findings also substantiate the theoretical claims of several authors (e.g., Brady et al., 2002; Brodie et al., 2008; Chae et al., 2014; Mikalef & Pateli, 2017),

who discussed the important role of IT capability in the marketing domain. However, this relationship of IT capability and MDB has been tested empirically in the context IMC as a firm level capability, may be for the first time in the literature.

In the light of the findings and theoretical proposed relationship, it can be inferred the availability of the IT objects, necessary IT knowledge and know-how of the IT shall improve in developing and retaining a comprehensive marketing database.

Accordingly, realizing the importance of MDB in the marketing communications literature (e.g., Lee & Park, 2007; Nowak & Phelps, 1994; Peltier et al., 2003; Schultz & Patti, 2009; Schultz & Schultz, 1998; Tafesse & Kitchen, 2017), MDB was hypothesized as an antecedent and strong influencer of the IMC capability of planning and implementation. This relationship received empirical support in the form of an established positive significant effect of MDB on the IMC capability in the goods and services companies operating in the Pakistani consumer market. This implies that MDB enables IMC managers through its underlying phenomenon i.e., store, analysis and use of the market related, while planning and implementing marketing communication activities.

The results obtained are in line with the theoretical notions of many scholars mentioned earlier, who believe that the planning and implementation process of marketing communication activities should start with a concrete marketing database. More specifically, some scholars (e.g., Lee & Park, 2007; Peltier et al., 2003; Schultz, 1993) argued that IMC activities must start with customer needs, their attitudes and behaviours. This indicates that marketing communication activities must be planned and executed according to the stored patterns of customers' attitudes and behaviours. In addition, these findings can be discussed further that marketing database shall help

in marketing communication activities by identifying the consumers' viewership trends, the mental and/or behavioural stages and respective scope or breadth of the marketing communication activities to get more integration (Tafesse & Kitchen, 2017).

In line with the RBV perspective, MDB being the resource and/or capability of storing, analyzing and using market related information for the planning and implementation of the marketing communication activities must be in place or developed by the business firms to enable IMC managers to plan and execute more successfully, and hence achieve a superior outcome.

Taking together, a facilitating environment in the form of different resources and capabilities influencing the IMC process has proven importance. However, Top Management Support (TMS) as an antecedent and most important factor that enables the IMC managers has not been overlooked by the literature. Keeping in view the undoubted importance of TMS in the different domains of the firms, this study hypothesized a direct positive and significant effect of TMS on the IMC capability. The results in this regard were found to be positive and statistically significant. It indicates that the TMS conceptualized as top management involvement in decision making and financial support, is extremely important to facilitate the IMC managers to plan and execute the marketing communications' activities more effectively.

The results in this regard are in line with the empirical results obtained by Hočevar et al. (2007), who found a significant relationship between the top management involvement, as a support in managerial and financial decision making, with respect to different degrees or levels of integration of IMC process . The study under focus have found similar support, however, differs from their study in many ways. The foremost is the context, in which the study was performed was totally different as this study is

mainly focused on the consumer market of Pakistan rather an aggregate of markets. Beside the contextual difference, this study has adopted the new approach of PLS-SEM for both the measurement and structural model to assess the reliability and validity with more stringent and recent criterions.

Moreover, this study adopts the IMC mini audit (Duncan & Moriarty, 1997), as a higher order construct in contrast to the study cited above who used the same IMC construct as a uni-dimensional scale that could hinder the effects of different items and dimension(s) removed from the construct that could possibly bias the inferences drawn in their study.

5.3.2. Direct Relationships of the IMC Capability and Related Outcomes

Leveraging the RBV theory of the firms, marketing researchers (e.g., Day, 2011; Hooley et al., 2005; Morgan, 2012; Ngo & O'Cass, 2012; O'Cass et al., 2015; O'Cass & Weerawardena, 2010; O'Cass & Sok, 2014; Vorhies et al., 2011), agree that marketing resources and capabilities contribute to superior outcome as these may be rare, difficult to achieve, difficult to duplicate and their value can be appropriated by the organization. In the context of IMC as a market-based asset and a market-related planning and deployment capability, can yield better results and hence competitive advantages in the form of Campaign effectiveness (CE) and Brand Market Performance (BMP) for the firms.

Before proceeding to discuss the findings obtained, it is worthy to mention that study under focus does not assume the RBV application or theorization would bring something *'above the all'* or somewhat *'miraculous'* results. A superior capability does not imply that a firm has to perform in an outstanding way, rather a firm shall perform

at some acceptable level that accrues certain benefits (Helfat et al., 2009; Zahra et al., 2006). In line with this argument, this thesis also avoided the possible implicit assumption for the application of the RBV theory to IMC capability and its performance outcomes.

In addition, the literature has conceptualized and classified the performance outcomes in terms of campaigns and other pre-set objectives (Duncan & Moriarty, 1997), campaign objectives (Duncan & Mulhern, 2004), and other intermediate outcomes, long-term market performance (Ewing, 2009; Luxton et al., 2015), high level of tactical, intermediate and strategic performance etc., (Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017). This study measured the IMC capability outcomes in the context of the campaign effectiveness and brand-related subjective market performance outcomes.

In relation to Campaign Effectiveness, as discussed in Hypothesis (8), IMC capability was posited to have a significantly positive impact on Campaign Effectiveness. The results obtained in this connection proved to be statistically significant. This implies that firms in the Pakistani consumer goods and services markets, having greater capabilities of planning and implementing IMC activities, shall receive greater outcomes in the form of campaigns' effectiveness. It implies that better IMC capability shall accrue better results in terms of achieving campaigns' objectives, greater synergy in communications activities, greater and sustained effects on brand recallability. Furthermore, better IMC capability through the better outcomes shall justify the heavy investments made in the firms' campaigns.

Consistent with RBV theorization and the scholarly views e.g., (Kerr & Patti, 2013; Luxton et al., 2015; O'Cass & Weerawardena, 2010; Ratnatunga & Ewing, 2005) on IMC conceptualization and definition as a business process, combines different inputs

and transform them into outputs. In line with this argument, IMC as a market-related capability nourished in a facilitating environment (antecedents), enables the organization to have superior communication results - meaning that greater IMC capability shall result in better performing campaigns - a functional outcomes leading to an improved tactical and intermediate level outcomes (Tafesse & Kitchen, 2017) i.e., market related brand performance (Duncan & Mulhern, 2004; Luxton et al., 2015), as posited in this study.

In agreement to the available literature (e.g.,Andrews & Shimp, 2017; Belch & Belch, 2003; Clow & Baack, 2016; Pickton & Broderick, 2001), it can be inferred that IMC in this context, carries greater value due to its several benefits in the communication process as it explicitly explains the reason for heavy investment in IMC activities by companies.

In contrast to three different types or levels of outcomes under one composite measure in the study conducted by Luxton et al. (2017), this thesis operationalized the BMP outcome as a standalone and mutually exclusive concept to gain true insights of the relationship between IMC capability and its individual outcomes. In this context, this study empirically confirmed the hypothesized relationship between the IMC capability and the BMP, however, with an effect size smaller than campaign effectiveness. It implies that better the IMC capability better would be the brand related market performance in terms of better brand image, customers' loyalty, channel support, price premiums and more opportunities to penetrate the market. The statistical results of the relationship between IMC capability and the BMP exhibit a significant positive linkage.

The results found in this study substantiate the results obtained by Luxton et al. (2015), however, their study was mainly focused on the IMC capability and its related

outcomes. Finding of this study differentiates itself through its selection of the specific target markets as a sample i.e., the consumer market of Pakistan, in contrary to aggregate mix of different markets. Moreover, the findings of this study may be considered more robust in relation to the recommended modelling in the second generation PLS-SEM (e.g., Hair et al., 2014; Henseler et al., 2015; Ringle et al., 2012), rather treating the IMC measure as a uni-dimensional construct in the study cited above.

It partially substantiates the results found by Luxton et al. (2017), who reported a significantly positive relationship between the IMC capability and the overall brand performance incorporating three outcomes. The uniqueness of the results in this regard is the mutual exclusivity of the two different outcomes that were hypothesized in this study. It implies that the results obtained for two different hypothesized relationships i.e. (IMCC → CE and IMC → BMP) in this study are mutually exclusive in contrast to the study cited above that treated the three different outcomes under an aggregate measure of overall brand performance, where the result of one outcome could possibly influence the result of the other outcome. Though, they referred it to a chain effect, however, the bifurcation of outcomes or mutual exclusivity have not been observed in reported results.

To sum up, the findings in relation to the IMC and its related outcomes are in line with the basic premise of the RBV theory that suggests a superior outcome from superior resources capabilities of the firms.

5.4. The Mediated Structural Paths

This section explains the findings of this study in relation to the underpinned antecedent factors as mediator between the other antecedent factors and IMC capability. Moreover, it explains several mediated relationships between the antecedent factors and the IMC related outcomes.

5.4.1. Mediated Relationships among the Antecedent Factors

The scope of the direct effects of MO culture on BO capability does not end here, rather the effects of the MO culture is absorbed and transmitted to the IMC through the BO capability. The mediated effect of BO capability was hypothesized in this study that implied that BO capability mediates the relationship between MO culture and the IMC capability. It was inferred that BO capability in the presence of a certain MO culture shall have more impact on the IMC capability – meaning that BO capability act as a mediator between MO culture and IMC capability, by transmitting the absorbed effect to strengthen the IMC capability. This hypothesized relationship was found to be statistically significant and positive. It implies that BO capability acts as a strong mediator between the MO culture and IMC capability. This mediation substantiates the recent, however, a parallel research work of Luxton et al. (2017), who confirmed empirically this relationship may be for the first time in an Australian context.

In relation to resource-based view, one can argue on the basis of these results that firms with brand related capability have the ability to utilize the advantages accrued from the underlying tenets of market-oriented culture that is focused on customer needs, competitive environment and inter-functional coordination, and further transmit them to enable IMC managers to plan and execute the IMC activities accordingly. Thus, MO

culture has not only a direct but also an indirect effect on the IMC capability of the managers.

Borrowed from the other disciplinary researches (e.g., Brady et al., 2002; Liang et al., 2010; Liu et al., 2013; Ray et al., 2005; Tanriverdi, 2005; Tippins & Sohi, 2003), the important role of IT capability was theorized to have indirectly affecting the IMC capability with the facilitating role of MDB. Though the empirical evidence for a direct significant relationship of IT capability and IMC capability could not be established, however, the findings of the indirect effects of IT capability on the IMC capability proved to be positive and statistically significant. The presence of MDB as a mediator was found to be important in transmitting the effect taken from IT capability. The results obtained in this connection were statistically significant and substantiate the claims of several authors in other disciplines (e.g., Liang et al., 2010; Liu et al., 2013; Ray et al., 2005; Tanriverdi, 2005), who strongly argued in favour of the indirect effects of the IT related capabilities of the firms.

Following (Preacher & Hayes, 2004, 2008) mediation approach, it is quite possible that the direct relationship may not be significant, however, the indirect effect may result in a significant path. Several scholars of this field are of the view that direct effect is not necessarily required to be significant while analyzing for mediation effect e.g., (Shrout & Bolger, 2002; Zhao et al., 2010). Some scholars (e.g., Ramayah et al., 2016) further argue that this may happen due to small sample size, the presence of some extraneous factors e.g., several moderators, or the predicting power may not be enough to exhibit the effect that essentially exists. Thus, looking from the statistical point of view, this result not only confirmed the proposed relationship posited in this study but also

statistically substantiate the mediation approach proposed by Preacher and Hayes (2004).

The results obtained are also in line with the theoretical propositions made by scholarly researchers in the field of marketing communications (e.g., Porcu et al., 2012; Tafesse & Kitchen, 2017; Tippins & Sohi, 2003). However, the empirical evidence in this regard, maybe for the first time came to the fore. It is vital to replicate this model for measuring the role of IT capabilities in the specific context of marketing communications across the industries and other cultural contexts. As a matter of fact, this finding can be used as a new platform to draw the attention of the IMC managers towards the important role of IT capability and its obvious linkage with the marketing database to be further used in planning and implementation of IMC activities.

5.4.2. Mediation Effect of IMC Capability - Antecedents to Performance Outcomes

Consistent with the mediation approach proposed in the literature (Preacher & Hayes, 2004, 2008), the importance of IMC between its antecedents and the outcomes was theorized to have further insights of the whole phenomenon of IMC planning and implementation in a facilitating environment followed by evaluative outcomes. Thus, several indirect relationships were hypothesized between the antecedent factors and the IMC outcomes in the presence of strong mediation of IMC capability.

In line with the arguments of scholarly authors, the most proximal (Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017) and imminent effect (Luxton et al., 2015) of IMC is possibly the intermediate outcomes i.e., the campaign effectiveness in this research. However, the proposed conceptual framework considered the IMC outcomes

as a “chain of IMC effects or outcomes” that is analogues to the step-by-step value addition in the brand-value-chain concept discussed in the literature (e.g.,Ambler et al., 2002; Keller & Lehmann, 2001; Keller & Lehmann, 2006; Keller et al., 2011). It implies that the effects of IMC on campaign outcomes do not ends rather further transmit to the brand market performance through the mediating role of campaign effectiveness. In this connection IMC capability is linked with campaign effectiveness leading to brand market performance as an intermediate or strategic level outcome. It implies that the outcomes of the IMC capability exhibited in the conceptual framework in this thesis consider the two outcomes – CE and BMP as inter-linked effects or outcomes, discussed throughout under the scope of IMC capability outcomes.

Extending these arguments together with the RBV perspective, this study foremostly theorized the mediating role of IMC capability in between MO culture and CE. The results obtained in this regard proved a strong mediation of IMC capability between MO culture and CE. The presence of strong linkage (indirect) exhibits the underlying important role of MO culture for both IMC capability and effectiveness of the campaigns. It implies that IMC mangers must be considering the underlying tenets of customer focus, competitors’ orientation and inter-functional coordination while planning and implementing the IMC campaigns to yield better results. It implies that the IMC managers must consider differences in the customer groups while planning and implementing communication messages. Furthermore, customers are simultaneously exposed to the competitors’ media campaigns, thus require unique and persuasive message in contrast to competitors. Besides, giving importance to effective inter-functional coordination may also enable the IMC managers to transcend the customer voice into effective campaigns.

With respect to the present literature in marketing communications, these empirical finding may have come to the fore for the first time. Luxton et al. (2017) also hypothesized this relationship, however, with the overall performance of the brand that entails three conceptually different construct into one aggregate measure. Moreover, these findings substantiate the argument Duncan and Mulhern (2004), who emphasized adequate planning and implementation of IMC activities to enable the organizations to achieve their campaign objectives. In addition, it provide strong footage to the scholarly discussion made by several scholarly authors (e.g., Porcu et al., 2012; Tafesse & Kitchen, 2017), in relation to the IMC outcomes.

Unexpected but interesting, the mediated effects of IMC capability could not be proven statistically significant between the MO culture and BMP. As a matter of fact, to get true insights of the mediated effects of IMC capability on the association between MO culture and BMP exclusively, was the main reason to posit this relationship exclusive of the indirect relationship of MO culture and CE. The results though contrary to expectations, however, signifies the mutual exclusivity of the indirect effects of MO culture towards CE and BMP. Meaning that it is quite possible that MO culture may be indirectly affecting the campaigns implemented, in contrast to an insignificant influence (indirect) on the brand performance in a market. In other words, the responding managers of the consumer market companies in Pakistan, give more importance to the role played by MO culture in effectiveness of the targeted communication campaigns in comparison to the brand related performance.

Thus, the results obtained here may be more stable and robust, both theoretically and statistically, due to avoidance of any confounding effects of the related conceptualizations (i.e., overall brand performance, brand performance and campaign

effectiveness), under an aggregate measure of overall brand performance employed in the previous studies. For instance, a certain level of relationship with any of the three performance outcomes may be inflated or deflated by the significant results of the other two. Thus, the results obtained for the mutually exclusive outcomes can be arguably considered as more robust and statistically viable than the previous studies. The results also substantiate the theoretical claims and scholarly discussion (e.g., Porcu et al., 2012; Reid et al., 2005; Tafesse & Kitchen, 2017), made in this regard.

In relation to the context of RBV theorization, where one resource may enhance the performance outcome of the other resource or capability of the organization, it is empirically proved that MO being a culture and hence a market-related asset, strongly influence IMC capability for onward transmission of its effects in campaign-related effective outcome.

Moreover, the results obtained in relation to the mediated effects of IMC capability as a strong linkage between BO capability and CE proved to be significant and positive. It implies that BO capability not only affects the IMC capability but also indirectly influence the CE through the effects absorbed and further transmitted by IMC capability.

Consistent with RBV theory, BO capability as a business capability combined with the IMC Capability (a strategic process) affects the CE positively, resulting in a relatively greater outcome. It implies that IMC capability nourished in the presence of BO capability shall produce a greater outcome in the form of greater campaign effectiveness. It can be further argued that brand related capabilities i.e., symbolic, functional, value adding and augmented are also responsible for improving the campaigns outcomes through providing a solid base to the marketing claims made in

campaigns. For instance, a claim for functionality must also be fulfilled by the brands themselves. The stand-alone campaigns produced by highly capable IMC manager may not work if the brands themselves fail to prove these claims.

In addition to its indirect effects on the CE, brand related capabilities also proved to have a strong indirect effect on the BMP. The results obtained for the mediation effects of IMC capability between BO capability and BMP were observed to be significant and positive. These findings substantiate the proposition made in the scholarly work of (Porcu et al., 2012), and fills the much wider gap in the literature. Luxton et al. (2017), also posited an indirect effect of BO capability, however, with the overall brand market performance that does not take into consideration the mutual exclusivity of the outcomes. Furthermore, they found an insignificant relationship of BO capability and overall brand market performance mediated by IMC capability. The findings in this study, may be attributed to conceptually and empirically treating the different outcomes in mutually exclusive manner.

These findings also strengthen the basic premise of RBV theory by confirming through presenting statistically significant support of the firm's resource to competitive advantage in the form of acceptable level of outcomes. These findings also confirm the previously discussed theoretical propositions made in the literature (e.g., Duncan & Moriarty, 1997; Porcu et al., 2012; Reid et al., 2005; Tafesse & Kitchen, 2017) as well as empirically investigated studies on direct relationship between BO capability and performance outcomes (e.g., Baumgarth, Merrilees, & Urde, 2013; Luxton et al., 2017; Reid et al., 2005).

Likewise, MDB was conceptually associated with the campaign effectiveness and brand market performance through the mediated influence of IMC capability. These

linkages were supported by the theoretical discussion and importance given to the marketing database in the literature in relation to the IMC campaigns (Glazer, 1999; Nowak & Phelps, 1994; Schultz & Schultz, 1998), target customers, their attitudes and behaviors (e.g., Peltier et al., 2003; Zahay et al., 2004) and a support mechanisms (Tafesse & Kitchen, 2017).

In relation to these hypothesized relationships, the results found significantly positive support for the mediated effects of IMC capability between the MDB and the CE outcome. It implies that marketing database not only affects the IMC capability in a positive and significant manner but also CE outcome through the strong mediation of IMC capability. Based on strong theoretical support and the empirically obtained results in this study, it can be inferred that a smart database must be in place for the nourishment of IMC capability as well as the effective outcomes of campaigns executed – meaning that MDB not only facilitate the planning but also the execution of the IMC programs to have better outcomes.

Moreover, MDB was also theorized to have a strongly positive indirect influence on the BMP. However, the results found in this connection could not prove a significant positive indirect effect of MDB over the BMP. Though the results obtained are not statistically significant, however, it still has profound implication for the IMC managers working in the consumer market of Pakistan. As evident and discussed in the previous chapter, the results obtained do not clearly negate the important role of MDB in BMP. The positive bootstrapped confidence interval for the significance value (no zero in between the upper and lower levels), indicates that this indirect relationship can prove statistically significant on a lower confidence level (i.e., 90%). Moreover, it can also be concluded that the managers' perception of MDB's role pertinent to the BMP is

positive, however, it does not gain enough statistical importance. It is noteworthy that the BMP measure evaluated the extent managers felt their brands were performing in the consumer market of Pakistan. It implies that these managers perceived MDB to be more important for the effectiveness of campaigns rather brand performance in the consumer market of Pakistan.

Adopting the resource-based view of the firms, it can be argued that MDB as a mechanism and hence, a resource contributes to the competitive outcome i.e., BMP, however, not to the extent it achieves significance.

With respect to the past literature, the results discussed above are substantiation and expansion of the arguments presented by many scholars in the literature (e.g., Jerman & Završnik, 2012; Peltier et al., 2003; Schultz & Schultz, 1998; Tafesse & Kitchen, 2017). However, it is worthy to mention in relation to the overall integration process and stages discussed in IMC literature (e.g., Einwiller & Boenigk, 2012; Schultz & Schultz, 1998; Tafesse & Kitchen, 2017). These authors argue that organizations at the third level of integration do not necessarily practice database marketing rather, utilize the information as an underlying source for several marketing initiatives (Schultz & Schultz, 1998). Tafesse and Kitchen (2017), also argue in favour of the marketing database as a support mechanism for the IMC planning and execution and its related outcomes.

In addition to the stated indirect effects, numerous scholarly authors in the field of corporate communication in general (e.g., Berens, 2007; Grunig & Dozier, 2003; Van-Riel & Fombrun, 2007) and marketing communications in specific, (e.g., Duncan & Mulhern, 2004; Einwiller & Boenigk, 2012; Schultz, 1993; Tafesse & Kitchen, 2017)

have given their verdicts regarding the importance of top management role in the planning and implementation of IMC.

In line with the arguments made by previous authors for the direct influence of TMS on the marketing communications, this study extended these arguments to hypothesize the presence of a strong but indirect relationship between TMS and CE through the mediated effects of IMC. It is noteworthy that this hypothecation was made in congruence to the mediation approach proposed by Preacher and Hayes (2004). Thus, IMC capability was theorized as a strong mediator between TMS and campaign effectiveness. The results obtained in this connection exhibited statistically significant evidence of the existence of an indirect effect between TMS and CE. These findings substantiate the reason of support and involvement of the corporate managers in the IMC related decisions making.

While looking from the resource lens, it can be argued that TMS as a supporting mechanism and hence, a resource combined with the IMC capability as a business process must give an acceptable superior outcome in the form of CE. The relationship tested here, empirically proved the importance of TMS for the better IMC capability as well as the resultant CE. This relationship has come to the fore may be for the first time in the literature that substantiates the early claims of TMS to be supportive in IMC process. In addition, it also extended its scope to the outcome of the IMC capability.

The important role of the TMS was also hypothesized with the BMP through a strong mediated role of IMC capability. The results in this regard statistically confirm a significant and positive effect of TMS on BMP through the strong mediation of IMC capability. Conforming to the theoretical propositions made in the literature (e.g.,

Einwiller & Boenigk, 2012; Tafesse & Kitchen, 2017) regarding the role of TMS and overall performance has been partially substantiated by the results of this study.

In addition, the TMS conceptualization as a certain mechanism and IMC process as a firm capability adds to the existing literature on marketing communications posed or presented in the context of RBV. In this regard, the TMS or the role of leadership as argued, is not only important for the overall performance of firms, as used in the human resource and strategic management literature but should be considered as vital in the marketing domain in general and marketing communications in specific.

5.4.3. Mediation Effect of the Campaign Effectiveness

The chain effect does not end with the endogenous variables 'IMC capability and CE', rather the effects of IMC Capability nourished in the presence of an underlying facilitating environment transcends the effects absorbed. The direct relationship between IMC capability and CE and IMC capability to BMP were significant. However, further investigation was made to establish the role of CE as a mediating factor between the IMC capability and BMP in H17 of the study. The findings in this connection were up to the expectations as the CE fully mediates the relationship between the IMC capability and BMP. In comparison to the direct effects of IMC capability on BMP, the mediated path exhibited greater effects in the form of greater path coefficient, t-value and the f square (refer to analysis chapter).

In line with RBV perspective of the firms, the IMC Capability proved to be affecting the BMP directly as well as indirectly. It implies that IMC capability exerts a greater positive influence on the BMP via the CE mediated structural path. It proved the

superior outcome in the form of BMP as a result of the chain effect of IMC capability transmitted to CE and BMP further.

This result is aligned with previous studies done in the context of IMC and its direct impact on brand performance, however, the bifurcation of the performance-related outcomes in mutually exclusive manner and statistically valid separate treatment of the endogenous variables (outcomes), put light on the important role played by IMC capability in each separate outcome. It has certain implications for the IMC managers while planning and implementing the IMC activities in relation to the IMC context and process in the marketing domain rather a corporate domain. Though, the study puts more importance to the presence of IMC capability for the CE, however, the important outcome of BMP cannot be overlooked.

5.5. Contributions and Implications

The ever-growing demand for multi-disciplinary research together with RBV perspective in the domain of marketing in general (Foley & Fahy, 2009; Hooley et al., 2005; Ngo & O'Cass, 2012; O'Cass et al., 2012, 2015; O'Cass & Weerawardena, 2010) and marketing communications in specific (Kerr & Patti, 2013; Luxton et al., 2015, 2017; Reid, 2005) led to several benefits to the firms operating around the world. As a matter of fact, these benefits can be earned only if the RBV perspective is adopted in the field of marketing with its emphasis on developing different resources and capabilities with respect to the IMC process itself and its' outcomes. For instance, researchers would be in a better position to understand the impact of different organizational factors that can affect the planning and implementation of IMC process. Consequently, putting greater importance to the underlying factor resources and

capabilities shall result in better IMC capability of planning and implementation, hence, its related outcomes.

Discussion on the findings of this study clearly delineates the important role of the IMC capability in combining firms' resources and capabilities to have better IMC related outcomes. This thesis presents significant contributions made in the marketing communications' literature. Moreover, it adds to the existing body of knowledge through methodological and managerial implications in the context of integrated marketing communications.

5.5.1. Theoretical Contribution

As discussed, this study identified several underlying factors in the form of resources and capabilities of the firms that were posited to contribute to the IMC capability of planning and implementation of IMC activities. Investigation in this connection is fleet with a couple of factors posited theoretically. However, their empirical confirmation as facilitating environmental factors, especially in the RBV perspective was scarce. Following a list of underlying factors mentioned in the IMC literature coupled with the resource-based perspective, this study established strong links of the underlying antecedent factors that have been either scattered in the literature or have not been posited as important to the IMC capability.

Drawing from the RBV perspective, this study contributes by positing several theoretical relationships between certain resources and capabilities with the IMC capability. For instance, the relationship of MO culture and BO capability has been argued by many scholarly authors (Madhavaram et al., 2005; Porcu et al., 2012; Reid et al., 2005; Tafesse & Kitchen, 2017) and empirically added to the literature by Luxton

et al. (2017) only. However, their findings in relation to the outcomes are vague in contrary to this study. Furthermore, the other three antecedents namely; Marketing Database (MDB), Information Technology (IT) capability and Top Management Support (TMS) were difficult to find with empirical support in the marketing communications' literature.

Beside some of the direct linkages of antecedent factors proposed and tested with the IMC, this study goes beyond the direct structural relationships by conceptualizing and theoretically supporting multiple mediations present among certain antecedent factors themselves i.e., MO culture and IMC capability through the mediated effect of BO capability; IT capability to IMC capability through the mediation of MDB. In addition to these mediations that narrowed the wider gap in the literature, the TMS supporting factor instead of its vitality, had not been taken into considerations for empirical testing in the marketing communications literature.

In addition to these mediations, the mediated role played by IMC capability between the antecedent factors and the performance outcomes CE and BMP, have been established by coupling the literary support and the RBV perspective of the firms. Subsequently, this study established several new theoretical relationships supported by empirical results. These links have been established either for the first time in the literature or have been shared by very few studies (e.g., Luxton et al., 2015, 2017) that reported some of these linkages with the overall brand performance instead CE and BMP.

The study further provides certain insights with respect to the effects of IMC capability on exclusive outcome variables of CE and BMP. Pursuing this, the mediating role of the IMC capability has been empirically examined and supported the theoretical notions

presented in the literature by conceptualizing and theoretically supporting the mediated chain effect of IMC antecedents with the IMC outcomes. In addition to these mediations, conceptualization and theoretically supporting the chain of causality between IMC capability and BMP was also posited with the mediated influence of CE that proved to be significant.

The results in this regard have a clear implication for the academic researchers to treat the IMC outcomes in a mutually exclusive manner. This will provide further insights to the IMC outcomes in relation to the underlying resources and capability. Furthermore, it is also important to have a deeper insight of the IMC outcomes exclusively with respect to the different levels of integration of the IMC process.

Thus, the empirical results have established and added to the literature in IMC domain and extended the utilization of the RBV theory in the marketing communications. In relation to firms operating in the consumer market of Pakistan, this study is a unique contribution in the present IMC literature. To the best of researcher's knowledge, this study has narrowed the gap in the IMC literature with respect to the Pakistani consumer markets by finding no single study in such a specific context and comprehensive manner. In addition to this contextual contribution, this study has narrowed the contextual gap in the overall marketing communication literature by taking several facilitating factors on board and assessing their direct effects on IMC Capability and their indirect effects on the IMC outcomes with respect to consumer markets in specific.

5.5.2. Methodological Contribution

In addition to the theoretical contributions, the study under focus has contributed towards methodological considerations in relation to the IMC context. Numerous

studies in the field of IMC have used commonly known factor analysis in the first-generation models (SPSS) for the reliability and validity of the theoretical models and measurement constructs. However, such analyses are insufficient to meet the requirements of increasingly complex theoretical modelling. For instance, the study under focus involved multiple exogenous and endogenous relationships connected in simultaneous dependent and independent relationships, involving several mediations required the of PLS-SEM path modelling with the irresistible capability of handling complex models.

Consistent with the recommended techniques and approaches in the most recent literature, this study provides useful insights while assessing the measurement and structural models. This shall add to the existing literature in relation to the methods adopted in previous studies. For instance, very few of the IMC studies in the present literature have used the stringent reliability and validity criterions for the measurement constructs. For instance, the assessment of the individual reliability of the measurements was extended to individual items reliabilities based on the CR and AVE values. In addition, the validity of the measures used were subject to the newly introduced HTMT criterion. Followed by stringent reliability and validity, this study has established some of the measurement scales for further utilization in second generation structural equation modelling i.e., validation of the MDB and TMS scale as uni-dimensional measurement scales with the stringent reliability and validity criterions.

Likewise, one of the main contributions of this study is the conceptualization and empirical validation of the IMC mini audit scale as a Higher Order Construct (HOC) with its original five reflective dimensions. It is important to note that this scale has

been continuously used in the literature against the recommended approaches for the treatment of HOCs. This treatment was in line with the recommended approach to measure the HOCs in the second generation modelling e.g., PLS-SEM. The treatment of the five distinct higher order reflective dimensions as a uni-dimensional construct without the conceptual and statistical clarity may be parallel to misspecification of the theoretical modelling. This conceptualization of IMC mini audit scale was not only to pinpoint the mistaken uni-dimensional treatment, rather to safeguard the results of this study.

In addition, mutually exclusive operationalization of the outcome variables of endogenous nature i.e., CE and BMP adapted from the available literature, also provides a better insight of their reliability and validity assessments.

To conclude, all the constructs used in this study were subject to assessment for their reliability and validity with all the recent criterions used in the PLS-SEM. To this end, composite reliability, convergent validity, and discriminant validity were all checked and found to meet the criterions defined in the literature. Thus, all the measures used in the assessment of this theoretical model were reliable and valid in the context of IMC studies as well as the contextualization with respect to Pakistani consumer markets. In addition, the higher order model was also assessed before testing the structural relationships, that were found to be reliable and valid, hence adequately fitting into the structural model of the higher order. Thus, this study also contributes by developing a more parsimonious theoretical model.

5.5.3. Managerial Contribution

Other than theoretical and methodological contributions, this thesis offers managerial implications for the firms operating in consumer markets in general and Pakistan in specific.

Consistent with the RBV theorization, IMC process requires firms to facilitate the planning and implementation of the IMC process. This thesis conceptualized certain resources and capabilities as antecedent factors to empirically prove them as necessary condition to enable IMC managers to plan and implement the IMC activities. For instance, firms with such orientations like MO and BO, support of the strong IT capability, presence of well-managed marketing database, and support from the top management facilitates the IMC managers to plan and execute far better than the firms where such factors are lacking.

Moreover, the significant indirect relationships with the IMC outcomes also call upon the attention of the corporate managers towards the availability of such antecedent factors rather heavy investments in the IMC activities only. It implies that heavy investments in IMC activities alone, will not bring benefits to the firms, rather their continuous commitment to improve the overall environment to nourish the IMC capability. Hence, this study has tried to explain the importance of such underlying factors to the corporate managers to invest in the underlying resources and capabilities that facilitate the whole IMC process to further achieve the IMC related outcomes.

For instance, a firm-wide market and brand orientations shall accrue the benefits of being customer centered, competitively focused, well informed, more focused on the symbolic, value adding and functional meaning of the brand that shall enable the IMC

managers for better planning and implementation of IMC activities. However, in today's world of super competition relying on being market and brand oriented is not enough until IT capability, a wise marketing database and continuous support from the top management are in place. All these factors accrue their relevant benefits to the IMC managers to plan and implement IMC activities.

To sum up, this thesis requires the practitioners to have a look at the IMC related investments in relation to the IMC process as well as underlying factors in the organizations. In other words, it requires IMC to be assessed in totality or holistic manner. The relationship of IMC capability with its outcomes is not that simple rather involves the direct and indirect effects of all these stated factors. The heavy investments in IMC activities in relation to the outcomes obtained requires consideration of the top management for a firm-wide commitment and cooperation for facilitating an environment for the nourishment of IMC capability.

5.6. Limitations

There are several limitations that confine the scope of this study. By definition, this research is of the cross-sectional design, hence no inference of causation over time can be drawn. The causation from the antecedent factors to the IMC capability takes a longer time to develop and therefore, tracing their origin and development over a period can be of high interest to trace and evaluate.

In addition to the linkages of antecedent factors to IMC capability, the causation of IMC capability towards the IMC outcomes is also subject to a matter of a longer period of time. Marketing communication mix elements do have their respective objectives ranging from elicitation of behavioural response in the short term to a long-term

objective of attitude formation. For instance, an advertising campaign may effectively carryover the effects of certain activities from one point of time to another point of time – from cognitive to affective and subsequently conative behaviours, hence, shifting the outcome effect from one point of time to another. Thus, the effective campaigns and market-related brand performance, based on the subjective perception of the IMC managers at a certain time cannot be generalized in the sense of sole dependency of decision making on the results of this study.

In addition, the responding managers were mostly looking after single or a few brands rather the complex brand architectures or multiple product lines also confines the results from applicability in a complex environment.

Apart from the antecedent factors taken into consideration while conducting this research, many of the other environmental factors can possibly affect the capability of the IMC managers, and hence, the scope of IMC related studies. It implies that many operational level and business level activities may intervene in the development of IMC capability and the whole process of planning and implementation of IMC activities. Besides the internal factors, no single firm operates in isolation rather faced by the tough competition of industry forces and other external factors e.g., culture, economic conditions, legal environment etc., that may influence the relationship of the IMC process to the specified outcomes.

Regardless of these limitations, this research thesis makes significant contribution to the academic literature as well as the industry practitioners by highlighting and establishing strong relationships of the antecedent factors to the IMC and its related outcomes.

5.7. Future Recommendations

In relation to cross-sectional design, such IMC studies would be of wider scope if performed with longitudinal research data, that could possibly depict more better insights of such the factors to influence the IMC capability and its related outcomes. In addition, several other organizational factors e.g., outside in approach to IMC process, learning orientation, the capabilities of the top management, clear corporate focus etc., can be included to have better insights of the IMC capability.

With respect to, data collected from such respondents who were looking after one or very few brands rather complex nature of the brand structures and product lines, studies focus on specific campaigns for specific products shall help the IMC managers for specific insights.

IMC being of high importance, studies in future should consider the overall corporate communication strategy in conjunction with the IMC strategy considering the scope and level of integration, and focusing on different levels of outcomes, in the presence of wider inclusion of environmental factors. Furthermore, data collection from different levels of the same firms would be of greater importance to get true insights into the integration of IMC strategies with functional, business and corporate level strategies.

Moreover, the specific insight of certain sector would provide specific guidelines in respective sectors, as the IMC activities widely differ with the change in the sector and target markets.

5.8. Conclusion

The main purpose of the study under focus was to investigate the effects of the antecedent factors i.e., MO culture, BO capability, IT capability, MDB and TMS on IMC capability and its related outcomes like CE and BMP of the consumer market companies in Pakistan. The investigation was extended to include several dependent and independent relationships resulting in multiple mediated structural paths. In relation to the stated objectives of this research, all three objectives were met.

The foremost objective that was focused on the investigation of the direct and indirect influences of the antecedent factors on the IMC capability was achieved. In this connection, several direct and indirect hypotheses pertaining to the association between antecedent factors and IMC capability. In relation to the direct relationships between antecedent factors and IMC capability, all the hypotheses (H1a, H2a, H3a, H4a, H5a), proved statistically significant except for the direct effects of IT capability (H3a). The direct effects of MO and IT (H1b, H3b), on BO capability and MDB respectively, established empirically. Pertinent to the indirect effects of the MO culture and IT capability on the IMC capability (H2b, H4b), were also found to be significantly positive.

The second objective was related to the direct and indirect influences of IMC capability on IMC related outcomes. Both the direct and indirect structural relationships (H6a, H6b, H6c, H6d), between the IMC capability and its related outcomes were proved to be statistically significant and positive.

Importantly, the proposed mediation effect of IMC capability between the antecedent factors and IMC related outcomes were posited as H1cd, H2cd, Hcd, H5cd. Objective

3 was achieved by empirically proving the proposed mediated structural relationships. All the hypotheses proved to be significantly positive except for the indirect effects of MO culture (H1d) and MDB (H4d) on the BMP of the firms operating in the consumer market of Pakistan.

With regards to the sample of the study, this thesis utilized responses from the IMC managers of the consumer market companies in Pakistan. The unit of analysis was organization, represented by the manager responsible for the IMC planning and implementation. A total of 141 responses (out of 151 returned questionnaires) were utilized for data analyses. PLS-SEM technique was used to assess the posited relationships among the variables of interest.

To sum up, this research thesis presented theoretical, methodological, and practical implications for academia and industry practitioners by providing a true insight into the IMC planning and implementation in the consumer market companies in Pakistan. in line with the limitations of this study, several future research directions have been made.

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Appendix-A

Questionnaire

Dear Sir/Madam,

My name is Ayaz Ahmad, a PhD candidate in the School of Business Management, University Utara Malaysia. I am conducting an academic research study as part of my PhD studies. I shall be thankful for your contribution in the treasury of knowledge through your valuable responses to the items of the questionnaire.

The information provided will be strictly kept confidential and used for academic purpose only, by the researcher.

Thanking in anticipation.

Ayaz Ahmad
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SECTION-A

RESPONDENT'S BACKGROUND

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.
(Optional) **Contact:_____**
email:_____

1. Designation_____

2. Company or Brands looked after_____

3. Working experience with this department:

Instruction: Please **TICK (✓)** in the appropriate box where required.

4. Your company is involved in;

☐ Sales ☐ Trade ☐ Public Relations

☐ Advertising ☐ Direct ☐ Publicity

☐ Events ☐ Personal Selling ☐ Point-of-Purchase Promotion

☐ Any

SECTION-B

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

1.	We have a strong commitment to our customers.	1	2	3	4	5	6	7
2.	We are always looking for new ways to create customer value in our products and services.	1	2	3	4	5	6	7
3.	We encourage customer feedback as it helps us to do a better job.	1	2	3	4	5	6	7
4.	Our business objectives are driven by customers' satisfaction.	1	2	3	4	5	6	7
5.	After-sales service is an important part of our business strategy.	1	2	3	4	5	6	7
6.	We regularly monitor our competitors' marketing efforts.	1	2	3	4	5	6	7
7.	We frequently collect data about our competitors to help support our marketing.	1	2	3	4	5	6	7
8.	Our people are instructed to monitor competitors' activities.	1	2	3	4	5	6	7
9.	Our people are instructed to report competitors' activities.	1	2	3	4	5	6	7
10.	We respond rapidly to competitors' actions.	1	2	3	4	5	6	7
11.	Our top managers often discuss competitors' actions.	1	2	3	4	5	6	7
12.	Market information is shared inside our organization.	1	2	3	4	5	6	7
13.	Persons in charge of different business operations are involved in preparing business plans/strategies.	1	2	3	4	5	6	7
14.	We do a good job of integrating the activities inside our organization.	1	2	3	4	5	6	7
15.	We regularly have inter-organizational meetings to discuss market trends and developments.	1	2	3	4	5	6	7

SECTION-C

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

1. Our brand is a valuable asset to our business.	1	2	3	4	5	6	7
2. Our brand name is easily identified by consumers.	1	2	3	4	5	6	7
3. Our brand name differentiates us from our competitors.	1	2	3	4	5	6	7
4. Our brand name is a guarantee of consistency for our customers.	1	2	3	4	5	6	7
5. Our brand seeks to solve our customers' purchase problems better than our competitors.	1	2	3	4	5	6	7
6. Our brand offers our customers superior functional benefits.	1	2	3	4	5	6	7
7. Our brand differentiates itself through the addition of quality attributes to the product offer.	1	2	3	4	5	6	7
8. Our brand differentiates itself through the addition of service attributes to the product offer.	1	2	3	4	5	6	7
9. Our brand, as a symbol, expresses our customers' personality.	1	2	3	4	5	6	7
10. Our brand, as a symbol, expresses our customers' lifestyle.	1	2	3	4	5	6	7
11. Our brand allows our customers to associate themselves with certain groups of people.	1	2	3	4	5	6	7

SECTION-D

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

1. Overall, our technical support staff is knowledgeable when it comes to computer-based systems.	1	2	3	4	5	6	7
2. Our firm possesses a high degree of computer-based technical expertise.	1	2	3	4	5	6	7
3. We are very knowledgeable about new computer-based innovations.	1	2	3	4	5	6	7
4. We have the knowledge to develop and maintain computer-based communication links with our customers.	1	2	3	4	5	6	7

5. Our firm is skilled at collecting and analyzing market information about our customers via computer-based systems.	1	2	3	4	5	6	7
6. We routinely utilize computer-based systems to access market information from outside databases.	1	2	3	4	5	6	7
7. We have set procedures for collecting customer information from online sources.	1	2	3	4	5	6	7
8. We use computer-based systems to analyze customer and market information.	1	2	3	4	5	6	7
9. We utilize decision-support systems frequently when it comes to managing customer information.	1	2	3	4	5	6	7
10. We rely on computer-based systems to obtain, store, and process information about our customers.	1	2	3	4	5	6	7
11. Our company has a formal MIS department.	1	2	3	4	5	6	7
12. Our firm employs a manager whose main duties include the management of our information technology.	1	2	3	4	5	6	7
13. Every year we budget a significant amount of funds for new information technology hardware and software.	1	2	3	4	5	6	7
14. Our firm creates customized software applications when the need arises.	1	2	3	4	5	6	7
15. Our firm's members are linked by a computer network.	1	2	3	4	5	6	7

SECTION-E

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

16. Our company integrates customer information into a unified database.	1	2	3	4	5	6	7
17. Our company keep following up on consumer responses to marketing communications activities.	1	2	3	4	5	6	7
18. Our company encourage to make use of customer's actions while planning IMC activities.	1	2	3	4	5	6	7
19. Our company tries to comply with consumer information in the implementation of marketing communication activities	1	2	3	4	5	6	7

SECTION-F

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

1. Our top management is involved in decisions about the budget for marketing communications.	1	2	3	4	5	6	7
2. Our top management is involved in decisions about the strategies of marketing communications.	1	2	3	4	5	6	7
3. Our top management is involved in decisions about target groups.	1	2	3	4	5	6	7
4. Our top management is involved in decisions about marketing communication objectives.	1	2	3	4	5	6	7
5. Our top management is acquainted with SWOT analysis.	1	2	3	4	5	6	7
6. Our top management is involved in the control of marketing communications.	1	2	3	4	5	6	7
7. Our top management is involved in the coordination of marketing communication activities.	1	2	3	4	5	6	7

SECTION-G

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

1. Our brand's media plan is a strategic balance between mass media and one-to-one media.	1	2	3	4	5	6	7
2. Special programs are in place to facilitate customer inquiries and complaints about our brand.	1	2	3	4	5	6	7
3. In our databases, we capture customer inquiries, complaints, compliments, and sales behaviour related to our brand.	1	2	3	4	5	6	7
4. Our customer databases are easily accessible (internally) and user-friendly."	1	2	3	4	5	6	7
5. Our company's mission statement is a key consideration in the communications planning for our brand.	1	2	3	4	5	6	7
6. Our mission statement is promoted among customers and other key stakeholders of our brand (e.g., employees, shareholders).	1	2	3	4	5	6	7
7. Our brand's social sponsorship contributions are concentrated in one specific area or program (e.g., sport, music, art, etc.).	1	2	3	4	5	6	7
8. In our company, the process of managing the brand's reputation is the responsibility of all departments and employees.	1	2	3	4	5	6	7
9. The people managing the communications program for our brand have a good understanding of the strengths and weaknesses of all major marketing communications tools, i.e., PR, sales promotion, advertising, and packaging.	1	2	3	4	5	6	7
10. Our company does a good job of internal marketing, informing all areas of the organization about our brand's objectives and marketing programs	1	2	3	4	5	6	7
11. Our major communication agencies (e.g., advertising agency) have (at least) monthly contact with each other regarding our brand. "	1	2	3	4	5	6	7
12. We regularly review our marketing plan to ensure relevance and consistency of our brand messages and strategic brand positioning.	1	2	3	4	5	6	7

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

13. Our major promotional theme for the brand is conceptually broad enough to allow for different sub-campaigns aimed at all key stakeholder groups.	1	2	3	4	5	6	7
14. We carefully coordinate the messages being sent by all of our operations, such as pricing, distribution, product performance, and service operations, to ensure consistency of brand positioning. ”	1	2	3	4	5	6	7
15. A SWOT analysis is used to determine the strengths and opportunities we can leverage, and the weaknesses and threats we need to address, in our brand’s marketing communication planning.	1	2	3	4	5	6	7
16. We use a fresh start or zero-based approach in planning our brand’s marketing communication rather than using the last year’s budget allocations.	1	2	3	4	5	6	7
17. When doing annual marketing communication planning, the first priority is given to managing consumer contact(s) with our brand.	1	2	3	4	5	6	7
18. We use some type of systematic brand-tracking study to evaluate the strength of our relationships with customers and other key stakeholders.	1	2	3	4	5	6	7
19. Our brand-marketing strategies maximize the unique strengths of the various marketing communications tools.	1	2	3	4	5	6	7
20. The stated objective of our brand’s marketing communication program is to create and maintain profitable relationships with customers and other stakeholders by ensuring consistency in all messages sent to these groups.”	1	2	3	4	5	6	7

SECTION-H

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

1.	In our company We are successful in achieving "above-the-line" objectives.	1	2	3	4	5	6	7
2.	In our company We are successful in achieving "below-the-line" objectives.	1	2	3	4	5	6	7
3.	We have greater "synergy" between the communication tools used	1	2	3	4	5	6	7
4.	Our campaigns have a longer sustained effect on consumer brand recall.	1	2	3	4	5	6	7
5.	We have a higher return on campaign investment.	1	2	3	4	5	6	7

SECTION-I

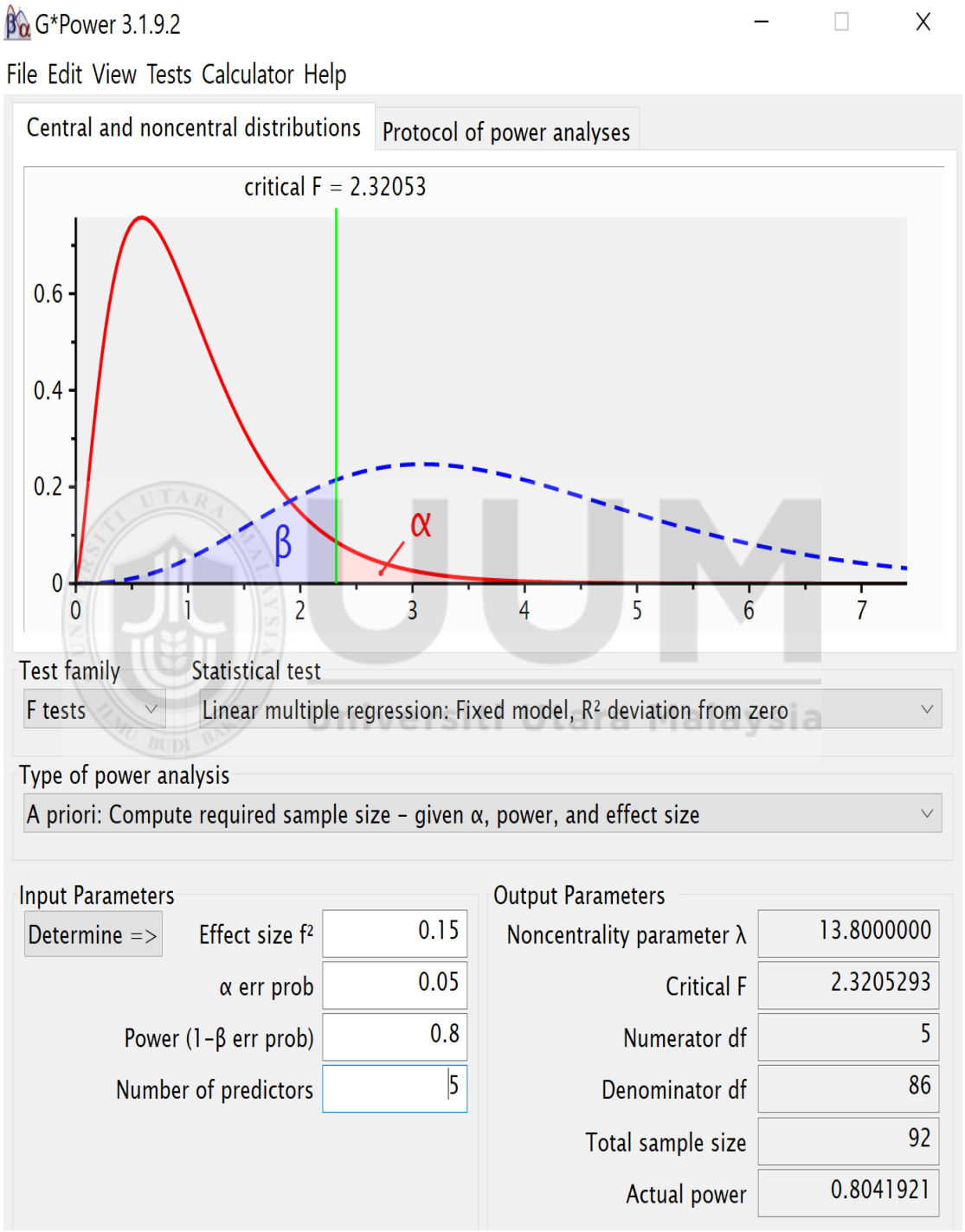
Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree

1.	Our brand is seen as being of higher quality.	1	2	3	4	5	6	7
2.	Our brand is able to maintain a price premium in the marketplace.	1	2	3	4	5	6	7
3.	Our brand commands greater support from our intermediaries.	1	2	3	4	5	6	7
4.	Our brand has a higher level of brand loyalty.	1	2	3	4	5	6	7
5.	Our brand is more easily able to increase its market penetration.	1	2	3	4	5	6	7

Appendix-B

G*Power Calculations



Appendix C-1

Mardia's Multivariate Normality

WebPower
Statistical power analysis online

Output of skewness and kurtosis calculation

Sample size: 141
Number of variables: 20

Univariate skewness and kurtosis

	Skewness	SE_skew	Kurtosis	SE_kurt
Case.ID	0.000000000	0.2041345	-1.2000000	0.4055446
BMP	-0.371947000	0.2041345	-0.7719086	0.4055446
BOCDis	-0.005940569	0.2041345	-0.9576323	0.4055446
BOCFun	0.074985083	0.2041345	-0.6598465	0.4055446
BOCSym	-0.040738548	0.2041345	-0.3933609	0.4055446
CE	-0.459504915	0.2041345	-0.6008264	0.4055446
IMCC	0.067727689	0.2041345	-0.8486078	0.4055446
ITKnw	-0.741330285	0.2041345	0.2538433	0.4055446
ITObj	-1.122860424	0.2041345	2.7089470	0.4055446
ITOpr	-0.895886803	0.2041345	2.3789982	0.4055446
Interactivity	0.059171752	0.2041345	-0.6585991	0.4055446
MDB	-0.033712018	0.2041345	-0.7684495	0.4055446
MOCom	-0.124893599	0.2041345	-0.7919151	0.4055446
MOCust	0.123067083	0.2041345	-0.8593642	0.4055446
MOIFC	-0.336099078	0.2041345	-0.8122242	0.4055446
Misn.Mkg	-0.006189047	0.2041345	-0.6384211	0.4055446
Org.Infra	-0.084556517	0.2041345	-0.4175361	0.4055446
Pln.Eval	0.202930873	0.2041345	-0.1942579	0.4055446
St.Consis	0.299276182	0.2041345	-0.8309940	0.4055446
TMS	0.160441559	0.2041345	-0.7742989	0.4055446

Mardia's multivariate skewness and kurtosis

	b	z	p-value
Skewness	69.88455	1642.286961	3.470541e-02
Kurtosis	401.43590	-7.718297	1.176836e-14

Appendix C-2

Cross Loadings

	BMP	BOC Dis	BOC Fun	BOC Sym	CE	Misn. Mkg	Org. Infra	Pla& Eva	St. Cons	Intrc tivity	IT Knw	IT Obj	IT Opr	MDB	MO Com	MO Cust	MO IFC	TMS
BMP1	**0.764**	0.195	0.215	0.112	0.315	0.083	0.206	0.161	0.098	0.296	0.009	0.195	0.192	0.345	0.136	0.161	0.167	0.198
BMP2	**0.737**	0.407	0.466	0.389	0.680	0.494	0.464	0.349	0.378	0.480	0.137	0.180	0.231	0.523	0.357	0.419	0.537	0.503
BMP3	**0.589**	0.308	0.150	0.024	0.295	0.164	0.166	0.164	0.112	0.147	0.033	0.270	0.198	0.310	0.108	0.171	0.071	0.262
BMP4	**0.724**	0.226	0.278	0.138	0.395	0.177	0.247	0.294	0.187	0.230	0.037	0.228	0.189	0.373	0.158	0.167	0.178	0.343
BMP5	**0.777**	0.330	0.404	0.204	0.468	0.215	0.247	0.308	0.258	0.404	0.030	0.248	0.325	0.459	0.217	0.208	0.285	0.261
BOCDis1	0.393	**0.826**	0.424	0.355	0.330	0.216	0.280	0.182	0.255	0.305	0.038	0.038	0.094	0.268	0.232	0.255	0.400	0.241
BOCDis2	0.351	**0.807**	0.378	0.213	0.235	0.185	0.273	0.219	0.254	0.295	0.009	0.135	0.145	0.341	0.201	0.222	0.252	0.273
BOCDis3	0.315	**0.864**	0.443	0.315	0.241	0.191	0.260	0.250	0.179	0.277	0.007	0.047	0.203	0.306	0.170	0.206	0.259	0.246
BOCDis4	0.363	**0.818**	0.477	0.285	0.412	0.144	0.195	0.430	0.290	0.255	0.063	0.048	0.328	0.569	0.245	0.296	0.359	0.257
BOCFun1	0.364	0.459	**0.795**	0.515	0.372	0.414	0.479	0.258	0.341	0.357	0.015	0.200	0.177	0.408	0.344	0.226	0.378	0.411
BOCFun2	0.412	0.365	**0.859**	0.516	0.421	0.440	0.373	0.233	0.359	0.329	0.017	0.209	0.209	0.415	0.383	0.266	0.388	0.409
BOCFun3	0.395	0.342	**0.815**	0.541	0.369	0.413	0.343	0.357	0.305	0.313	0.068	0.191	0.239	0.443	0.340	0.237	0.371	0.335
BOCFun4	0.356	0.533	**0.795**	0.499	0.394	0.333	0.283	0.443	0.343	0.301	0.066	0.079	0.247	0.513	0.433	0.342	0.496	0.339
BOCsym1	0.204	0.306	0.531	**0.818**	0.262	0.361	0.256	0.312	0.317	0.276	0.073	0.108	0.142	0.273	0.337	0.295	0.412	0.327
BOCsym2	0.270	0.275	0.537	**0.841**	0.281	0.422	0.377	0.252	0.347	0.367	0.023	0.063	0.036	0.264	0.434	0.293	0.482	0.376
BOCsym3	0.244	0.281	0.476	**0.777**	0.255	0.360	0.287	0.166	0.208	0.272	0.070	0.072	0.132	0.232	0.285	0.173	0.368	0.257
CEF1	0.463	0.312	0.370	0.202	**0.725**	0.218	0.336	0.306	0.298	0.319	0.007	0.144	0.210	0.384	0.295	0.233	0.291	0.247
CEF2	0.670	0.388	0.411	0.294	**0.830**	0.453	0.368	0.320	0.371	0.343	0.126	0.181	0.232	0.495	0.248	0.321	0.403	0.356
CEF3	0.501	0.178	0.393	0.316	**0.830**	0.347	0.290	0.289	0.396	0.363	0.091	0.105	0.165	0.483	0.343	0.285	0.423	0.398
CEF4	0.249	0.190	0.319	0.232	**0.572**	0.265	0.188	0.240	0.309	0.324	0.095	0.091	0.006	0.304	0.225	0.350	0.457	0.348
CEF5	0.484	0.296	0.289	0.176	**0.769**	0.241	0.222	0.249	0.277	0.291	0.053	0.154	0.212	0.442	0.252	0.253	0.356	0.375
MisMkg1	0.301	0.235	0.415	0.406	0.387	**0.835**	0.503	0.337	0.509	0.448	0.129	0.087	0.115	0.324	0.369	0.284	0.432	0.439
MisMkg2	0.336	0.165	0.399	0.372	0.384	**0.829**	0.539	0.277	0.493	0.435	0.104	0.006	0.003	0.333	0.376	0.310	0.396	0.473
MisMkg3	0.264	0.125	0.372	0.362	0.223	**0.755**	0.414	0.191	0.438	0.353	0.089	0.092	0.138	0.323	0.209	0.259	0.308	0.357
Org.Infra1	0.335	0.341	0.421	0.370	0.289	0.484	**0.867**	0.321	0.427	0.459	0.054	0.100	0.170	0.348	0.313	0.275	0.407	0.369

	BMP	BOC Dis	BOC Fun	BOC Sym	CE	Misn. Mkg	Org. Infra	Pla& Eva	St. Cons	Intrc tivity	IT Knw	IT Obj	IT Opr	MDB	MO Com	MO Cust	MO IFC	TMS
Org.Infra3	0.424	0.222	0.373	0.306	0.385	0.498	**0.815**	0.218	0.397	0.459	0.121	0.183	0.197	0.307	0.386	0.230	0.356	0.473
Org.Infra4	0.261	0.176	0.327	0.263	0.279	0.520	**0.793**	0.239	0.327	0.376	0.102	0.141	0.107	0.251	0.330	0.266	0.370	0.366
Pla&Eva1	0.275	0.227	0.254	0.179	0.253	0.201	0.215	**0.699**	0.187	0.321	0.051	0.079	0.240	0.458	0.275	0.309	0.181	0.288
Pla&Eva2	0.304	0.241	0.323	0.225	0.364	0.329	0.308	**0.846**	0.292	0.375	0.200	0.146	0.240	0.583	0.358	0.373	0.353	0.368
Pla&Eva3	0.282	0.278	0.286	0.288	0.276	0.201	0.216	**0.796**	0.265	0.334	0.089	0.114	0.231	0.432	0.235	0.270	0.191	0.302
Pla&Eva4	0.337	0.267	0.320	0.282	0.305	0.274	0.264	**0.847**	0.281	0.346	0.178	0.171	0.221	0.525	0.281	0.350	0.347	0.408
Pla&Eva5	0.336	0.321	0.394	0.242	0.297	0.332	0.256	**0.817**	0.269	0.336	0.174	0.146	0.293	0.525	0.313	0.371	0.318	0.344
St.Cons1	0.256	0.264	0.322	0.248	0.331	0.466	0.308	0.264	**0.810**	0.349	0.044	0.106	0.188	0.300	0.243	0.342	0.431	0.454
St.Cons 2	0.268	0.179	0.434	0.342	0.397	0.532	0.474	0.263	**0.818**	0.373	0.034	0.124	0.155	0.366	0.348	0.314	0.409	0.348
St.Cons 3	0.276	0.282	0.222	0.285	0.327	0.429	0.330	0.254	**0.780**	**0.293**	0.042	0.129	0.154	0.348	0.289	0.240	0.387	0.391
Interact1	0.373	0.242	0.316	0.279	0.392	0.465	0.453	0.291	0.352	**0.807**	0.143	0.157	0.129	0.285	0.328	0.343	0.451	0.525
Interact 2	0.328	0.282	0.293	0.296	0.247	0.299	0.346	0.377	0.333	**0.744**	0.195	0.112	0.262	0.482	0.343	0.326	0.416	0.507
Interact 3	0.317	0.245	0.300	0.315	0.349	0.406	0.380	0.287	0.275	**0.696**	0.212	0.203	0.293	0.308	0.249	0.335	0.372	0.442
Interact 4	0.428	0.270	0.305	0.270	0.324	0.386	0.409	0.345	0.325	**0.789**	0.149	0.184	0.192	0.378	0.361	0.324	0.410	0.436
ITKnw1	0.085	0.048	0.039	0.013	0.123	0.011	0.102	0.083	0.002	0.050	**0.697**	0.423	0.379	0.000	0.098	0.117	0.091	0.048
ITKnw2	0.096	0.032	0.044	0.036	0.154	0.129	0.064	0.185	0.054	0.207	**0.840**	0.390	0.389	0.143	0.078	0.076	0.134	0.177
ITKnw3	0.095	0.011	0.052	0.015	0.090	0.125	0.069	0.084	0.067	0.167	**0.804**	0.395	0.312	0.078	0.026	0.188	0.158	0.138
ITKnw4	0.013	0.087	0.088	0.081	0.009	0.115	0.124	0.173	0.022	0.227	**0.831**	0.306	0.379	0.125	0.144	0.123	0.187	0.203
ITObj1	0.244	0.026	0.171	0.072	0.207	0.030	0.101	0.110	0.137	0.189	0.327	**0.767**	0.495	0.195	0.007	0.002	0.082	0.209
ITObj2	0.168	0.103	0.172	0.091	0.148	0.036	0.080	0.069	0.102	0.147	0.305	**0.667**	0.426	0.129	0.091	0.130	0.098	0.138
ITObj3	0.207	0.048	0.128	0.079	0.106	0.135	0.207	0.181	0.093	0.158	0.383	**0.803**	0.381	0.156	0.039	0.089	-0.002	0.104
ITObj5	0.291	0.081	0.180	0.060	0.118	0.043	0.080	0.109	0.129	0.162	0.341	**0.770**	0.399	0.130	0.017	0.021	0.060	0.111
ITOpr1	0.262	0.231	0.177	0.171	0.151	0.087	0.198	0.189	0.155	0.268	0.396	0.373	**0.814**	0.310	0.162	0.138	0.162	0.220
ITOpr2	0.240	0.163	0.223	0.084	0.145	0.125	0.157	0.151	0.132	0.153	0.344	0.382	**0.702**	0.317	0.163	0.168	0.160	0.248
ITOpr3	0.198	0.100	0.120	0.019	0.187	0.002	0.137	0.273	0.170	0.219	0.300	0.460	**0.737**	0.277	0.046	0.004	0.073	0.064
ITOpr4	0.325	0.237	0.276	0.109	0.217	0.063	0.115	0.302	0.138	0.191	0.285	0.506	**0.729**	0.314	0.099	0.089	0.107	0.054
ITOpr5	0.202	0.166	0.224	0.072	0.192	0.106	0.128	0.238	0.185	0.234	0.392	0.386	**0.817**	0.288	0.217	0.138	0.212	0.206
MDB1	0.617	0.382	0.290	0.169	0.487	0.200	0.260	0.403	0.250	0.316	0.009	0.155	0.292	**0.718**	0.212	0.233	0.313	0.283
MDB2	0.403	0.370	0.481	0.244	0.425	0.371	0.297	0.512	0.360	0.380	0.115	0.195	0.317	**0.883**	0.411	0.362	0.368	0.443

	BMP	BOC Dis	BOC Fun	BOC Sym	CE	Misn. Mkg	Org. Infra	Pla& Eva	St. Cons	Intrc tivity	IT Knw	IT Obj	IT Opr	MDB	MO Com	MO Cust	MO IFC	TMS
MDB3	0.455	0.271	0.361	0.211	0.532	0.286	0.227	0.477	0.319	0.336	0.045	0.068	0.196	**0.718**	0.392	0.358	0.398	0.439
MDB4	0.436	0.413	0.543	0.345	0.396	0.386	0.361	0.579	0.382	0.449	0.197	0.205	0.413	**0.830**	0.440	0.400	0.464	0.528
MOCom1	0.217	0.210	0.362	0.342	0.232	0.244	0.343	0.289	0.256	0.326	0.029	0.059	0.114	0.397	**0.792**	0.394	0.477	0.365
MOCom2	0.326	0.277	0.437	0.330	0.346	0.384	0.417	0.257	0.361	0.347	0.069	0.004	0.108	0.427	**0.836**	0.459	0.594	0.498
MOCom3	0.209	0.148	0.342	0.360	0.304	0.322	0.323	0.323	0.233	0.346	0.097	0.125	0.154	0.298	**0.750**	0.411	0.460	0.459
MOCom4	0.243	0.126	0.333	0.371	0.266	0.340	0.276	0.301	0.314	0.427	0.116	0.028	0.199	0.390	**0.859**	0.369	0.502	0.431
MOCom5	0.259	0.289	0.396	0.400	0.316	0.338	0.329	0.329	0.327	0.272	0.071	0.013	0.164	0.408	**0.840**	0.496	0.649	0.408
MOCust1	0.301	0.319	0.262	0.237	0.302	0.224	0.214	0.277	0.200	0.318	0.037	0.007	0.082	0.302	0.402	**0.764**	0.472	0.247
MOCust2	0.259	0.245	0.257	0.297	0.261	0.285	0.275	0.299	0.299	0.344	0.141	0.088	0.177	0.338	0.295	**0.803**	0.458	0.381
MOCust4	0.252	0.076	0.210	0.251	0.274	0.264	0.201	0.339	0.269	0.412	0.097	0.094	0.032	0.293	0.343	**0.751**	0.387	0.404
MOCust5	0.252	0.274	0.259	0.167	0.296	0.280	0.241	0.335	0.344	0.227	0.170	0.000	0.118	0.373	0.538	**0.682**	0.615	0.402
MOIFC1	0.269	0.227	0.290	0.288	0.399	0.283	0.288	0.216	0.367	0.495	0.145	0.044	0.139	0.363	0.502	0.489	**0.740**	0.591
MOIFC2	0.343	0.316	0.424	0.465	0.398	0.438	0.418	0.315	0.412	0.423	0.177	0.069	0.162	0.414	0.543	0.516	**0.864**	0.516
MOIFC3	0.371	0.395	0.490	0.499	0.459	0.406	0.429	0.372	0.517	0.447	0.131	0.054	0.182	0.431	0.573	0.600	**0.854**	0.490
MOIFC4	0.376	0.318	0.426	0.450	0.401	0.423	0.357	0.242	0.369	0.441	0.168	0.051	0.132	0.417	0.555	0.504	**0.836**	0.515
TMS1	0.186	0.033	0.220	0.287	0.266	0.279	0.227	0.269	0.284	0.412	0.218	0.040	0.018	0.209	0.548	0.530	0.531	**0.572**
TMS2	0.223	0.108	0.204	0.122	0.271	0.280	0.235	0.245	0.296	0.233	0.130	0.003	0.028	0.266	0.464	0.608	0.454	**0.503**
TMS3	0.350	0.289	0.426	0.370	0.301	0.429	0.425	0.394	0.390	0.509	0.098	0.146	0.243	0.446	0.399	0.303	0.444	**0.793**
TMS4	0.328	0.233	0.307	0.266	0.320	0.441	0.352	0.175	0.394	0.456	0.175	0.270	0.197	0.407	0.260	0.263	0.467	**0.767**
TMS5	0.369	0.217	0.321	0.272	0.302	0.395	0.364	0.276	0.357	0.467	0.124	0.241	0.186	0.348	0.323	0.218	0.409	**0.788**
TMS6	0.509	0.312	0.416	0.398	0.468	0.515	0.495	0.475	0.432	0.587	0.188	0.134	0.198	0.571	0.435	0.425	0.552	**0.851**
TMS7	0.378	0.299	0.390	0.264	0.359	0.300	0.310	0.290	0.351	0.478	0.098	0.114	0.148	0.462	0.373	0.261	0.426	**0.789**

Note: BMP – Brand Market Performance; BOCDist – Distinctiveness; BOCFun – Functionality; BOCSym – Symbolism; MOIFC – Inter-functional Coordination; MOCom – Competitor Orientation; MOCus – Customer Orientation; IMC – Integrated Marketing Communications; ITKnw – ITKnowledge; ITObj – IT Objects; ITOpr – IT Operations; MDB – Marketing Database; TMS – Top Management Support

Appendix C-3

Common Method Variance

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.704	24.630	24.630	19.704	24.630	24.630
2	5.492	6.865	31.495	5.492	6.865	31.495
3	4.132	5.166	36.661	4.132	5.166	36.661
4	3.109	3.886	40.546	3.109	3.886	40.546
5	2.868	3.586	44.132	2.868	3.586	44.132
6	2.495	3.119	47.251	2.495	3.119	47.251
7	2.205	2.756	50.006	2.205	2.756	50.006
8	2.147	2.683	52.690	2.147	2.683	52.690
9	1.893	2.367	55.057	1.893	2.367	55.057
10	1.708	2.135	57.192	1.708	2.135	57.192
11	1.654	2.068	59.260	1.654	2.068	59.260
12	1.623	2.029	61.289	1.623	2.029	61.289
13	1.512	1.890	63.179	1.512	1.890	63.179
14	1.489	1.861	65.039	1.489	1.861	65.039
15	1.385	1.732	66.771	1.385	1.732	66.771
16	1.254	1.567	68.338	1.254	1.567	68.338
17	1.204	1.505	69.843	1.204	1.505	69.843
18	1.146	1.432	71.275	1.146	1.432	71.275
19	1.096	1.370	72.645	1.096	1.370	72.645
20	1.068	1.335	73.980	1.068	1.335	73.980
21	.985	1.231	75.211			
22	.942	1.177	76.388			
23	.918	1.148	77.536			
24	.865	1.082	78.617			
25	.839	1.049	79.666			
26	.814	1.018	80.684			
27	.785	.982	81.665			
28	.770	.963	82.628			
29	.731	.914	83.542			
30	.655	.819	84.361			
31	.620	.775	85.136			
32	.599	.749	85.884			
33	.564	.705	86.589			
34	.553	.692	87.281			
35	.519	.649	87.930			
36	.507	.634	88.563			
37	.469	.586	89.149			
38	.463	.579	89.728			
39	.454	.567	90.296			
40	.433	.541	90.837			
41	.419	.524	91.361			
42	.411	.513	91.874			

43	.378	.473	92.347			
44	.363	.454	92.800			
45	.350	.437	93.238			
46	.338	.423	93.660			
47	.325	.406	94.066			
48	.307	.384	94.450			
49	.287	.359	94.809			
50	.279	.348	95.157			
51	.261	.326	95.483			
52	.255	.319	95.802			
53	.250	.313	96.114			
54	.237	.297	96.411			
55	.224	.280	96.691			
56	.215	.269	96.960			
57	.214	.268	97.228			
58	.186	.233	97.460			
59	.175	.219	97.679			
60	.165	.207	97.886			
61	.156	.195	98.081			
62	.150	.187	98.268			
63	.134	.168	98.435			
64	.131	.163	98.599			
65	.123	.154	98.753			
66	.120	.150	98.903			
67	.108	.135	99.038			
68	.099	.124	99.162			
69	.096	.119	99.281			
70	.083	.103	99.385			
71	.079	.099	99.483			
72	.074	.092	99.576			
73	.066	.083	99.658			
74	.054	.067	99.725			
75	.048	.060	99.785			
76	.046	.057	99.842			
77	.044	.055	99.898			
78	.036	.044	99.942			
79	.025	.031	99.974			
80	.021	.026	100.000			

Extraction Method: Principal Component Analysis.