



**INTEGRATED MARKETING COMMUNICATION STRATEGY
AND MARKETING SURVIVAL: AN EMPIRICAL
EVIDENCE FROM FASHIONABLE APPAREL
BUSINESSES IN THAILAND**

**BY
SORAWIT NGAMSUTTI**

**A dissertation submitted in partial fulfillment of the requirements for
the degree of Doctor of Philosophy in Marketing Management
at Mahasarakham University**

April 2018

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The examining committee has unanimously approved this dissertation, submitted by Mr. Sorawit Ngamsutti as a partial fulfillment of the requirements for the degree of Doctor of Philosophy in Marketing Management at Mahasarakham University.

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TITLE Integrated Marketing Communications Strategy and Marketing Survival: An Empirical Evidence from Fashionable Apparel Businesses in Thailand

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ABSTRACT

The purpose of this research is to examine the effects of integrated marketing communication strategy which has five dimensions, namely, message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability on marketing competitiveness and marketing survival of fashionable apparel businesses in Thailand. Besides, the mediating effects of brand trust, customer loyalty, market acceptance are also examined. Furthermore, this research tests the influence of five antecedents are including market-driving vision, organizational collaboration, marketing learning, information technology resource, market turbulence as the antecedents of integrated marketing communication strategy, the moderating role of market culture are also investigated in this research. The conceptual model is proposed on three theoretical perspectives comprised of the resource advantage theory, media richness and contingency theory to explain the relationship of variables. The model is empirically tested by using data collected from a questionnaires mail survey of 579 fashionable apparel businesses located throughout Thailand. The statistics used for analyzing data were correlation analysis, descriptive statistic and the Ordinary Least Squares (OLS) regression analysis.

The results indicate that only one dimension of integrated marketing communication strategy, namely, channel congruence focus has a significant positive effect on brand trust, customer loyalty, market acceptance and marketing competitiveness. In addition, cross-functional activity has a significant positive effect



on customer loyalty, market acceptance and marketing competitiveness. Likewise, homogeneous image capability has a significant positive effect on brand trust, customer loyalty, and marketing competitiveness. Moreover, message consistency orientation, and media linkage concentration are not impact on the consequence. In addition, brand trust, customer loyalty, market acceptance has a significant positive effect on marketing competitiveness. Besides, marketing competitiveness has an effect on marketing survival. The antecedent variables contain market-driving vision, organizational collaboration and market turbulence which have a partial significant positive effect on integrated marketing communication strategy. Therefore, marketing learning and information technology resource are not influence on integrated marketing communication strategy. Furthermore, for the moderating effect market culture partially moderates the relationships between antecedents and integrated marketing communication strategy dimensions.

Finally, based on the results of this research, the findings contribute to research on integrated marketing communication strategy by providing understanding of the relationships among integrated marketing communication strategy, its consequences, and marketing survival. In addition, this research add five antecedents and market culture as moderator of integrated marketing communication strategy.

In order to contribute more theoretically to the integrated marketing communication strategy, there is a need to test the theoretical model in other business type or modify dimensions to establish the generalizability of our findings. Furthermore, the need for future research is to seek other influence variables to increase the effect of integrated marketing communication strategy or adding qualitative method to find some explanations of the phenomenon.



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CHAPTER I

INTRODUCTION

Overview

Today organization has to deal rapidly for development from the society, economics, technology that changes every time, business environments and increases of high competition and coming of new competitors in the market, competition in the market has become more rigorous which impacts on all businesses. Moreover, the shortening of product life cycle, advances in information technologies, quality improvements and the increasing expectations of customers were affected by firm performance or market segment (Hacioglu and Gök, 2013). Despite that the firm has the ability for making unique products or service; the competitors also can develop and replicate the uniqueness to the target customer with ease (Schultz and Shultz, 1998). Additionally, customers are not only seeking just the core benefits from the products but customers also tend to seek the products and services which reflect their personality (Sebastiao, 2005). Therefore, the organization focused on creating long-term relationships with customers and attending to gain benefit from strong relationships (Ketchompu and Ussahawanitchakit, 2015). The traditional promotion mix includes tools like sales promotion, personal selling, advertising, public relations, and publicity. But in digital era marketing communication is not enough to create satisfaction for customers. Thus, the marketer is using an integrated marketing communication approach to promote their offer effectively to the target audience and position their product or service that gains awareness, attention, and creates an image in the minds of the customers (Pitta, Weisgal, and Lynagh, 2006; Shafiulla and Babu, 2014)

Prior research in marketing thought, integrated marketing communication emerged as an evolution in marketing communication was by changing in at least three main areas; the marketplace, media, and communication, and consumer, a reason from growing of significance and potential of the interactive nature of the media and changes in consumer demand. These changes have been focused primarily on advancing in information technology, changing of customer perception (Kliatchko, 2005).



The concept of integrated marketing communication (IMC) was introduced in the 1980s from the root of psychology, marketing, tradition and mass communications (Reinold and Tropp, 2012). The integrated marketing communication concept is the theoretical attempt to understand why consumers respond to some marketing communications messages more positively than others and how marketing communications can be better organized (Schultz and Kitchen, 2000; Kliatchko, 2005; McGrath, 2005; Schultz and Patti, 2009). Similarly, integrated marketing communications is an integration process of all elements of marketing communication mix (Duncan, 2002). The organization needs to enable synergies between decisions making and activities in marketing communications and should lead to best business performance (Duncan, 2002; Reid, 2003). An early definition by Schultz (1993, p. 17) refers to integrated marketing communication as the process of developing and implementing various forms of persuasive communication programs with customers and prospects over time.

Kliatchko (2005) reviewed five definitions of integrated marketing communication developed in the 1990s and argued that although the conceptualization of the integrated marketing communication constructs had developed considerably. It had not sufficiently captured the embodiment of integrated marketing communication that is essential characteristics at that time. However, though much of research is investigated and integrated into marketing communication this research gives a few reasons for the interest in integrated marketing communication strategy. The reasons are; first, the ongoing fragmentation of mass media makes it harder to comprehensive a target audience with a one or simple set of promotional tools. Second, the present emphasis on strategy is a powerful strategy to implement in a turbulent environment. Third, the success of integrated marketing communication requires a high degree of cross-functional communication within the firm. Forth, integrated marketing communication has different views or approaches that have evolved over the years. Lastly, using integrated marketing communication definitions from the integration generally cited by integrated marketing communication scholars for testing the validity of the integrated marketing communications concept. As a result, this research needs to develop dimensions of integrated marketing communication strategy, understand regarding integrated marketing communication strategy concept and identify its antecedents, moderators, and consequents.



Business strategy is concerned with the firm-wide decisions that concentrate on achieving competitive advantage than a competitor (Slater, Olson, and Finnegan, 2011). Thus, the integrated marketing communication strategy as a set of implementations which involve planning, development, effective execution, and evaluation of measurable, strongly coordinated, effective firm communications programs interacting over time with stakeholders, customers, and other associates, appropriate internal and external audiences (Schultz, 2004). Belch and Belch (2004) suggest integrated marketing communication strategy is the major role strategy that plays in the process of developing and sustaining brand identity and brand equity and increases customer relationship. Kitchen and Schultz (2003) proposed that firms deliberate communication as the key competitive advantage of marketing. This is reflecting organizational capability need to communicate with target audience by the credibility of content and information. The relationship between customers and organization is the ongoing link between a brand and its customers (Shimp, 2003) and consequently, many authors claim that integrated marketing communication is about the methodology to build strong relationships and embraces a relational approach with the consumer (Shimp, 2003; Reid 2005; Belch and Belch 2004).

Batra and Keller (2016) suggest three factors which important for integrated marketing communication are including consistency, complementarity, and cross-effects. Mulhern (2009) describes media as influencing important elements on integrated marketing communication – consumer insight, data-driven planning, cross-media integration and communications to multiple participants. That means every organization can develop all media in core strategy to connect target audience by integration of various media with delivery the high value. Luck and Moffatt (2009) argue that integrated marketing communication was developed as an opportunistic move and a marketplace survival strategy by integrating a variety of different promotional activities that has taken on a new imperative. Moreover, McGrath (2005) argues the consistency of image theme that has been explored in other areas, including the literature for imagery processing. For example, Lutz and Lutz (1977) found evidence supporting the imagery-enhancing effects of integrating visual and verbal stimuli.



From prior research integrated marketing communication represent as inside-out and outside-in aspect. In this research used both aspects for a more profound view. Today firm uses integrated marketing communication to build a long-term relationship with the customer by a variety of communication activity. In fulfilling customer need and want, it is essential to accumulate and distribute marketing knowledge across the company (Jaworski and Kohli, 1993). From an organizational learning viewpoint, having internal communication structure, whereby customer information is exchanged across functions not only in the marketing department, is an important component for creating an internal environment of an organization that improves the quality and management of customer data to solve the problem (Zahay, Peltier, Krishen, and Schultz, 2014). Thus, the way which increases an effective integrated marketing communication planning consists of building connections with cross-functional integration so that every person is aware of the thrust and theme of the marketing communication program. When employees are satisfied and positive they likely to help the firm promote its integrated marketing communication image (Peltier et al., 2013). In addition, the relationship between department gives the best skill, knowledge, competency for successful integrated marketing communication planning and coverage which is required to build cross-functional combination (Conduit and Mavondo, 2001). Consist with Kreidly, Aden, and Tvrtkovic (2014) suggest integrated marketing communication seems like only focuses on external targets but the firm should emphasize that all forms of communication that include internal communication.

The implementation of cross-functional integration processes provides executives with boundary spanning responsibilities that facilitate the exchange of skills and knowledge across internal and external organizational boundaries (Hult 2011). Cross-functional integration can help employees across functions to process collected information better and faster, to develop a shared understanding, and distribute information which important support for value-creating processes to the customer (Swink and Schoenherr, 2015). Kitchen (2005) claimed the cross-functional process means that all firm departments must work together in simultaneously in planning, implementing and monitoring of brand or customers relationships. The firm should build strong relationships with firm stakeholder such as manager, an employee that can gain the effects of integrated marketing communication. Employees need to understand



what company plan or brand positions and the benefits delivery to consumers (Ebren, 2006). This research efforts to extend work on cross-functional integration for integrated marketing communication. To study the impact of cross-functional integration can increase brand trust, customer loyalty, market acceptance and marketing competitiveness of the firm. Therefore, the integrated marketing communications to be effective requires the integration within the organizations to analyze, plan and understand common practices. In addition, the employee needs to recognize marketing communication in the same direction to achieve integrated marketing communications goals. Finally, when an organization confronts the marketing communication problem, all employees can provide feedback and collaborate on solutions to meet customer satisfaction as much as possible. Thus, from the literature review, this research adapt the concept of integrated marketing communication strategy and propose the dimension consist with prior research including message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability.

This research provides theoretical contributions and managerial implications. The main theoretical contribution is to conceptualize integrated marketing communication strategy as a multi-dimensional construct which is newly developed in addition to the previous literature. As a result, it clarifies the integrated marketing communication strategy for future research. This research also attempts to use various relevant theories to explain the relationship among antecedents, integrated marketing communication strategy and consequence, including Resource-Advantage Theory (Hunt and Morgan, 1995,2000), Media Richness Theory (Daft and Lengel 1986) and Contingency Theory (Fiedler 1964; Lawrence and Lorsch, 1967; Luthans, 1976) to offer logical links in a conceptual model.

Fashion apparel reflects self-concept, self-image, identity, assures personal importance and status (Azuma and Fernie, 2003; Forney and others, 2005; Kamenidou, Mylonakis and Nikolouli, 2007) Since every business has to find and quickly respond to the customer demand. Because the general characteristics of fashion apparel are short product life cycle, relatively simple product design, and possessing high demand uncertainty (Choi et al. 2014; Ren, Chan, and Ram, 2016). For this reason, fashion apparel business faces increasing competition from new entrants of the market as well



as from existing competitors (Kamenidou, Mylonakis, and Nikolouli, 2007). If business or retailers of fashion apparel can identify target customers' preferences, they may be better able to attract and maintain their target customer group in long-term (Rajagopal, 2011). Jakhar (2015) suggested in a study on fashionable business management that if the fashionable business is to continue operating in the fast-changing environments, its operational management principles must be adjusted and flexible strategy. As fashion apparel business changes rapidly so it is very important for the firm to communicate the customers for promotional product and advertise quicker than a competitor as they can (Rahman, Saleem, Akhtar, Ali, and Khan, 2014). Thus, Thai fashion apparel business use integrated marketing communication to enhance firm performance for short product life cycle product by apply cross-functional integration to product development or solve customer problem because the success of new product development includes creation, gaining, dissemination, and utilization of new knowledge from many departments (Calantone, Cavusgil, and Zhao, 2002). By cooperating in cross-functional integration such as Marketing, Sales, Operations, Logistics, Research and Development (R&D), and Finance, can exchange ideas with market or customers to jointly create value for customers (Enz and Lambert, 2015).

In this research, fashionable apparel businesses have been chosen as the population. Because Thai fashion industry is fast growing from the past. However, fashion is still a young industry in Thailand compared to European fashion houses, as its first brands appeared only some 25 years ago (Royal Danish Embassy, 2017). They are involved with several reasons, including time and space matter; firstly because fashion, as both a creativity-based good and a cultural industry, is deeply rooted in a specific community (Merlo, 2011). The fashionable apparel market in Thailand has a large market value, fast-growing Thai fashion industry and the quality of the fabrics in Thailand is generally high and continuously improving. Thailand textile and fashion industries have the potential to total structure transform into new creative and knowledge industries. As global fashion and textile supply chain is shifting to Asia now and to Africa in next decade, ASIA becomes major global trade and investment center (THTI, 2017). The emergence of a new market in Association of Southeast Asian Nations (ASEAN), Thailand is the strategic location to become a distribution center in product distribution (Fibre2Fashion, 2017). In addition, the present day textiles have a



high technology to produce a high-quality product, high resistance and high efficiency in terms of high functioning textile products. High appearance features, softness, molecular design and ordering control in the textile sciences of the future generation have gained importance (Alpat and Aksu, 2014). Thus, integrated marketing communication strategy is the way which firm reduces the uncertainties and the risks of the fashion apparel business by present the real-time information or integrate a variety way of marketing communication to customers or target audience. Therefore, for the evidence above fashionable apparel businesses are an appropriate business to in this research.

Purposes of the Research

The main purpose of this research is to investigate the relationship between integrated marketing communication strategy and marketing survival. The specific research purposes are also as follows:

1. To investigate the relationships among each of five dimensions of integrated marketing communication strategy, brand trust, customer loyalty, market acceptance, and marketing competitiveness,
2. To examine the relationships among brand trust, customer loyalty, and market acceptance,
3. To study the relationships among brand trust, customer loyalty, market acceptance, and marketing competitiveness,
4. To test the effect of marketing competitiveness on marketing survival,
5. To explore the relationships among market-driving vision, organizational collaboration, marketing learning, information technology resource, market turbulence and each of five dimensions of integrated marketing communication strategy,
6. To test the moderating role of market culture on the relationships among market-driving vision, organizational collaboration, marketing learning, information technology resource, market turbulence each of five dimensions of integrated marketing communication strategy.



Research Questions

The key research question is how integrated marketing communication strategy relates to marketing survival. Moreover, the specific research questions are as follows:

1. How does each of five dimensions of integrated marketing communication strategy relate to brand trust, customer loyalty, market acceptance, and marketing competitiveness?
2. How does brand trust relate to customer loyalty and market acceptance?
3. How does brand trust, customer loyalty and market acceptance relate to marketing competitiveness?
4. How does marketing competitiveness relate to marketing survival?
5. How does market-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence relate to each of five dimensions of integrated marketing communication strategy?
6. How does market culture moderate the relationships among market-driving vision, organizational collaboration, marketing learning, information technology resource, market turbulence and each of five dimensions of integrated marketing communication strategy?

Scope of the Research

The main purpose of this research is to examine the relationship between integrated marketing communication strategy and marketing survival in fashionable apparel businesses in Thailand. Several variables are included in the conceptual framework as follows. Integrated marketing communication strategy plays an important role as an independent variable and is defined as a set of concept and process includes planning, developing, execution, evaluating coordination, measurable, and persuasive communication program over time with managing all message and media used by an organization to consumer, customer, prospects, relevant external and internal target audience (Duncan, 1996; Schultz and Schultz, 1998; Schultz, 2004b; Kliatchko, 2005). It consists of five dimensions: message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and



homogeneous image capability. The consequents of integrated marketing communication strategy are also investigated, namely, brand trust, customer loyalty, market acceptance, marketing competitiveness, and marketing survival. Likewise, antecedents that are both internal and external factors determine integrated marketing communication strategy. These factors include market-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence. Furthermore, market culture is the moderator of this research.

This research employed three theories. First, Resource-Advantage Theory, this theory supports the notion of when the firm has power resource and implement to appropriate strategy, an organization can gain competitive advantage and go to market survival both to short-term and long-term. Resource-Advantage Theory explained about the relationship between integrated marketing communication strategy and consequence. Second, Media Richness Theory is supported by firm used several reasons to choose each media to the communication channel. This theory attempts to add the reason organization is to create, develop and use every media to persuade customer. Only media does not reach to all of the customers but if the organization used more media can connect to more customers than one media, and the last theory is Contingency Theory, this theory used to explain about the relationship among antecedent, moderator, and independent variable. Because the factor has an influence on organizational emerge from both internal and external environment. They are applied for explaining the conceptual framework and for developing a set of testable hypotheses.

Firstly, Resource-Advantage Theory (R-A Theory) was first introduced by Hunt and Morgan (1995, 2000) to describe views firms as combiners of heterogeneous and imperfectly mobile resources that a firm's portfolio of resources can mean 'comparative advantage in resources' leading to production at higher profits. Superior value is achieved when resources are deployed to provide a distinctive competency and relative sustained advantage (Day, 1994; Hunt, 2000; Griffith and Yalcinkaya, 2010). The core premise of the theory proposes that firms which occupy distinctive resources have a character that is rare, valuable, non-substitutable, and imperfectly imitable (Barney, 1991; Day, 1994). This concept will achieve for organizational to comparative advantage than competitors in the marketplace. The resource advantage helps firms



produce superior value and/or reduce relative cost compared with competitors, and in turn, leads to gain market position advantage and superior financial performance (Hunt, 1999; Hughes and Morgan, 2007; Tungbunyasiri, Jhundra-indra, and Sujchaphong, 2014). This research uses R-A Theory to explain the relationships among integrated marketing communication strategy and its consequents (brand trust, customer loyalty, market acceptance, marketing competitiveness, and marketing survival). Integrated marketing communication strategy aims to adept both tangible and intangible resource by implement skill, expenditure, person to sustain competitive advantage over a competitor in the marketplace. In addition, integrated marketing communication strategy requires to diagnose an organization in terms of numerous critical features and to be able to implement those characteristics so that the organization is best fitted to its environment in order to achieve the best its strategic objectives and purposes. Thus, integrated marketing communication strategy will help firms gain greater outcome regarding financial performance, customer loyalty, market acceptance, and marketing competitiveness over competitors. Then, these outcomes enable firms to handle the position in a competitive market with competitors in the marketplace that increases opportunities for marketing survival in a long time.

Secondly, Media Richness Theory (MRT) proposed by Daft and Lengel in 1986. Daft and Lengel proposed that each communication medium can be described by its ability to reproduce any associated contextual cues, e.g. visual ones such as gestures, during a message's transmission. This ability is referred to as the medium's "richness" (Dennis, Fuller and Valacich, 2008). The root of the Media Richness Theory is emphasized on the match between ambiguity and communication medium (Cho and others, 2009). This theory suggests that each of communication used media characterized by their level of potential information a medium can transmit. If more medium enables for efficiency, many feedbacks support in every channel of communication (Fernandez, Simo, Enache and Sallan, 2012). In this research explained about a capability of media is used by integrated marketing communication strategy are effectively more than one media. The consequence of this strategy is a relationship to brand reliability, customer loyalty, and market acceptance. The communicated message content mentions to the characteristics of the received information. Channels higher in richness are preferred when processing confused information because such channels



possess a number of unique characteristics that promote a shared understanding. For example, face to face communication, the richest channel provides multiple cues (e.g., facial expression, tone, natural language and immediate feedback), aiding the processing of difficult to understand information (Salmon and Joiner, 2005).

Finally, Contingency Theory (Fiedler, 1964; Lawrence and Lorsch, 1967; Luthans, 1976) explains that there is no single best way to manage the process of organizing, decision-making, and leadership since different environments provide antecedents. A different environment can influence the capability of the firm. But the organization is able to increase high performance by solving the contingencies problem. Contingency theory in another view is “organizational effectiveness results from fitting characteristics of the organization, such as its structure, for contingencies that reflect the situation of the organization” (Donaldson, 2001, p. 1). The successful decision making of organizational strategy depends on the understanding of both the internal and external factors influencing the system or decision planning; these are called contingency factors (Donaldson, 1996; Hofer, 1975; Atuahene-Gima and Murray, 2004; Tungbunyasiri, Jhundra-indra, and Sujchaphong, 2014). Thus, this study applies the concept of Contingency Theory to describe the relationships among antecedents, moderators, and independent variables that use the integrated marketing communication strategy by market-driving vision, organizational collaboration, marketing learning, information technology resource, market turbulence and market culture considered contingency factor that affects organizational planning. Internal factors in this research include market-driving vision, organizational collaboration, marketing learning, and information technology resource. The external factor is market turbulence.

Fashionable apparel businesses have been selected as a population and a sample group for testing. The population data are provided from the database of Thailand Trade Information Service (TTIS), Thailand. A total of 579 businesses are the population of this research, from which the sample was drawn, and marketing managers, marketing directors, and marketing executive have been chosen as key informants to provide useful data. Data has been collected by a questionnaire survey that was mailed to each firm. For data analysis, both descriptive and inferential statistical techniques consisting of factor analysis, correlation analysis, and regression analysis are employed in this research for validating the quality of instruments and



analyzing the empirical data. In addition, the test of non-response bias is used to prevent possible response bias problems between early and late respondents.

Organization of the Dissertation

This research is organized into five chapters as follows: chapter one provides an overview and the motivation of the research, the role of integrated marketing communication strategy on its antecedents and consequents, the purpose of the research, the research questions, the scope of the research, and the organization of the dissertation. Chapter two reviews prior empirical research and relevant literature propose the theoretical framework explain the conceptual model, and develops the related hypotheses. Chapter three describes the research methods, comprising the sample selection, data collection procedure, development of the measurements of each construct, the verification of the survey instrument by testing the reliability and validity, the statistical analyses and equations testing the hypotheses, and the table summarizing the definitions and operational variables of the constructs. Chapter four presents the results of statistical testing, demonstrates the empirical results and provides a discussion in full detail. Finally, chapter five identifies the details of the conclusion, the theoretical and managerial contributions, the limitations, and suggestions for future research directions.



CHAPTER II

LITERATURE REVIEWS AND CONCEPTUAL FRAMEWORK

The previous chapter introduced the overview of integrated marketing communication strategy and suggested the objectives of the research, the research questions and the scope of the research. This chapter provides discernment about integrated marketing communication strategy and its relevant variables. The conceptual framework and hypotheses are also developed by reviewing related literature and theories. Integrated marketing communication strategy has been chosen as the main construct. The research attempts to explore related factors for the emerging of integrated marketing communication strategy and the outcomes of firms which implement integrated marketing communication as a main strategic to marketing survival. The relationships among constructs in the conceptual model, including integrated marketing communication strategy, antecedents, consequents, and moderators can be explained by three theories: Resource-Advantage Theory, Media Richness Theory and Contingency Theory. In addition, prior literature is also reviewed to more deeply understand this phenomenon.

This chapter is organized in three sections. Firstly, relevant theories are suggested to explain the relationship among constructs in the conceptual framework. Secondly, for all constructs, the related prior literatures are reviewed, and the definitions are defined. Finally, the comprehensive conceptual model is illustrated and the hypotheses are developed.

Theoretical Foundations

The prior literature on integrated marketing communication strategy is the goal and direction for generating, developing, communicating, and creating relationship to customer for gaining competitive positioning advantage than competitor, and by using brand as resource advantage. So, Resource-Advantage Theory is applied to explain about integrated marketing communication strategy that can be able to survive in an intensely competitive environment. Because value resource can gain more competitive



advantage than competitor, organization must use all of resources to implement on strategy. Media richness Theory is explained by firm choosing variety media, channel to create the relationship and persuasive with appropriate target audience. In addition, some media do not reach to every customer then the capability of organization needs to create the creative media to create the relationship with customer. Moreover, Contingency Theory is used to explore the important of antecedents' variable that affect both internal and external factors and moderator that influences the adoption of integrated marketing communication strategy

Resource-Advantage Theory

Resource-advantage (R-A) theory is a theory of competition developed by Hunt and Morgan. R-A theory contributes to explain firm diversity that makes the correct prediction concerning financial performance diversity (Hunt, 2000). Resource-Advantage Theory is an evolution process theory of firm competition that is interdisciplinary in the sense that it has been developed in the literatures of several different disciplines that are base on economic (Hunt and Morgan, 1995; Hunt, 1999). Moreover, R-A theory defines the process of competition as the constant struggle among firms for comparative advantages in resources that will yield marketplace positions of competitive advantage for some market segment(s) and, thereby, superior financial performance” (Hunt, 2000). Therefore, Resource Advantage Theory views in three perspectives, both innovation and organizational learning as natural outcomes of the process of competition, consumer information is imperfect and costly and macro environmental factors (e.g., institutions, public policy, customers, suppliers, competitors) as affecting economic performance (Bicen, and Gudigantala, 2014). Thus, resources are not just the land, labour, and capital, as in neoclassical theory. Rather, resources can be categorized as Financial, Physical, Legal, Human, Organizational, Informational, and Relational. Resource-Advantage Theory was developed from the previous Comparative Advantage Theory (Hunt, 2000). Hunt and Morgan (1995) and further explicated in Hunt (2000), the nine foundational premises of resource-advantage theory that compare with neoclassical theory are presented in table 1. When firms have a comparative advantage in all of resources, they will occupy marketplace positions of competitive advantage for some market segment (Wittmann, Hunt, and Arnett, 2009).



Table 1: Foundational Propositions of the Neoclassical and Resource-
Advantage Theories of Competition

	Neoclassical Theory	Resource- Advantage Theory
P1: Demand is	different formations of prices across product categories	heterogeneous intraindustry, and dynamic.
P2: Consumer information is	perfect information	imperfect information
P3: Human motivation is	motivated by self-interest maximization	motivated by constrained self-interest seeking.
P4: The firm's objective is	owner-managed firms have the objective of profit maximization	superior financial performance
P5: The firm's information is	perfect and costless information about product markets, production techniques, and resource markets.	under conditions of imperfect.
P6: The firm's resources are	factors of production.	tangible and intangible that firm enable to produce efficiently.
P7: Resource characteristics are	all resources are perfectly homogeneous and mobile	resource heterogeneity and imperfectly mobile
P8: The role of management is	fixed.	recognize and understand
P9: Competitive dynamics are	resource mix, minimize cost of producing	disequilibrium provoking and innovation is endogenous

Source: Adapted from Hunt and Morgan (1995)



From nine premises R-A theory stresses the importance of (1) market segments, (2) heterogeneous firm resources, (3) comparative advantages/ disadvantages in resources, and (4) marketplace positions of competitive advantage/ disadvantage (Hunt, 2009). For R-A theory, this research is applied to delineate with integrated marketing strategy use every resource that is proposed as the heritable, durable units of selection, with competition for comparative advantages in resources constituting the selection process. R-A theory expands the concept of resources to include such entities as organizational culture, knowledge, competencies. Thus, R-A theory extends RBV by combining an RBV of the firm with heterogeneous demand in a theory of competition (Hunt 2000). This concept reflects the idea of the objective of IMC that connects target audience and used message to create the relationship with consumer or stakeholder.

According to the grounds of Resource Advantage Theory, for competitive market, technology changing rapidly and another reason, information advantage is among the most sought-after comparative advantages, as it is an advantage that is less vulnerable to substitute and is more difficult to imitate, duplicate, or purchase (Barney 1991; Hunt and Morgan 1995; Liu and Liang. 2015). When a firm has rare resources, it has the potential for creating a competitive advantage (Barney, 1991). Competitive advantage resources are able to create a greater market offering than competitors through (1) offering superior value to market segments, and (2) producing at lower cost. The firm that possesses advantageous resources tends to occupy a market position advantage and, in turn, achieves superior financial performance and superior quality, efficiency, and innovation (Hunt and Morgan, 1995).

In this research, integrated marketing communication is viewed as the strategic marketing approach of firms by creating competitive advantage through explaining important strategies in organizations, including resource-based strategy, competency-based strategy, industrial-based strategy, market-oriented strategy, brand equity strategy, market segmentation strategy, and relational marketing strategy. The resources refer to resource advantage that is used on the strategy as the comparative advantage resource because it can add extra value to the products of firms (Hunt and Madhavaram's, 2012; Gromark and Melin, 2011; Hankinson, 2005). The effective of IMC tends to achieve top marketplace positioning advantage and better financial performance (Holm, 2006). Then, Many resources used in IMC strategy planning are



unique from competitor and connect between organization and target audience, finally organization can be in the top position market and gain big profit from satisfy customer. As a result, this theory delineates the relationship between integrated marketing communication strategy and its consequents, including brand reliability, customer loyalty, and market acceptance, marketing competitiveness, and marketing survival.

Media richness theory

A fundamental of success organizational is the competency of internal and external communication. Numerous authors deliberate communication to be an antecedent, or a precondition, for confidence between a buyer and its supplier (Wong and others, 2005; Makaoui and Aloui, 2015). The theory most influential in communication research is media richness theory (MRT) suggests that individuals' performance in a communication context will be a function of the match between the characteristics of the each medium—media richness—and the characteristics of the task to be achieved—task analyzability (Daft and Lengel 1986). Task of uncertainty lacked sufficient information and could be executed by obtaining and sharing the need information (Dennis and Kinney, 1998). Media richness refers to a medium's capable to convey certain types of information and is determined by its capacity for immediate feedback, the multiple cues and senses involved, language variety, and personalization (Lengel and Daft 1989). Daft and Lengel (1986) developed a four item scale measuring the level of media for various types of channels that include capacity for immediate feedback refers to the medium facilitates quick convergence on a common interpretation; Capacity to transmit multiple cues is an array of cues, including physical presence, voice inflections, body gestures, words, numbers, and graphic symbols, facilitate conveyance of interpretation and meaning, rather than simply information or data; Language variety is numbers and formulas provide greater precision, but natural language conveys a broader set of concepts and ideas and capacity of the medium to have a personal focus this refers either to the conveyance of emotions and feelings, or to the ability of the medium to be tailored to the specific needs and perspectives of the receiver that are presented in table 2 (Daft and Lengel, 1984, 1986; Trevino, Lengel, and Daft, 1987; Dennis, Valacich, Speier and Morris, 1998).



Table 2: Relative Trait Salience of Selected Media

Media Richness Dimension	Face-to-Face	Telephone	Instant messaging	Voice Mail
Feedback	High	Medium	Medium-High	Low
Symbol Variety	Low-High	Low-High	Low-High	Low-Medium
Concurrency	Medium	Low	Medium	Low
Personal focus	Low-Medium	Low-Medium	High	Medium
Natural language	Medium	High	High	High
Media Richness Dimension	Websites	Electronic Mail	Electronic Phone	Social Media
Feedback	Medium	Low-Medium	Medium	High
Symbol Variety	Low-High	Low-High	Low-High	Medium-High
Concurrency	Low	Low	High	High
Personal focus	Low	High	Low	High
Natural language	Medium-High	High	Medium	High

Source : Adapted from Dennis, Valacich, Speier and Morris (1998)

This table suggests levels between high and low of media richness has distinction advantage because capability of each media refers as task performance will be better-quality when task needs are matched to a medium's ability to convey information to target audience. Each medium is measured in terms of timing of feedback from interlocutor (immediacy), diversity of channels (visual, audio), symbol variety, concurrency, persistence, and rehears ability. Media richness theory argues that task performance will be improved when capabilities of the media (cues, feedback, personal focus, and language variety) are matched to task equivocality and uncertainty (Dennis and Valacich, 1999). Sheer and Chen (2004) argues as traditional media show (1) media richness theory holds when messages are positive, (2) self-presentational goals are the most powerful predictor of media choice when messages are negative, (3) relational goals have some impact on managers' media choice, and (4) complexity is a sensitive predictor of media choice. In addition, the literature findings of consumer behavior studies show that clients are likely to adopt different behaviors depending on



which communication channel is used (Korgaonkar and others, 2006; Brunelle, 2009). Therefore, this theory can apply to explain the concept of how firm used integrated marketing communication strategy with consistency and fit between the media. Thus, each media would be most effective on the each context when consumer perceive media in positive. Consumer can perceive and processing information in many sources with traditional media or digital media. Efficient and effective managers will select media with information richness matching the level of equivocality of the communication task (Sheer and Chen, 2004). Media richness theory supports studied models of media choice in management communication and has received mixed results such as using audio and video communication that were predicted to have the highest performance. But using face-to-face communication had higher performance than audio and video communication. Media richness theory is more useful for understanding and predicting user perceptions than for predicting objective performance (Mennecke, Valacich, and Wheeler, 2000; Sheer and Chen, 2004).

Contingency Theory

Contingency Theory consists of four basic principles as follows: firstly, there is no universal way for an organization to achieve business success in all situations; secondly, the shape of the organization must be congruent with the environment; thirdly, an effective organization has a good fit with both environment and its sub-systems; and finally, the needs of an organization are more responsive when they are fittingly designed for both the tasks undertaken and the nature of the work group (Fiedler, 1964). The theory suggests that (1) there exists an association between contingency and organization structure, (2) contingency determines organization structure, and (3) there is a fit of some levels of organizational structure to each level of the contingency, which leads to higher performance, whereas misfit leads to lower performance (Donaldson, 2001). On the other hand, the external factor includes environmental changes such as competitive intensity, and environment and economic uncertainty (Ensley, Pearce, and Hmieleski, 2006; Sausser, Reilly and Shenhar, 2009). Not only organizational structure, but also other organizational activities are shaped by internal and external factors. For example, Fiedler (1964) argues that the actions of the organization rely on the internal and external situation. Also, Pleshko and Heiens (2011)

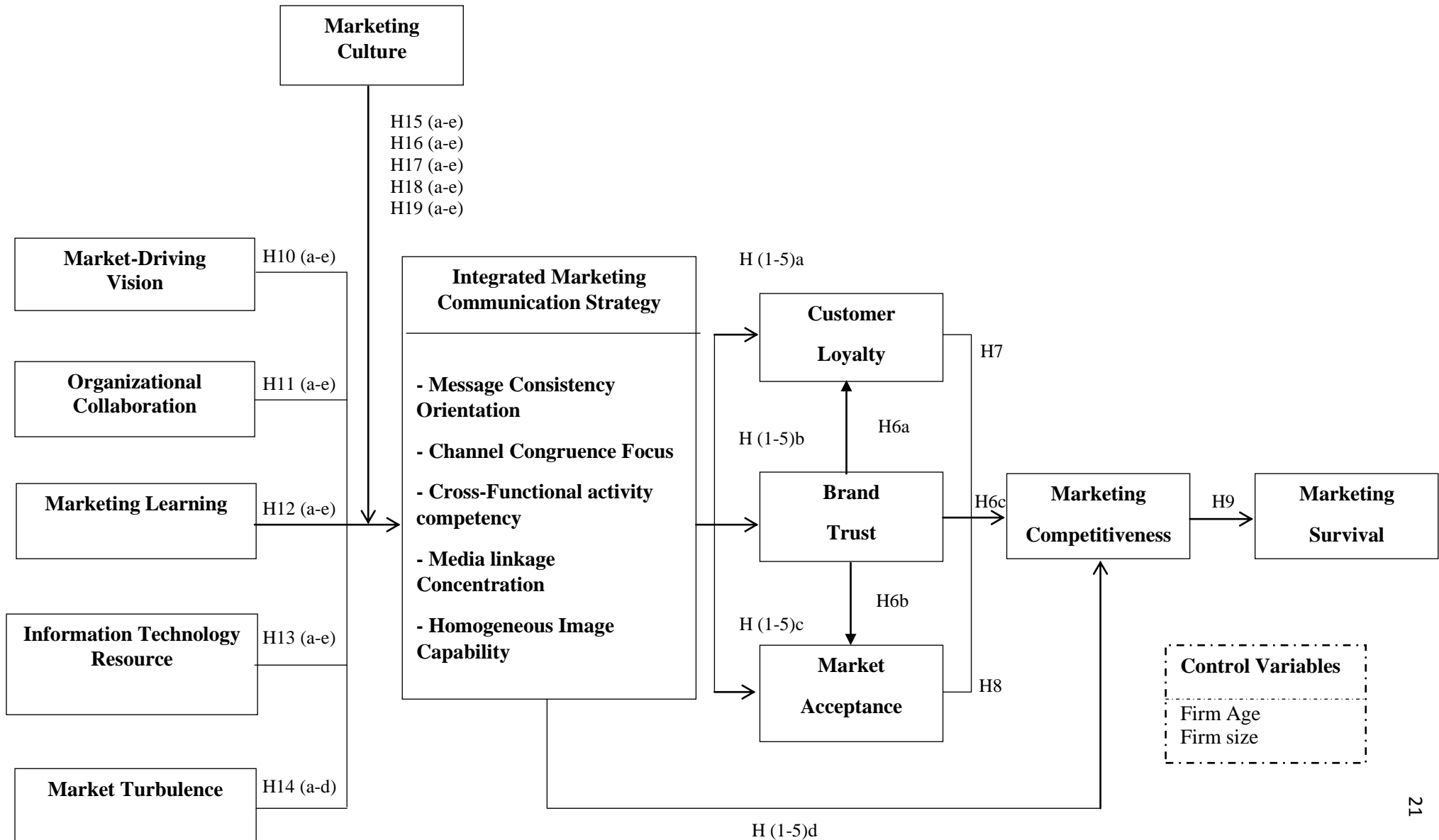


suggest that “no universal set of strategic choices exists that is optimal for all businesses” (Ginsberg and Venkatraman, 1985; Galbraith, 1973). Corporate or business strategy is contingency-based on the amount of fit between structural and environmental variables that are determinants of organization effectiveness (Shenhar, 2001). Because Contingency Theory suggests that the decisions of the firm, such as marketing strategy, depend on the interaction between internal and external factors (Shenhar, 2001), this theory can explain the relationship among internal factors (including market-driving vision, organizational collaboration, marketing learning, and information technology resource), external factors (market turbulence). Therefore, any decision regarding the use of integrated marketing communication strategy of the firm to achieve marketing survival.

Overall, all theory are benefit for this research because theory can be a guideline for the concept of each construct of integrated marketing communication strategy that is viewed as a process of the firm to persuasive by message or media on target audience to create competitive advantage. That is a main reason refers to why this research used many theory to support or explained. All industries have a variety of competition that means organization should find the best strategy to gain competitive advantage. Integrated marketing communication is one choice of strategy to communication with stakeholder, consumer, client, and many people with creative and positive image. Therefore in this study used three theories to support the research. Thus, a conceptual model of this research is illustrated in Figure 1 as below.



Figure 1 Conceptual Model of Integrated Marketing Communication Strategy, Antecedents, and Consequences



Review of Relevant Literature and Research Hypotheses

Relevant literature which is used to develop the conceptual framework is shown in Figure 1. The framework includes a main construct, namely, integrated marketing communication strategy, and it consists of five dimensions. In addition, the consequents of integrated marketing communication strategy are: brand trust, customer loyalty, market acceptance, marketing competitiveness, and marketing survival. Besides, there are five factors influencing the use of integrated marketing communication strategy, namely, marketing-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence. In terms of moderators, market culture is a moderating variable. It is predicted to increase the positive relationship between five antecedents and the five dimensions integrated marketing communication strategy. In the aforementioned view, this research agenda is proposed to link the key theoretical aspects of integrated marketing communication by emphasizing the linkages between the antecedents and consequents. These summarized reviews of the research are also illustrated in Figure 1.

Integrated marketing communication strategy

Marketing communication is becoming more than marketing function and is defined as the whole of marketing support elements, which assists an organization in communication with its purposive audience (Picton and Broderick, 2001). For changing of rapid technology and changing of consumer behavior are fundamentally moving the way the world interacts and communicates (Keller, 2009). Marketing communications can tell or show consumers how and why a product is used, by what kind of person and where and when. Consumers can learn about who makes the product and what the company and brand stand for; and get an incentive or reward for trial or usage (Keller, 2009). Marketing communications activities contribute to brand and drive sales in many ways (Keller, 2007): by creating awareness of the brand; linking the right associations to the brand image in consumers memory; eliciting positive brand judgments or feelings; and/or facilitating a stronger consumer–brand connection. The notion from prior is contributed to not only factor that affects on organization success by using communication such as market environment, consumer behavior,



market learning, and another factor. Ouwersloot and Duncan (2008) consider that marketing communication is a collective term that describes all the variety of planned messages used to build a brand. For this reason, organization is needed to building a long-term relationship with clients should be important to any kinds of business in today's marketplace (Kitchen, and Burgmann, 2010).

The objective of marketing communications at the first stage is to attract the buyers' attention by stirring interest in the products offered and the company, whereas at the second stage marketing communications are supposed to help the company achieve that the buyers make a repeated purchase and become regular consumers of the product or loyal customers of the particular company (Praude and Bormane, 2014). In order to succeed, marketing communications is important to understand what the company expects from the potential buyers after communication with them. When selecting the communication channel, an analysis of media efficiency and target audience is recommended (Praude and Bormane, 2014). Schiffman and Kanuk (2008) suggest basic model communication that presents in the model are including five core components including sender, message, channel, receiver, and finally is feedback. The strategic importance of systematically manages a company's communication with its stakeholders – those constituencies that contribute to the company's profit capacity and activities (Post, Preston and Sauter-Sachs 2002).

Nowadays companies need to put themselves in the shoes of their consumers, to grant them that relational protagonist they so powerfully demand in their interactions with the brand (Finne and Grönroos, 2009). The concept of integration has existed in advertising and marketing literature for many decades (Kerr, Schultz, Patti and Kim, 2008). Duncan (2002) stated that integrated marketing communication refers to integrating all the sources of brand messages, and integration and interactivity are driven by information technology. There are a lot of studies to show the adoption of various marketing managers who implement integrated marketing communication (IMC) in their organizations in the United States, the United Kingdom, South Africa, New Zealand, Australia, and India (Kitchen and Schultz, 1998, 1999; Eagle and Kitchen 2000; Kallmeyer and Abratt, 2001; Low, 2000; Reid, 2003, 2005). However, the comprehensive study of integrated marketing communication practices is beginning stage of advertisers in Thailand (Vantamay, 2011). In 2017 the budget of marketing



communication is increasing from the past year. By the reason is the increase of high competitor of business, the consumer behavior trend to changing with digital technology (Thailand management association, 2017). Most companies strive to produce a clear, consistent and competitive message across to target audience (Kitchen and Burgmann, 2010). One concept that has been particularly emphasized as increasing the effectiveness of communication is that of integrated marketing communications (Proctor and Kitchen 2002; Schultz and Schultz 2003). Integrated marketing communication is alternative strategy of the firm to gain competitive advantage.

The concept of integrated marketing communication is to strategically coordinate marketing communications tools to optimize the impact of these tools on target audiences (Anantachart, 2006). Einwiller and Boenigk (2012) propose concept of integrated marketing communication relating as a management process, stakeholder relationship management, alignment of corporate strategy, alignment of communication instruments. The motivation of integrated marketing communications were – and still are – growing globalization and high competition for global market share, development of digital technology, emphasis on brands and branding, increasingly demanding stakeholders whose potential to gain information and control over companies is growing (Schultz and Schultz 2003). Many studies are attempted to define or develop the concept of IMC (Schultz and Schultz 2003; Kliatchko 2008).

Nowak and Phelps (1994) divided the definition of integrated marketing communication relied on the practitioner-based literature. The first theme is one voice marketing communications that focuses on building a single positioning through the uses of various communications components. The second theme is a micro-oriented integrated communications approach, incorporating communications components to build brand image and influence consumer behavior and the last theme is called coordinate marketing communications campaigns that stress on the uses of all communication stools to build multiple brand positioning based on multiple targets. According to Schultz and Kitchen (2000) integrated marketing communications is a strategic business process of firm used to plan, develop, implement, and evaluate, measurable, firm communication programs over time with customers, prospects, and other targeted, relevant both external and internal audiences. One of the more recent definitions of integrated marketing communication is a concept under which a company



systematically coordinates its multiple messages and many communication channels and integrates them into a cohesive and consistent marketing communication mix to send the target market a clear, consistent message and image about it and its offerings (Park, Lee, and Han, 2007). Duncan and Mulhern (2004), who conceive integrated marketing communications as ‘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’. To build a robust brand, the right knowledge structures of firm must exist in the minds of real or potential customers so that they accept positively to marketing activities and programs in these different ways.

This study adapts many concepts of integrated marketing communication from a prior research. Integrated marketing communication suggests that integrated management of multiple media tends to achieve superior outcomes (Duncan, 2002; Naik and Raman 2003; Naik, Raman, and Winer 2005). Thus organization is needed to build a positive long-term relationship with the customer by having the capability of the delivery creative message and combining many media to persuade the customer to each decision making. By doing this, the firm can reach various audiences with a consistent message, thus results in optimal market coverage and have a superior impact on the target market for the least amount of investment (Low, 2000; Wickham, and Hall, 2006). Target audience tends to integrate the information from both the content and every communication context, meaning that decisions are made by taking into account interpersonal relations and common goals (Navarro-Bailón, 2012). It implies that integrated marketing communication is essentially audience-focused, communication channel-centered and results-driven management approach that communicates brands can be benefits in a unified and consistent manner (Olatunji, 2011). Lemon and Nowlis (2002) claim integrated marketing communication interacts with the same direction of message and image across all the marketing communications functions. Both identify and position the company and brands are increasing firm profit and customer satisfaction. Integrated marketing communication, as a process, analyzes including tactics for the strategic mix of communication media to build short-term and long-term objective (Stammerjohan, and others, 2005).



Different disciplines have different views or approaches toward integrated marketing communication that have changed through the years (Madhavarani, Badrinarayanan, and McDonald 2005; Naik 2007; Batra and Keller, 2016). Kliatchko (2008) provides a comprehensive summary of integrated marketing communication from 1990 to 2006 and gives a definition of integrated marketing communication including the audience-driven, content, channels, and results of brand communication programs. Additionally, Luck and Moffatt (2009) suggested that integrated marketing communication is a flexible and wide selection of marketing communication tools to ensure consistency, increase brand knowledge, and strengthen the customer's relationship with the firm. Thus, the key elements in integrated marketing communication involved managing marketing communication in a holistic and strategic manner that should have these following elements: marketing communication mix, message consistency, and media planning (Duncan 2002; Kitchen et al. 2004; Kliatchko 2005). Our approach remains in the tradition of marketing academics and their concerns with the optimal design of marketing communication programs that was centered on external, consumer-driven factors (Voorveld, Neijens, and Smit 2011). I am in full agreement with the concept of Duncan, Luck & Moffatt, Kliatchko, Kitchen which says that integrated marketing communication should include message consistency, media synergy, and channels. The prior research show lack of emphasis placed on the role of employees with integrated marketing communication (Laurie and Mortimer, 2011). This research attempt to expand and fulfill the concept of integrated marketing communication by adding cross-functional integration to explain cross-functional integration that enables better intra-firm alignment across functions through greater information sharing, teamwork, utilization of each section's strengths and capabilities, and work toward common goals (Schoenherr and Swink 2012).

This research proposes five new dimensions of integrated marketing communication from prior literature, comprising message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. A summary of the key literature reviews on integrated marketing communication is presented in Table 1: A summary of definition of integrated marketing communication, Table 2: A summary of the key



empirical research of integrated marketing communication. And Table 3: A Summary of the key conceptual research of integrated marketing communication.

Table 3: Summary of Definition of Integrated Marketing Communication

Author	Definition
American Association of Advertising Agencies (1989)	A concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – for example, general advertising, direct response, sales promotion and public relations – and combines these disciplines to provide clarity, consistency and maximum communication impact.
Schultz (1993)	The process of managing all sources of information about a product/service to which a customer or prospect is exposed which behaviorally moves the consumer toward a sale and maintains customer loyalty.
Schultz, Tannenbaum and Lauterborn (1993)	The concept of marketing communication planning that combines and evaluates strategic role of different communication discipline to get the clarity, consistency and greater impact.
Duncan and Everett's(1993)	The strategic coordination of all messages and media used to collectively influence its perceived brand value.
Nowak and Phelps (1994)	Integrated communication in one voice and coordinated marketing-communication campaign.
Cathey and Schumann (1996)	Integration of messages and media, audience orientation, and assessment of impact.
Kitchen and Schultz, (1998)	A strategic business process which designs, develops, executes and evaluates coordinate, measurable, and persuasive marketing communications.



Table 3: Summary of Definition of Integrated Marketing Communication
(continued)

Author	Definition
Grönstedt (2000)	The notion and the practice of aligning symbols, messages, procedures and behavior's in order for an organization to communicate with clarity, consistency and continuity within and across formal organizational boundaries.
Pickton and Broderick (2001)	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 audiences in such a 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.
Duncan(2002)	A cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically controlling or influencing all messages sent to these groups and encouraging data-driven purposeful dialogue with them.
Duncan and Mulhern (2004)	An ongoing, 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.
Kliatchko (2005)	The concept and process of strategically managing audience-focused, channel-centered and results drive brand communication programs over time.



Table 3: Summary of Definition of Integrated Marketing Communication
(continued)

Author	Definition
Rodriguez(2006)	An approach that involves a new way of conceiving and carrying out communication with the market, which requires effective coordinate of the different marketing communication tools [...] with the rest of activities in the company that also influence the image that customers perceive about the organizational product or brand.
Thøger, Fuat and Torp, (2008).	The notion and the practice of aligning symbols, messages, procedures and behaviors in order for an organization to communicate with clarity, consistency and continuity within and across formal organizational boundaries.
Kliatchko 2008	Integrated marketing communication is an audience-driven business process of strategically managing stakeholders, content, channels, and results of brand communication programs.



Table 4: Summary of the Key Empirical Research of Integrated Marketing Communication

Author (s) (Year)	Title	The key issue examined	Main Findings
Cornelissen (2001)	Change, Continuity and Progress: the Concept of Integrated Marketing Communications and Marketing Communications Practice	This research provides deeper understanding of the concept of integrated marketing communication and its adoption may assist practitioners in estimating and detecting integrated marketing communication -based interventions and developments with two propositions.	Integrated marketing communication is still insufficient evidence to prove or disprove the concept of integrated marketing communication shift from mass marketing communications to integrated marketing communication practices. But this research presents the notion of consistency across of promotional activities is agree from many scholars.
Garber and Dotson (2002)	A Method for the Selection of Appropriate Business-to-business Integrated Marketing Communications mixes	This study examined the promotional practice in a selected business-to-business industry.	The results of study show an integrated marketing communication approach with communication image in actual practice and for the use of the new product adoption model as a template for the formulation of an appropriate marketing communications mix for increase firm performance.



Table 4: Summary of the Key Empirical Research of Integrated Marketing Communication (continued)

Author (s) (Year)	Title	The key issue examined	Main Findings
Reid (2003)	IMC–performance Relationship: Further Insight and Evidence from the Australian Marketplace	This paper presents the results of research into the relationship between the management of marketing communications, from an integrated marketing communications perspective.	Integrated marketing communication by communication activity is increasing Sales-related performance, Brand strength-related performance, Customer satisfaction and Overall performance.
Dewhirst and Davis (2005)	Brand Strategy and Integrated Marketing communication (IMC): A Case Study of Player's Cigarette Brand Marketing	This research focus on strategically consistent brand communication, cross-functional planning and monitoring, and data-driven targeting and communication by using integrated marketing communication	Integrated marketing communication is a key guideline for building strong brands is to have an identity, position, and execution that are consistent over time.
Anantachart (2006)	Integrated Marketing Communications and Market Planning: Implications for Brand Equity Building	This research attempt to link the integrated marketing communications concept to the planning process in marketing	Integrated marketing communication can adapt to various type of market situation, that means integrated marketing communication represents the communications role which help change the consumer's brand attitude and memory structure while the activities are matched with consumer need or market situation.



Table 4: Summary of the Key Empirical Research of Integrated Marketing Communication (continued)

Author (s) (Year)	Title	The key issue examined	Main Findings
Ebren, Kitchen, Aksoy and Kaynak, (2006).	Probing Integrated Marketing Communications (IMC) in Turkey.	To explore how agencies implement, coordinate, and evaluate IMC programs	Integrated marketing communication programs cooperation, message, communication channel is the most important element.
Smith, Gopalakrishna, and Chatterjee (2006)	A Three-stage Model of Integrated Marketing Communications at the Marketing–sales Interface	This research investigated the effective integration of various elements of the marketing communications mix on home improvement retailer performance.	The result indicates that integrated marketing communications can increase sales of firm. Because that communications through any medium represent an ongoing dialogue with customers and that one mode of communication can contribute to the performance of other elements in the mix.
Wickham and Hall (2006)	An Examination of Integrated Marketing Communications in the Business-to-Business Environment: The Case of the Tasmanian Light Shipbuilding Cluster	This study explores the adoption of communications conventions by the Tasmanian Light Shipbuilding Cluster in order to determine whether the reactionary approach provides support for the efficacy of the broader definition of IMC in business-to-business practices.	Integrated marketing communication with consistency and monitor communication between internal stakeholders in order to ensure they are supportive and understand the benefits of collaboration. As a result integrated marketing communication is positive to market perception.



Table 4: Summary of the Key Empirical Research of Integrated Marketing Communication (continued)

Author (s) (Year)	Title	The key issue examined	Main Findings
Lee and Park (2007)	Conceptualization and Measurement of multidimensionality of Integrated Marketing Communications	To develop and empirically validate a comprehensive measure of multidimensional IMC	The consistent message and image are important dimension measures by using the intended message is communicated consistently on all communications tools and channels.
Chen (2011)	Integrated Marketing Communications and New product Performance in International markets.	To examine the integrated marketing communications for international product launch.	The decision-making involved in launch supporting integrated marketing communications requires implementing message and media strategies, and then assessing the effectiveness.
Vantamay (2011).	Performances and Measurement of Integrated Marketing Communications (IMC) of Advertisers in Thailand	To find the indicators suitable for measuring the effectiveness of the overall IMC program	IMC program should compose of five factors: 1) customers' responses, 2) marketing performances, 3) brand exposures, 4) communication effects, and 5) channel supports.
Porcu, del Barrio-Garcia, Kitchen (2012)	How Integrated Marketing Communications (IMC) Works? A Theoretical Review and an Analysis of Its Main Drivers and Effects	This study to explore integrated marketing communication by delimiting its conceptual boundaries and identifying its main dimensions and to develop a whole theoretical model of its antecedents and consequences.	The factor is affected on integrated marketing communication including both internal and external factor such as firm size, cross-functional management and etc. Furthermore, integrated marketing communication drivers may allow managers achieve better administration of resources through the encouragement of practices related to decision-making.



Table 4: Summary of the Key Empirical Research of Integrated Marketing Communication (continued)

Author (s) (Year)	Title	The key issue examined	Main Findings
Umbreen and Ali (2013)	Impact of Integrated Marketing Communication on Consumers Purchase Decisions	This research highlights the importance of integrated marketing communication activities with respect to influencing consumers' purchase decisions.	Integrated marketing communication is important for consumers to make decision to purchase product when using variety of media. Consumers' feedback and preferences can be used in planning and implementing integrated marketing communication activities more efficiently.
Luxton, Reid, Mavondo (2015)	Integrated Marketing Communication Capability and Brand Performance	To investigate how an integrated marketing communication capability drives a brand's financial performance through influencing the effectiveness of communication campaigns and the brand's market-based performance.	Base on resource base view provides an appropriate framework to examine the scope of integrated marketing performance impact on brand performance. Further, integrated marketing communication capability on a brand's financial performance is mediated by campaign and brand market performance.



Table 5: Summary of the Key Conceptual Research of Integrated Marketing Communication

Author (s) (Year)	Title	The key issue examined	Main Findings
Kliatchko (2009)	IMC 20 Years after: A Second Look at IMC Definitions.	This research focuses on proposing a new definition of integrated marketing communication from old definition and examines the constructs fit to definition and	The author suggests that integrated marketing communication is changing by digital revolution. Thus, new definition element is including stakeholders, content, and channel power to marketing performance.
Lucka and Moffatt (2009)	IMC: Has Anything Really Changed? A New Perspective on an Old Definition	To propose seven major tenets of the integrated view of marketing communication within the prior research and suggest new paradigm of integrated marketing communication.	From seven themes, data-driven communication technology and the effective management are important keys of integrated marketing communication. The features of IMC – consistent messages, target segments and open two-way communication – are able to achieve the purpose of effective communication while enhancing brand value.
Schultz (2011)	IMC Measurement: the Challenges of an Interactive Marketplace.	To set the target for academic and practitioner for integrated marketing communication concept.	The author argues about the measurement of integrated marketing communication is developed from early and present concept. He suggests with four topics, outline the concept of integrated marketing communication, how marketing communications have traditionally been measured, what a problem of integrated marketing communication, and giving measurement for integrated marketing communication.

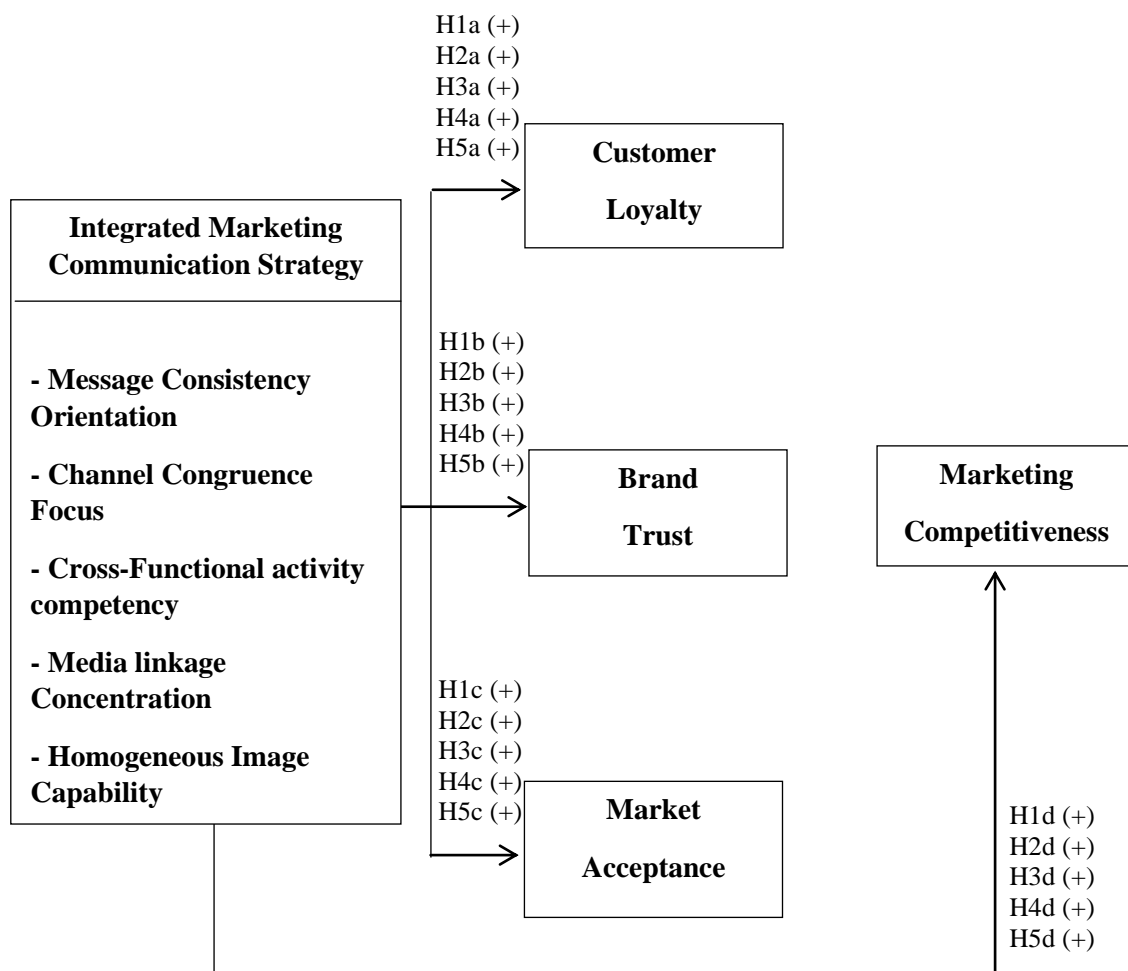
Table 5: Summary of the Key Conceptual Research of Integrated Marketing Communication (continued)

Author (s) (Year)	Title	The key issue examined	Main Findings
Madhavaram, Badrinarayanan, and McDonald (2005)	Integrated Marketing Communication (IMC) and Brand Identity as Critical Components of Brand Equity Strategy: A Conceptual Framework and Research Propositions	The authors present a conceptual framework with testable research propositions toward integrated marketing communication theory development.	From seven propositions show integrated marketing communication strategy with consistency communicate, develop comprehensive program that can positive on customer awareness, brand performance. Thus, firms will lead to a more synergistic and effective integrated marketing communication program.

The Effects of Integrated Marketing Communication Strategy on Its Consequents

This section investigates the effects of five dimensions of integrated marketing communication strategy consisting of message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability on four consequents, comprising brand reliability, customer loyalty, market acceptance, and marketing competitiveness, as shown in Figure 2 below.

Figure 2: The Effects of integrated marketing communication strategy on Brand trust, Customer Loyalty, Market Acceptance, and Marketing competitiveness



Message Consistency Orientation

This study defines message consistency orientation as the intention of a firm to persuade and communicated by harmonious content or information between organization and target audience delivered without ambiguity and noise (Kostelić and Ahmad, 2015). Marketing communication is mostly based on persuasion and encouraging the customer to engage in purchase or to change the attitude (Kostelic and Ahmad, 2015). Messages are sent to target audience may include objects, names of persons or organizations, issues, or topics; characteristics, substantive or evaluative; or associations, co-occurrences between any two objects, attributes, or objects and attributes (Carroll, Huang-Horowitz, McKeever and Williams, 2014). Message clarity refers to precise and unambiguous messages in communication processes (Chen, Shen, and Chiu, 2007). Consumer has many reasons for perceive the message such as prior knowledge about brand, different goal, or decision making. Therefore, the degree of persuasiveness of a message largely depends on the credibility of the source (Corina, S. 2006). Enabling strategic consistency requires the use of meetings and other planning mechanisms that facilitate linkages between marketing and brand strategy and integrated marketing communication strategy, and also the use of mechanisms to ensure that the brand has the best opportunity for achieving one voice/one look across all elements of the marketing mix (Duncan and Moriarty 1998; Eagle and Kitchen 2000).

Priority should be placed on the careful crafting of a marketing message, both in terms of its informational content and in terms of how it is framed to appeal to its target audience (Wells and others, 2000). Van Dessel (2007) concluded these terms (technical, rational, idea, factual; intangible, emotional, non-factual idea, information) into two core message content dimensions: literal messages is explicit or logical forms of communication where logical inferences can be derived directly from the message (Toncar and Munch 2001) and symbolic messages is figurative forms of communication, such as metaphors or tropes (figures of speech) that deviate from a person's expectations through the use of nonliteral words or images (MacCormack 1985). Organizational should communicate effectively with target group through a greater balance between literal and symbolic messages (Lynch and de Chernatony, 2004). The message can be verbal (spoken or written), nonverbal (a photograph, an illustration, or a symbol), or a combination of the two (Lala, 2011). The key to



managing the point of perception is to deliver and receive messages on a platform of strategic consistency (Kitchen and Schultz, 2003). Varied messages could stimulate audiences' thinking as audiences attempt to reconcile differences (Chang and Thorson, 2004).

The message, though created by multiple individuals representing different departments or functions within the institution, should be clear and targeted to the constituency with whom the institution is communicating (alumni, current or prospective students, parents, friends, elected officials, media, donors, community, etc.) and it should be delivered through multiple channels (print, broadcast, Web, social media, events, etc.) to the receivers who provide feedback to the institution (face-to-face, online, mailed response vehicles, donations, event attendance, commentary, membership, volunteering, etc.) in order to advance the enterprise when receive the feedback after that organization should create the creative content and information to target audience (Broussard, 2009). Congruence in marketing messages is considered to arise when the message content is consistent with the message source (McKay-Nesbitt and Yoon, 2015). According to Beverland and Luxton (2005) message of organization helps enhance the relationship of their brands with customers to repurchase. Additionally, Navarro-Bailón (2012) suggest organization integrated campaign through strategic consistent messages has positive effect to brand image that ultimately trust in the brand. Similarly Ko and others (2005) found that message strategy was positively related to attitude toward a brand's, which further led to a more positive attitude toward the brand and a higher level of purchase intention. Future more, Semenik (2002) integrated marketing communication with creative message has a positive effect on increasing sales, profit margins, and customer satisfaction. Moreover, Keller (2009) claims organizational message sources and marketing communication activities are the important factor to create competitive advantage when consumer beliefs the source of message. Furthermore, marketing message has been shown to influence consumer attitudes can increase customer satisfaction and market acceptance (Bower and Grau, 2009).

Based on the literature reviewed above, message consistency orientation is hypothesized to be able to enhance brand trust, customer loyalty, market acceptance, and marketing competitiveness. Hence, the hypotheses are proposed as follows:



Hypothesis 1a: Message consistency orientation will positively relate to customer loyalty.

Hypothesis 1b: Message consistency orientation will positively relate to brand trust.

Hypothesis 1c: Message consistency orientation will positively relate to market acceptance.

Hypothesis 1d: Message consistency orientation will positively relate to marketing competitiveness.

Channel Congruence Focus

This study defines channel congruence focus as attention of firm to create, deploy and evaluates a communication channel to enhance a long-term customer relationship to be appropriate fit with marketing communication strategy (Saelee, Jhundra-indra and Muenthaisong, 2015). Organization needs to integrate many communication channels to deliver a clear, consistent and compelling message about the firm and its brands (Kotler and Armstrong, 2003). Danaher and Rossiter (2011) suggest different communication channel, which made different perception of customers because only communication channel cannot link to all of group. According to Keller (2007) describes consumers obviously vary on a host of different characteristics -demographic (e.g., age, gender, race, etc.), psychographic (e.g. attitudes towards self, others, possessions, etc.), behavioral (e.g. brand choices, usage, loyalty, etc.) - that often serve as the basis of market segmentation and the development of distinct marketing programs. Moreover, Pickton and Broderick (2001) claim that synergy is the principal benefit of bringing together the various facets of marketing communications in a mutually supportive way. From this perspective, marketing communication decisions should focus on the marketing communications channel that offers the highest benefit for the entire stakeholders.

Integrated marketing communication synthesizes elements of the many communication mix so that the strengths of one channel are used to offset the weaknesses of others; that is, synergy between different communication channels is created to put forward a single unified position (Kitchen and Schultz, 1999). In addition,



Jerman and Završnik (2012) define and suggest the component of communication channel as marketing communication channel, which views human communication as a transmission process during a message travels across a channel from a sender to a receiver is represented by the communication dimensions of frequency and mode of communication. Communication frequency refers to the amount of communication that occurs between an organization and its public and communication mode is defined as the channel, formal or informal, through which such information is transmitted to target groups (Goebel, Marhall, and Locander, 2004). Consumer channel confidence and perceived channel risk play an important role in decision-making by online consumers (Chang and Thorson, 2007).

The marketing communication channel is represented by the communication dimensions of frequency and mode of communication (Goebel and others, 2004). Communication frequency refers to the amount of communication that occurs between an organization and its public (Schultz and Patti, 2009). Communication mode is defined as the channel, formal or informal, through which such information is transmitted to target groups (Jerman and Završnik, 2012). In particular, Kliatchko (2005) suggests the integrated view provides a broader understanding of channels to include not only traditional tools – radio, TV, print – but all other possible contact points or touch points where customers or prospects experience a brand and get in contact with it. Kumar and Venkatesan (2005) propose organization used appropriate communication channel as it builds the relationship with their customers, it enhances their profitability and future loyalty. In addition, Especially, Payne and Frow, (2004) organization combines the channels adequately to make customers' perceived experience seamless and builds long-time relationship that can increase sale and satisfaction of customer. Especially, Kumar and Venkatesan (2005) suggest communication channels strategy by organization can reach more customers, retain existing customers, increase sales and improve their long-term competitiveness. In addition, Gabisch and Gwebu (2011) found that channel congruence variables have positive predictors of consumers' intentions to purchase and trust the brand. Danaher and Rossiter (2011) communication channels have positive effect on brand trust, customer repurchase and increasing market acceptance.



Based on the literature reviewed above, channel congruence focus is hypothesized to be able to enhance brand trust, customer loyalty, market acceptance, and marketing competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 2a: Channel congruence focus will positively relate to customer loyalty.

Hypothesis 2b: Channel congruence focus will positively relate to brand trust.

Hypothesis 2c: Channel congruence focus will positively relate to market acceptance.

Hypothesis 2d: Channel congruence focus will positively relate to marketing competitiveness.

Cross-Functional activity competency

This study defines cross-functional activity competency as the ability of firm for unifying all the marketing communication activities that a firm uses in order to communicate with the target audience and the same direction. The classical model of communication includes three main participants of the process: sender – message – receiver. The changing marketing communications environment and international opportunities constantly affect the whole marketing communications mix (Smith and Taylor, 2004). This research adopts the concept of marketing communication mix in term of internal cross-functional activity competency by a capability of organization with using all communication activity to communicate with target audience for building the relationship between the organization and target audience. Therefore, integrated marketing communication has been hypothesized to provide benefits in the coordination of marketing communication activities and across the various functions involved in the implementation of marketing strategy (Reid, Luxton and Mavondo, 2005).

Integrated marketing communication requires a great level of interpersonal and cross-functional communication cooperation within the firm (Madhavaram, Badrinarayanan, and McDonald, 2005). Cross-functional planning requires managing the participation of many departments and functions. It is based on a principle of



integrated marketing communication that critical processes affecting customer relationships involve more than one department. This requires consistency in all firm messages and improved internal communication (Duncan 2002; Duncan and Moriarty 2006; Luck and Moffatt, 2009). Gebrekidan and Awuah (2002) have argued that collaboration involves inter-organization that require integrating best skills and resources by each department to reach marketing objectives, collaboration involves sharing risks, exchanging resources, accessing new markets, and creating synergy and competitive advantages (Kuang-Jung, Mei-Liang, Chu-Mei, and Chien-Jung, 2015). Gummesson (2002) suggest the success of an external marketing program such as marketing communications, the firm should first attain that integration internally that all employee they can agree on specific identities of the firm and react to customer response. In addition, the coordination processes between department and marketing functions enable the transfer of customer preferences into actual customer solutions (Bendoly, Bharadwaj, and Bharadwaj, 2012). Moreover, high cross-functional cooperative capability focus on the nature of the acquisition, absorbing, and sharing customer and market knowledge or skill may provide departments with a strong encouragement to share this knowledge to understand better (Luo, Slotegraaf, and Pan, 2006).

Zahay and Peltier (2008) indicate that the sharing of customer information between marketing and other department is critical for improving customer's data problems related to information integration and information access. An effective integrated marketing communication plan consists of building links with other internal departments so that everyone is aware of the program. Satisfied and positive of employees are more likely to help the firm encourage its integrated marketing communication image (Donald and Baack, 2004: 514). Bowen and Chen (2001) pointed out that marketing communication activity is a positive relationship between customer loyalty and profitability. In addition, Mumel, Hočevár, and Snoj (2007) found the positive relationship between marketing communications activity and customer retention, customer loyalty, and customer satisfaction. Smith, Gopalakrishna, and Chatterjee (2006) find positive effects on a multistage marketing communication activity that increases customer satisfaction and market share. Consistency with



Agyapong et al (2011) found strong relationships between marketing communication activity and sales performance and brand trust

The literature reviewed above, cross-functional activity competency is hypothesized to be able to enhance brand trust, customer loyalty, market acceptance, and marketing competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 3a: Cross-functional activity competency will positively relate to customer loyalty.

Hypothesis 3b: Cross-functional activity competency will positively relate to brand trust.

Hypothesis 3c: Cross-functional activity competency will positively relate to market acceptance.

Hypothesis 3d: Cross-functional activity competency will positively relate to marketing competitiveness.

Media linkage Concentration

This study defines media linkage concentration as the firm focuses on planning and implementing the combination of multiple media tools with mode of transmission, timing, context, format, reception to accomplish media objectives. According to the literature, media choice for organizational communication is based on many criteria, Media selection research has examined a variety of potential factors influencing media choice, including media symbolism ,social influence, time pressure, recipient, urgency of the problem, physical distance between communication partners, number of message recipients, and participant experiences and relationship (George,Carlson and Valacich, 2013).The concept of media linkage concentration in this research refers to a capability and process of organization implementing all of communication media to persuade target audience. For this reason, media planning is a factor in establishing a relationship with the target audience (Reinares and Ponzoa, 2008).The objective of media planning is to allocate resources to a set of alternatives in order to maximize profits, however most traditional procedures for media selection rely mainly on judgment and usually are unable to consider large combinations (Banerjee, 2015). Schultz and Pilotta (2004)



suggest media planning is about satisfying many conflicting goals like reach, frequency, weight, weeks, and geography. The purpose of media planning has shifted from media exposure to return on investment or increased sales (Assael, 2011). While traditional media emphasizes a uni-directional communication, new media focus on the value of participatory, based on the communication network (Lefebvre, 2007).

Much of the recent research on media planning has dealt with the issues of reach and frequency (Arul, 2012). Media planning has dealt with the issues of reach and frequency (Broadbent, Spittler and Lynch 1997). During the planning process, information about the customers, their wants and needs, and other background knowledge must be obtained. Media planning therefore needs a high degree of uniqueness in message coding, capable of arousing the target public's interest, and a good match between the format (graphic, audio-visual, etc.) and the characteristics of the media type (Reinares and Ponzoa, 2008). As well as needing an appropriate choice of media and media tool all through a decision-taking process (Coughlan and others, 2001). Media will vary in their capability to support the transmission and subsequent processing of the information contained in a message (Dennis, Fuller and Valacich, 2008). Media planning is generally accepted as determining which communication channels will be used to deliver the advertising message to the target audience (Belch and Belch, 2007). Media planning is the series of decisions involved in delivering the promotional message to the prospective purchasers and / or users of the product or brand the goal of the media plan is to find that combination of media that enables the marketer to communicate the message in the most effective manner to the largest number of potential customers at the lowest cost (Erdogan, Deshpande, and Tagg, 2007). Media fragmentation has made it difficult to cost-effectively inform a mass audience about one's products and services (Soberman, D. 2005).

McGrath (2005) employed an experimental design to test the effect of the consistency and the media multiplicity aspects of integrated marketing communication on people's brand attitude and their brand recall performance. Media consistency is very important; again both for customer trust and brand recall (De Pelsmacker, Geuens and Vermeir, 2004). Reinares and Ponzoa (2008) state that media planning is strongly effect on brand trust, customer loyalty, market share, and business profit. In addition, Smith and others (2006), in a study of integrated marketing communication at the marketing–



sales interface, also propose that the synergy across media elements is important in that spending on one medium may strengthen the effectiveness of another that increases market share, organization reputation and customer loyalty. Likewise, Reid (2005) asserts that there is a positive relationship between the implementation of the media planning and brand outcomes and accept from customers in highly competitive industries. Based on the literature reviewed above, media linkage concentration is hypothesized to be able to enhance brand trust, customer loyalty, market acceptance, and marketing competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 4a: Media linkage Concentration will positively relate to customer loyalty.

Hypothesis 4b: Media linkage Concentration will positively relate to brand trust.

Hypothesis 4c: Media linkage Concentration will positively relate to market acceptance.

Hypothesis 4d: Media linkage Concentration will positively relate to marketing competitiveness.

Homogeneous Image Capability

This study defines homogeneous image capability as the ability of firm to create the consistency of communication perception to target audience in order to enhance the relationship. Organizations must sustain an effective image with their stakeholders in order to maximize their chances for success (Soberman, 2005). This research adapt homogeneous image capability concept by organization capability by developing the collaboration among communication elements (i.e., advertising, public relations, sales promotion, and direct marketing) consistent communication image is based on the perceptions of the reflected identity by any of a company's communication tools (Karaosmanoglu and Melewar, 2006). Organizations that actively manage their communication image throughout the communication process obtain satisfying perception of their identity from different groups of public (First and Tomić, 2011). The image of any organization must be closely related or is affected (positively or



negatively) by the way its publics perceive or see its organization mission, corporate culture or organization lifestyle, media image as well as the totality or nature of its organization communication. It is also affected by the way it positions itself to be seen by its publics as good corporate citizen (Uduji, 2007). The different interpretations of the same image in a communication cannot be judged true or false because no one objective reality exists (Mick and Politi, 1989).

Haque and others (2006) depicted consumer familiarity and confidence significantly depend on brand of the products and a company's sales history. Prior studies also show that communication image congruence results in better product evaluation, greater satisfaction, and even higher purchase intention (Sirgy and others, 2000). Communication image encompasses attitudes, opinions, experiences, beliefs and prejudices that the result of an aggregation process which incorporates diverse information used by the consumer to form a perception of the organization communication. Zambardino and Goodfellow (2007) claim that customers acquire and refine brand values from many external sources and own experiences but advertising is generally accepted as a primary source of communication image. Stephens, Malone, and Bailey (2005) suggest that communication image strategies are used to manage meaning, represent the organization, build trust and credibility, and manage uncertainty in market place. Villarejo-Ramos and Sanches-Franco (2005) propose that the higher the spending on advertising for the brand, the better the higher the level of brand awareness, the perception of the quality of the product and the greater the number of associations linked to the product that forms communication image. Bick, Abratt, and Bergman (2008) conclude that a process of transmitting communication image to target groups increases a company's competitiveness by creating customer loyalty, trust and top-of-mind awareness and building a strong corporate brand. Moreover, Gregory and Sellers (2002) claim organization have a strong communication image that influences behavior and attitude, enhances customer loyalty and provides significant competitive differentiation. Consistency with Holm (2006), only strategically integrated by communications image can help organization reach a sustainable competitive position.

Based on the literature reviewed above, homogeneous image capability is hypothesized to be able to enhance brand trust, customer loyalty, market acceptance,



marketing competitiveness, and marketing survival. Hence, the hypotheses are proposed as follows:

Hypothesis 5a: Homogeneous Image Capability will positively relate to customer loyalty.

Hypothesis 5b: Homogeneous Image Capability will positively relate to brand trust.

Hypothesis 5c: Homogeneous Image Capability will positively relate to market acceptance.

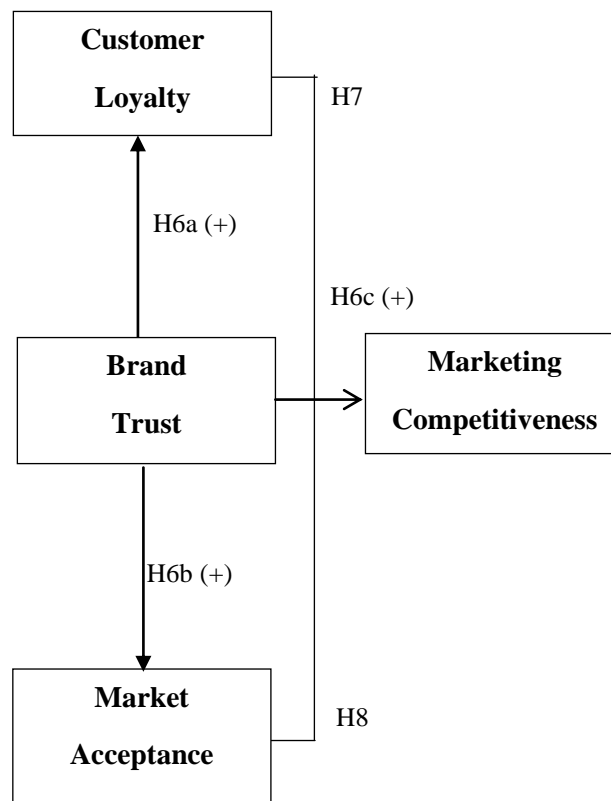
Hypothesis 5d: Homogeneous Image Capability will positively relate to marketing competitiveness.

The Effects of Brand Trust, Customer Loyalty, and Market Acceptance on and Marketing Competitiveness

This section investigates the effect brand trust on customer loyalty and market acceptance. The Effects of Brand Trust, Customer Loyalty, and Market Acceptance on Marketing Competitiveness are examined. These relationships are predicted as a positive influence as depicted in Figure 3.



Figure 3: The Effects of Brand Trust, Customer Loyalty, and Market Acceptance on Marketing Competitiveness



Brand Trust

This research defines brand trust is the reliability and confidence of consumer on the brand to perform its stated function and reduces risk associated with the purchase of a brand than another brand (Delgado-Ballester, 2004; Chaudhuri and Holbrook, 2001). A brand is an identifiable trademark name/ symbol, etc. under which the product is offered to the market (Betts and Taran, 2004). Prior literature is shown the highlighted relevance of trust as a main construct of any long-term relationship (Delgado-Ballester, Munuera-Aleman and Yague-Guillen, 2003). Marketing managers can understand and be useful to justify expenditures on design, communication strategies that create such long-term effects on target group as brand trust insofar as it generates brand loyalty which, in turn, contributes to brand performance outcomes (Chaudhuri and Holbrook, 2001). Brand trust, is a generalized attitude, most often based on future performance and it indicates the likelihood that a brand will be able to deliver on product and service promises (Hess, Story, and Danes, 2011). Brand trust is one of



the many benefits comprising the customer's utility functions which reflect on the prices the customers are willing to pay (Brucks and others, 2000). Delgado-Ballester (2004) suggest brand trust is based on the extent to which the consumer believes that the brand accomplishes its value promise from consumers' expectations and needs to be accomplished and satisfied by the brand. Brand trust refers to the ability and willingness of the brand to deliver on the value promised and suggested that a brand can signal credibility by possessing the expertise to deliver the brand values and being trustworthy (Erdem and Swait, 2004) brand trust is the extent to which consumers perceive that a given brand name reduces the risk associated with the purchase of a brand (Del Vecchio, 2000). Because customer reliability focuses on the utility of the product, it may only drive shallow self-brand connections (Hess and Story, 2005). For example, those are not attached to brands need to hear very useful stories about product reliability. Interestingly, the types of stories that emotionally attached consumers knew were stories about product reliability – but in the context of their own and other consumers' personal experience – thus consumers are telling marketers how to position reliability to create stronger personal connections (Granitz and Forman, 2015). Consistently accomplished if the company wants the brand to be trusted by the consumers, increasing his/her brand repurchase intentions on the next buying occasion (Delgado-Ballester and Luis Munuera-Alemán, 2001).

The way that firm for building strong brand is brand trust that can enhance customer relationships and building customer loyalty (Li, Zhou, Kashyap and Yang, 2008; Singh and Sirdeshmukh 2000; Ball and others 2004). By this concept, integrated marketing communication strategy is firm capability to give some information about the brand to target audience that can persuade and enhance communication with brand or organization. Brand trust is the result of firm when customers rely about information which is true and compares with other brands. Hiscock (2001) explored the ultimate goal of marketing is to generate an intense bond between the consumer and the brand, and the main ingredient of this bond is trust, but trust is an elusive concept. Based on the literature reviewed above, brand trust is hypothesized to be able to enhance customer loyalty, market acceptance, and marketing competitiveness. Moreover, Aaker, Fournier, and Brasel (2004) conducted a longitudinal field experiment to examine the evolution of consumer–brand relationships. Reast (2003) found that brand trust is an



important factor to increase market share, competitive advantage. The results show that brand trust has a positive effect on increasing market share and creating marketing advantage in long term. Hence, the hypotheses are proposed as follows:

Hypothesis 6a: Brand Trust will positively relate to customer loyalty.

Hypothesis 6b: Brand Trust will positively relate to marketing acceptance.

Hypothesis 6c: Brand Trust will positively relate to marketing competitiveness.

Customer Loyalty

This research defines customer loyalty as a deeply commitment of customer to repurchase or re-patronize a preference product/service consistency in the future and the willingness to behave as a partner to the organization (Uncles, Dowling, and Hammond, 2003; Oliver, 1997). For many companies, the customers' loyalty towards their brands represents a significant competitive advantage (Nezakati and others, 2013). The marketing literature suggests that customer loyalty can be defined in two different ways. First, it defines loyalty as an attitude and the second definition of loyalty is behavioural (Hallowell, 1996). Customer loyalty focuses in two reasons for organizational. One is to increase sales revenues by raising purchase/usage levels, and/or increasing the range of products bought from the supplier. The second aim is more defensive, by building a closer bond between the brand and current customers it is hoped to maintain the current customer base (Uncles, Dowling, and Hammond, 2003). Neal (1999, p. 21) defines loyalty as the proportion of times a purchaser chooses the same product or service in a specific category compared to the total number of purchases made by the purchaser in that category, under the condition that other acceptable products or services are conveniently available in that category. Jaishankar, Arnold and Kristy (2000) described customer loyalty as a product of repeating purchase, self-stated retention, price insensitivity, resistance to counter persuasion, and recommendation to others.

Walsh and others (2008) defined loyalty as a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, which causes repetitive same-brand or same-brand set purchasing, despite any situational



influences and marketing efforts that might cause switching behavior (Walsh, Evanschitzky, and Wunderlich, 2008). Kumar and Srivastava (2013) define customer Loyalty as a psychological character formed by sustained satisfaction of the customer coupled with emotional attachment formed that leads to a state of willingly and consistently being in the relationship with preference, patronage and premium". Chimngamsert, Jhundra-indra and Raksong (2014) define customer loyalty as the organizational success of maintaining and increasing the quality of customer satisfaction and customer relationship by comparative input and output factors.

Marketing advantage of the firm is come from many aspects or concepts. This study shows customer loyalty as an important variable because firm cannot succeed in long run if there are no good customers. Every organization is finding many ways to increase profit in each year. When organization is sent new product to the market if customers have strong relationship with organizational or has a good experience. It's easy to sell the product to customers. Consistent with Chaudhuri and Holbrook (2001) suggested some concept about customer loyalty that behavioral, or purchase, loyalty consisted of repeated purchases of the brand, whereas attitudinal loyalty comprised a degree of dispositional commitment, in terms of some unique value associated with the brand. In addition, Eisingerich and Bell, (2006) study suggests customer loyalty is positive effect on managing client relationships, financial and gained marketing competitiveness. From Sin and others (2000) suggest that the benefits of customer loyalty are many including improvements in competitive advantages in the marketplace. Earlier prior research suggests that customer loyalty provides the foundation of a company's sustained competitive and that developing and increasing customer loyalty is a key factor in companies' growth and performance (Lee and Cunningham, 2001; Kim, Park and Jeong, 2004). Hence, the hypotheses are proposed as follows:

Hypothesis 7: Customer Loyalty will positively relate to marketing competitiveness.



Market Acceptance

This study defines market acceptance as the firm's success when customer seen whether the product or service is satisfying a large customer base so as to continue or increase its current production to future (Grabowski, Cockburn, and Long, 2006). Components of organizational success are collected data from customer satisfaction, sale volume, market share, return on investment, product quality improvement, and profitability (Cadez and Guilding, 2008). Market acceptance is defined as the intent to choose or the actual choice (Chung and Holdsworth, 2009). Market acceptance depends on products of quality, services, the firm's reputation and the customer's perception about the capability of the firms (Brodie, Whittome and Brush, 2009). Customer satisfaction defined as an overall evaluation based on the customer's total purchase and consumption experience with a good or service over time (Anderson, Fornel and Mazvancheryl 2004). Greater consumer value and customer satisfaction is likely to increase market acceptance.

Market acceptance and competition uncertainties include the substitution rates for existing brand-name and what incentives, reimbursement systems, and marketing expenditures will be needed to encourage rapid substitution (Grabowski, Cockburn, and Long, 2006). Factors hindering the market acceptance are the loss of perceived control by the customer and the access to sensitive information from the customer when the service providing personnel is entering his facilities. Customers that have a lack of knowledge about the lifecycle costs that mean the costs associated with product users as the sum of all costs due to the purchase and during the period of using a product may perceive offering as expensive compared to a product offering (Schenkl, Rösch, and Mörtl, 2014). Many researchers find that firms can develop and create unique resources, by bringing comparative advantage to existing resources when the unique resources of a firm produces superior values and/or lower costs than competitor in a market (Hunt and Morgan, 1995). In addition, Kanchanda, Ussahawanitchakit, and Jhundra-indra (2012) found that market acceptance has a positive effect on marketing performance of the firm including market share, sales and profit increase.

Based on the literature reviewed above, market acceptance plays an important factor in recognizing about integrated marketing communication strategy, market



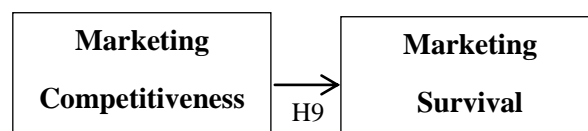
acceptance that is hypothesized to be able to gain marketing competitiveness. Hence, the hypotheses are proposed as follows:

Hypothesis 8: Market acceptance will positively relate to marketing competitiveness.

The Effects of Marketing Competitiveness on Marketing Survival

This section examines the relationships between marketing competitiveness, and marketing survival. These relationships are predicted as positive relationships as depicted in Figure 4.

Figure 4: The Relationships Between Marketing Competitiveness, and Marketing Survival



Marketing Competitiveness

This study defines marketing competitiveness as the sustained capacity to gain, develop, and maintain a profitable market share via offering superior value to the customer through either unique benefits that offset a higher price or lower prices than competitors for equivalent benefits. The competitive advantage is the basis for success of any organization on the competitive market (Blazeska and Ristovska, 2016). Survival and success in such turbulent times increasingly depend on organization competitiveness. Competitiveness has been described by many scholars as a multidimensional and relative concept (Ajitabh and Momaya, 2003). While there are many theories about competitiveness and related inter disciplinary fields of strategy, operations, resource-based view (Barney, 2007). Competitiveness involves a combination of assets and processes, where assets are inherited (natural resources) or created (infrastructure) and processes transform assets to achieve economic gains from sales to customers (DC, 2001). Marketing competitiveness can be defined as the ability of firm to design, produce and or market products superior to those offered by



competitors, considering the price and non-price qualities (D'Cruz, 1992). Organization seeking to competitive markets often requires more complex problem solving, because it is harder for new products to possess different advantages in terms of unique positioning, specific functionalities, or quality in a crowded and highly competitive market (Luo and Du, 2015). In organizational building marketing competitiveness, both low cost competition and product differentiation become appreciated strategies for helping organization compete in the markets (Tien and others, 2005). Therefore, resource-based competitive advantage is a sustainability factor that firms develop as a unique resource over competitors for building competitive advantage in the marketplace (Mazur, 2013). Reimann and others (2010) demonstrate that marketing competitiveness is viewed as a phenomenon of progressing marketing that is lower switching costs, and has a higher of price sensitivity between customers and the greater industry of the firm.

Prior suggests marketing competitiveness is the basis for developing efficient and effective strategies marketing such as avenues of corporate rivalry on the competitive market (Grubor, Salai and Lekovic, 2009). Consist with Rust and others (2004) found that marketing advantage is influenced on a market share and sales, thereby influencing its competitive market position. Moreover, Morgan, A. (2015) claims marketing competitiveness has a positive effect on marketing performance. Based on the literature reviewed above, marketing competitiveness is hypothesized to be able to marketing survival. Hence, the hypotheses are proposed as follows:

Hypothesis 9: marketing competitiveness will positively relate to Marketing survival.

Marketing Survival

In this study defines marketing survival as a continued autonomous existence of firm to gain a great marketing performance in term of profit, continues operation when compares in the past, continues to the present, and is expected to increase in the future. Marketing survival is adapted from the concept of firm survival, which is defined as the firm situation that adds to satisfactory performance in the past, continues to the present and, is expected to be better in the future (Kittikunchotiwut, Ussahawanitchakit, and Pratoon, 2013). Marketing survival is the extent to which the firm continues in the marketplace, and has a high performance more than previous years



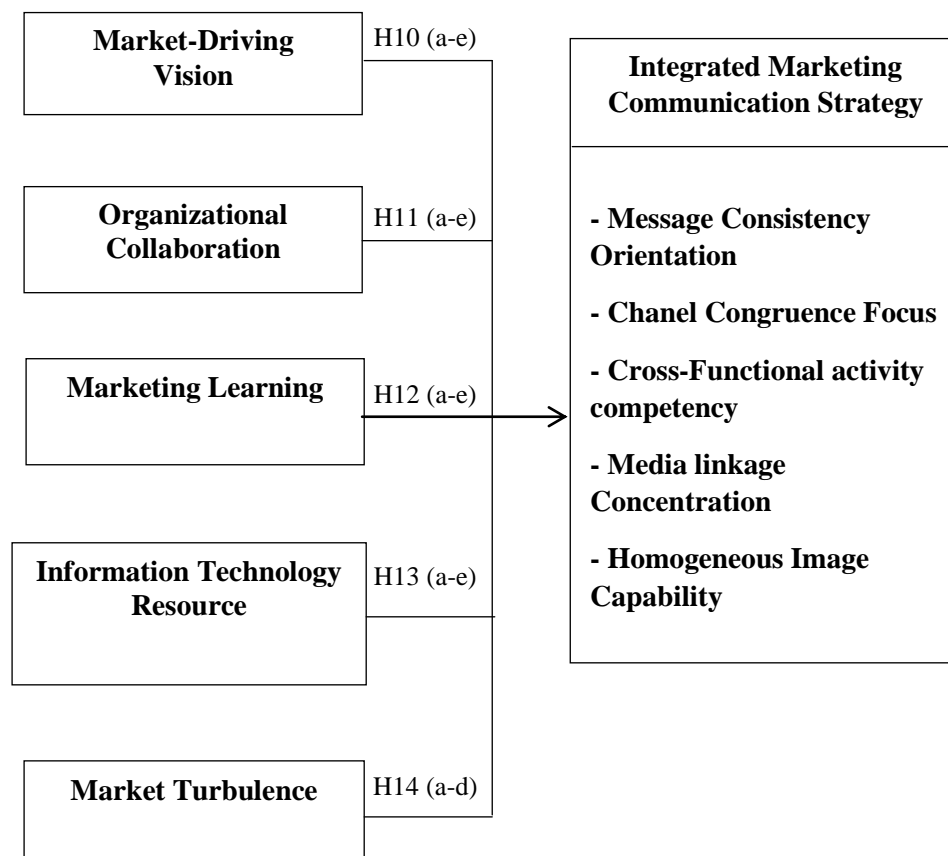
(Khankaew, Ussahawanitichakit and Raksong, 2015). Several studies have focused on the survival of firms. The factors that affect survival can be broadly classified into those that are specific to the firm (e.g. size, type), entrepreneur (age, education, etc.), industry (manufacturing, technology-based), region (metro, non-metro), or the combination of these factors (Cader and Leatherman, 2011). When firms are faced with intense competition, changing customer wants, or over capacity, their major objective is to survive. The literature that analyzes firm survival suggests emphasizing to the firms were more likely to survive in business environments at that time such as market share, the growth rate of sales volume, continual business growth (Eckert and West, 2008). However, survival is a short term objective; firms must learn how to add extra value to their products or services in the long run to avoid extinction (Kotler and others, 2009). Therefore, the organization will survive an attempt to adjust the marketing programs, consistent with the expectations of customers regarding sales, market share, more than its rival in profitability and the company's response, which will result in satisfied customers (Grundey and Zaharia, 2008).

The Effects of Antecedents on the Dimensions of Integrated Marketing Communication Strategy

This section delineates the effect of five antecedents including market-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence on five dimensions of strategic brand orientation consisting of message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability as presented in Figure 5 below.



Figure 5: The Effects of Antecedents on Integrated Marketing Communication Strategy



Market-Driving Vision

This research adapts the concept of market driving and market vision which defines as the process of firm direction in forecast long term market operation that achieved in anticipation of marketing chances and will become to a future marketing trends (Pungboonpanich and Ussahawanitchakit, 2010). Prior literature describes vision in various terms such as something that helps firm to clarify the direction in which to proceed (Revilla and Rodríguez, 2011). Vision is defined as a statement of potential that is a direction for creating shared value which firms should desire to have for future (Shamir, House, and Arthur, 1993; Tungbunyasiri, Jhundra-indra and Sujchaphong, 2014). Vision is a simple factor of the firm which is defined to reveal present situations and future potential objectives that the firm wants to reach (Charpavang and Ussahawanitchakit, 2010; Kittikunchotiwut, Ussahawanitchakit, and Pratoom, 2013;



Tungbunyasiri, Jhundra-indra and Sujchaphong, 2014). Organizations use vision for planning approaches that are used for achieving in long term objectives and goals (Özmen and Sümer, 2011). Colarelli O 'Connor and Veryzer (2001) suggest market vision includes a variety of mechanisms or method that may operate in combination or serially of validation and internal acceptance that may depend heavily on reaching out beyond the familiar customer/market set of a firm. Thus, a vision of firm is an important factor that reflects the long term strategy of the organization success. Reid and de Brentani, (2010) define market vision as a clear and specific mental model or image that organizational members have of a desired and important product-market for a new technology.

Market driving are generally new competitors who transform an industry by bringing a substantial leap in customer value through either a breakthrough technology or marketing system made possible by a distinctive business process (Kumar, Scheer, and Kotler 2000; Helder, 2005). Success by market driving method is dependent on developing or leveraging and building upon who they know: industry contacts, funding new sources, supporters, suppliers, and clients (Sarasvathy, 2001). Market driving vision involved with looking forward to action for creating competitive advantage than competitor by inducing change in market structure and the behavior of external stakeholders (Charpavang and Ussahawanitchakit, 2010). So, market-driving vision is the important method will support the adoption of integrated marketing communication strategy because every strategy of the organization should have the direction or way for employees to understand the objective of organization. In this research, successful in integrated marketing strategy is responding to target audience with clear, understand the market for implement the communication tool to achieve in market position. Kantabutra (2006) found a positive effect between vision content and vision alignment with employee satisfaction, customer satisfaction, and financial outcomes. Kantabutra and Avery (2005) discovered that vision is important to sustainable organization. It was found that organization adopted the long-term perspective in strategy managing. This long term perspective allows the organizations more time for a vision to be communicated to customer. Kantabutra and Avery (2005) found that visions characterized by the attributes of brevity, stability, clarity, challenge, future orientation, desirability and ability to inspire, and containing customer and staff gratification



imagery, when shared by leader and followers, were correlated with enhancing organizational performance as measured by customer and staff satisfaction. From prior study above refers to market-driving vision is the start of firm planning with future success strategy. Reid, Luxton, and Mavondo (2005) argue that market vision has a positive effect on communication strategy (message consistency, media capability and cross-functional activity). Moreover, Mihart (2012) claim that marketing vision support on communication mix. Finally, Barker and others (2013) found that the success of communication image is clear for market vision. Based on the literature reviewed above, market-driving vision is hypothesized to be able to gain message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. Hence, the hypotheses are proposed as follows:

Hypothesis 10a: Market-Driving Vision will positively relate to message consistency orientation.

Hypothesis 10b: Market-Driving Vision will positively relate to channel congruence focus.

Hypothesis 10c: Market-Driving Vision will positively relate to cross-functional activity competency.

Hypothesis 10d: Market-Driving Vision will positively relate to media linkage concentration.

Hypothesis 10e: Market-Driving Vision will positively relate to homogeneous image capability.

Organizational Collaboration

This study refers organizational collaboration as an interaction process involving organizational department or co-operation and exchange of idea, skill and knowledge in order to achieve marketing performance (Chang, 2013). O'Leary and Bingham (2009) define collaboration as a concept that describes the process of



facilitating and operating in multiorganizational arrangements to solve problems that cannot be solved or easily solved by single organizations. Collaboration means to co-labor, to achieve common goals, often works across boundaries and in multi-sector and multi-actor relationships (Esteve, Boyne, Sierra, and Ysa, 2012). Researchers have argued that collaboration is a key to organizational success (Tjosvold, and Tsao, 1989). Managers in executive have more freedom to decide where to invest their resources of organization, and as a result, they are more able to devote their resources to the development of collaborations (McGuire and Silvia, 2010). Therefore, the success of the literature of collaboration by a specific organization has to be considered when analyzing its possibility of engaging in current collaborations (Esteve, Boyne, Sierra and Ysa, 2012). Kale et al (2002) argue that collaboration can facilitate the creation of new knowledge, and not just the transfer of existing knowledge and exchange information and learn about the links and commonalties among them (Hardy, Phillips, and Lawrence, 2003).

This research expects organizational collaboration as benefit of integrated marketing communication strategy because a factor of organization success is not only strategy but also consists of the collaboration of staff in each department. Then, collaboration is about working with partners to leverage existing resources of all kinds to provide maximum strategic benefit (Hardy, Phillips and Lawrence, 2003). Kitchen and Burgmann (2010) argue that the collaboration between departments supports integrated marketing communication strategy that includes communication image, message strategy, and media tool to respond target audience. In additional, Smith, Gopalakrishna, and Chatterjee (2006) investigate three-stage model of integrated marketing communication, the result shows the collaboration of department that can increase the effective of communication channel and message strategy success. Based on the literature reviewed above, organizational collaboration is hypothesized to be able to gain message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. Hence, the hypotheses are proposed as follows:

Hypothesis 11a: Organizational Collaboration will positively relate to message consistency orientation.



Hypothesis 11b: Organizational Collaboration will positively relate to channel congruence focus.

Hypothesis 11c: Organizational Collaboration will positively relate to cross-functional activity competency.

Hypothesis 11d: Organizational Collaboration will positively relate to media linkage concentration.

Hypothesis 11e: Organizational Collaboration will positively relate to homogeneous image capability.

Marketing Learning

In this research, marketing learning is defined as the dynamic process of acquiring marketing capabilities with integrated new knowledge or insight that has the potential to understand customer behavior to generate satisfy of target audience (Ibeh and Kasem, 2014). Organizations face rapidly changing and increasingly complex market environments (Day, 2011; Cayla and Arnould, 2013). Several marketing scholars have tried to develop models that better demonstrate how the learning process can be effectively developed within organizations and what factors influence outcomes of the learning process (Rindfleisch and Moorman, 2001). Organizational learning theory suggests that there are two learning levels that lead to organizational change: adaptive learning and generative learning (Weerawardena and Sullivan-Mort, 2001). Day (2011, p. 189) notes that “vigilant market learning requires a willingness to be immersed in the lives of current, prospective, and past customers.” Consequently, marketing learning becomes a key principal organizational that influences firm’s potential to generate new marketing knowledge to improve new process to satisfy customer. Gold and others (2001) conclude that knowledge is an important organizational asset, and the ability of organizations to realize the economic value of their knowledge asset is critical to business success in the new economy. Consistent with this imperative for adaptive market learning, prior scholarship has focused on trying to improve an organization’s capability to source and analyze market



information, describing the process through which market information is absorbed (Kohli and Jaworski, 1990).

Market learning involves how firms store knowledge, and leads to expertise in key marketing activities, such as responding to customer's needs, new-product development, building brand image, and channeling established relationships (Luo, Slotegraaf and Pan, 2006; Meesuptong, Jhundra-indra and Raksong, 2014). Furthermore, most of scholars also emphasize that the new knowledge and skills obtained through learning to enhance organization innovative capabilities, ultimately improve the level of firms' competitiveness and great performance (Keiser and Koch, 2008; Baker and Sinkula, 1999; Nonaka, 1994). Consequently, this research assumes marketing learning can be useful to improve integrated marketing communication strategy by learning from competitor and customer. Thus, if organization has developed new knowledge and store benefit information and implement to build relationship to target audience can gain success objective of organization. Percy (2014) argues that organization learning about customer, market environment, and competitor are essential to integrated marketing communication strategy. Moreover, Thøger, Torp and Fuat Firat (2005) claim that organization learning has a positive effect on integrated marketing communication including message, media and communication channel. Based on the literature reviewed above, marketing learning is hypothesized to be able to relate to message consistency, channel congruence, cross-functional activity competency, media linkage, and homogeneous image capability. Hence, the hypotheses are proposed as follows:

Hypothesis 12a: Marketing Learning will positively relate to message consistency orientation.

Hypothesis 12b: Marketing Learning will positively relate to channel congruence focus.

Hypothesis 12c: Marketing Learning will positively relate to cross-functional activity competency.



Hypothesis 12d: Marketing Learning will positively relate to media linkage concentration.

Hypothesis 12e: Marketing Learning will positively relate to homogeneous image capability.

Information Technology Resource

This research defines information technology resource as the technology foundation and managerial information technology skills of an organization to ensure accurate, real-time, and comprehensive information for communication (Mao, Liu, Zhang, and Deng, 2016). Information technology (IT) resource can be a valuable communication tools by providing efficient and effective means of collecting, processing, and reporting performance data (Humphrey and Beard, 2014). The business value of information technology has been debated for many years (Lien Pham and Jordan, 2009). Bharadwaj (2000) mentioned that extending the traditional notion of organizational capabilities to an organization's information technology function, defined IT capability as the ability to mobilize and deploy IT based resources in combination or copresence with other resources and capabilities. Those IT based resources are IT infrastructure; IT human resources (comprising technical and managerial IT skills); intangible IT-enabled resources (such as knowledge assets, customer). Carr (2003) argued that information technology is ubiquitous, increasingly inexpensive and accessible to all organizations, thus, it cannot provide differential advantage to any company because scarcity, not ubiquity, is the basis for a sustained competitive advantage. Information technology resources can be seen as important factors that help firms to better compete and to achieve their vision, goal, mission, and strategies by using both tangible and intangible information technology resource in marketing planning (Porter, 1981).

As Information technology resource becomes more powerful, many organizations invest more on the technical aspect to manage knowledge and related processes (Iyengar, Sweeney, and Montealegre, 2015). Ravichandran and Lertwongsatien (2005) found a positive effect of information technology resources on firm performance directly through the role of capabilities. Holm (2006) suggests that



information technology is a core element that leads to the success of integrated marketing communication because the advance of information technology can analyze the requirement of customers on time. Therefore, Kitchen and Burgmann (2015) argue that information technology resource significant on integrated marketing communication that supported communication image and communication channel.

Based on the literature reviewed above, informational technology resource is hypothesized to be able to message consistency, channel congruence, cross-functional activity competency, media linkage, and homogeneous image capability. Hence, the hypotheses are proposed as follows:

Hypothesis 13a: Information technology resource will positively relate to message consistency orientation.

Hypothesis 13b: Information technology resource will positively relate to channel congruence focus.

Hypothesis 13c: Information technology resource will positively relate to cross-functional activity competency.

Hypothesis 13d: Information technology resource will positively relate to media linkage concentration.

Hypothesis 13e: Information technology resource will positively relate to homogeneous image capability.

Market Turbulence

This research defines market turbulence as the degree of uncertainty and inability of market environment such as customer needs, product information, and government policy that influences the competences of firms in response to the accurate markets (Luangsakdapich Jhundra-indra and Muenthaisong 2015). As turbulent environments increases causal ambiguity, competitors' ability to imitate a firm's capabilities decreases and this limitation may help firms to achieve superior innovation and performance based on their dynamic capabilities (Helfat and others, 2009).



Suikki and others (2006) propose that today's turbulent business environment characterized by ambiguity and inability to predict the future is extremely challenging, and thus requires the development of new capabilities. Market turbulence related to the degree of instability and uncertainty within a firm's markets (Song and others, 2005). Calantone, Garcia, and Droge (2003) define turbulent environments as those in which market or technological changes are frequent and unpredictable and have a major impact on the new product development strategic planning. On the one hand, market turbulence is given by shifts in the customers' preferences, in prices, and in the cost structure. Kohli and Jaworski (1993) argue in their initial definition and operationalisation of market turbulence, indicate that higher levels leading to a need for higher levels of market orientation in tracking and responding to rapidly evolving customer preferences. Firms are then able to design appropriate segmentation strategies and create new marketing programmes that cater to changing customer preferences (Jaiyeoba, Marandu and Kealesitse, 2015). For Hooley and others (2003), market turbulence includes (1) stage of product life cycle, (2) the speed at which customer requirements change, (3) the speed at which the technology employed changes, and (4) the degree of competition.

When organization encounters highly unstable market situations, there is more likelihood that customer demands can change frequently, leading to organization enable to react customer more rapidly than rivals in different ways (Luo, 2001). In high market turbulence, the rapid change of customers and their preferences represents faster customer information and shorter product life cycles to develop new products. Turbulence results in uncertainty regarding future states of the environment, which constrains a firm's ability to anticipate changes in competitors' strategies and emergence of new competitive forces in the market (Engelen, Schmidt and Buchsteiner, 2015). The market turbulence is likely to increase the failure of forecasting and profitability of organization. Additionally, Habib, Hossain and Jiang (2011) mention the level of market turbulence regarding customers and competitors that influence market performance. Murray, Gao and Kotabe (2011) stated that organization need to be more market-responsive to counter rivals' aggressive actions in a highly competitive market. Moreover, O'Reilly and Tushman (2008) argue that in competitive marketing environments, firms must seek to develop dynamic capabilities that will enable them to



leverage marketing strategy. Based on the literature reviewed above, marketing turbulence is hypothesized to be able to relate to message consistency, channel congruence, cross-functional activity competency, media linkage, and homogeneous image capability. Hence, the hypotheses are proposed as follows:

Hypothesis 14a: Market turbulence will positively relate to message consistency orientation.

Hypothesis 14b: Market turbulence will positively relate to channel congruence focus.

Hypothesis 14c: Market turbulence will positively relate to cross-functional activity competency.

Hypothesis 14d: Market turbulence will positively relate to media linkage concentration.

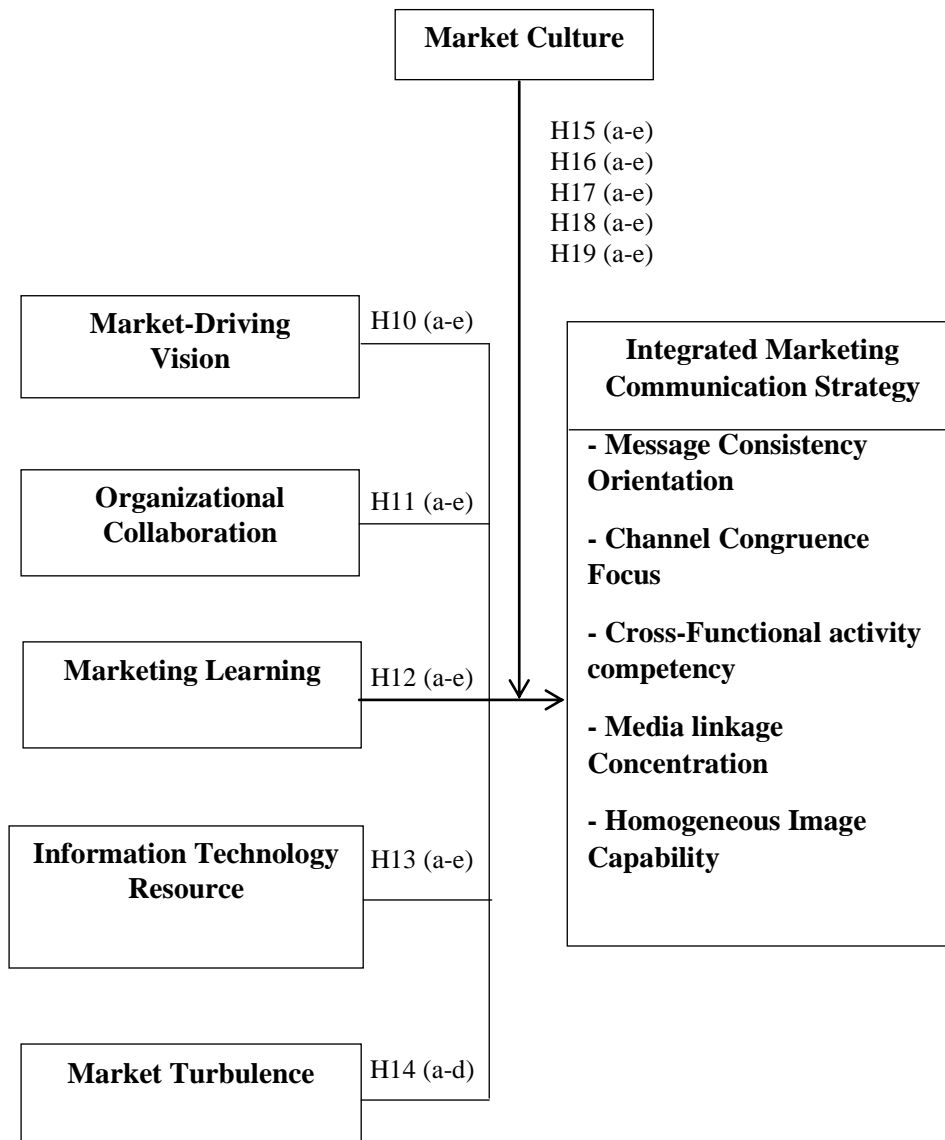
Hypothesis 14e: Market turbulence will positively relate to homogeneous image capability.

The Role of Moderating Effects on Antecedent Variables and Each Dimension of Integrated Marketing Communication Strategy

This section explores the influences of the moderating is market culture. Market culture moderates the effect on antecedent (marketing driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence) and each of five dimensions of integrated marketing communication strategy (message consistency orientation , channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability) as presented in Figure 6.



Figure 6: The Role of Moderating Effects on Antecedent Variables and Each Dimension of Integrated Marketing Communication Strategy



Market Culture

This study defines market culture as the pattern of basic assumptions, beliefs and core values it holds, framework it adopts for interpreting what is happening and approaches it adopts in solving problems by focusing on external environment instead of internal affairs and it emphasizes performance, productivity and goal achievement. Many new change and transformational initiatives have been developed in order to improve the organizational performance and achieve sustainable competitive



advantages (Wanberg and Banas, 2000; By, 2007; Fuentes-Henrí'quez and Del Sol, 2012). This change has effect on every organization performance, they are needed to adapt to the right condition. An important assumption of the organizational culture literature examining the link between culture and effectiveness is that culture motivates and guides employee behaviors by establishing norms and expectations (Marinova, 2005). Moynihan and Pandey (2007) one of the significant factors of employees' job satisfaction is organizational culture. Organization culture is characterized by the pattern of basic assumptions, beliefs and core values it holds, framework it adopts for interpreting what is happening and approaches it adopts in solving problems of external adaptation and internal integration (Schein, 1997). Hunger and Wheelen (2008) mention that organizational culture is considered as a set of assumptions, shared values and behaviors that are adopted by organization employees and can be accepted in everything within the firm from decision making and working hours to attitudes towards employees relations and how they dress.

Cameron and Quinn (1999) argue that the market culture refers to a type of firm that operates as a market itself. The main purpose of organizations with emphasizing on the market culture is to attain and achieve the well-defined objectives of the firm effectively and efficiently and get the top position in the term of market share and market leader by offering a wide range of differentiated products. This culture oriented towards the external environment instead of internal affairs and it emphasizes performance, productivity and goal achievement. Organizational culture may be the direct or indirect notions proposed by the founder who has a vision of what the organization should be (Rawashdeh, Al-Saraireh and Obeidat, 2015). The relationship between organizational strategy and organizational culture was conducted by researchers, according to whose culture and strategy condition of each other (Baird, Harrison, Reeve 2007). This means that, in order to implement a specific strategy, it is necessary to build proper organizational culture, and that the organizational culture leads to the selection and implementation of a specific strategy of the organization. Deshpande and others (2004) found a positive effect of market cultures on organization strategy. Moreover, Lopez-Nicolas and Meroño-Cerdán (2009) reveal that market culture is a component of organization to achievement-focused and emphasizes planning, performance, and efficiency in achieving market strategy. In addition,



Gallagher and others (2007) stated that market culture positive correlation between revenue growth, customer retention, market share, new product sales, and employee performance and marketing strategy.

Based on the literature reviewed above, the market culture is predicted to be likely to promote firms to achieve their message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. Therefore, the hypotheses are proposed as follows:

Hypothesis 15a: Market culture positively moderates the relationships between market-driving vision and message consistency orientation.

Hypothesis 15b: Market culture positively moderates the relationships between market-driving vision and channel congruence focus.

Hypothesis 15c: Market culture positively moderates the relationships between market-driving vision and cross-functional activity competency.

Hypothesis 15d: Market culture positively moderates the relationships between market-driving vision and media linkage concentration.

Hypothesis 15e: Market culture positively moderates the relationships between market-driving vision and homogeneous image capability.

Hypothesis 16a: Market culture positively moderates the relationships between organizational collaboration and message consistency orientation.

Hypothesis 16b: Market culture positively moderates the relationships between organizational collaboration and channel congruence focus.

Hypothesis 16c: Market culture positively moderates the relationships between organizational collaboration and cross-functional activity competency.

Hypothesis 16d: Market culture positively moderates the relationships between organizational collaboration and media linkage concentration.



Hypothesis 16e: Market culture positively moderates the relationships between organizational collaboration and homogeneous image capability.

Hypothesis 17a: Market culture positively moderates the relationships between marketing learning and message consistency orientation.

Hypothesis 17b: Market culture positively moderates the relationships between marketing learning and channel congruence focus.

Hypothesis 17c: Market culture positively moderates the relationships between marketing learning and cross-functional activity competency.

Hypothesis 17d: Market culture positively moderates the relationships between marketing learning and media linkage concentration.

Hypothesis 17e: Market culture positively moderates the relationships between marketing learning and homogeneous image capability.

Hypothesis 18a: Market culture positively moderates the relationships between Information technology resource and message consistency orientation.

Hypothesis 18b: Market culture positively moderates the relationships between Information technology resource and channel congruence focus.

Hypothesis 18c: Market culture positively moderates the relationships between Information technology resource and cross-functional activity competency.

Hypothesis 18d: Market culture positively moderates the relationships between Information technology resource and media linkage concentration.

Hypothesis 18e: Market culture positively moderates the relationships between Information technology resource and homogeneous image capability.

Hypothesis 19a: Market culture positively moderates the relationships between market turbulence and message consistency orientation.



Hypothesis 19b: Market culture positively moderates the relationships between market turbulence and channel congruence focus.

Hypothesis 19c: Market culture positively moderates the relationships between market turbulence and cross-functional activity competency.

Hypothesis 19d: Market culture positively moderates the relationships between market turbulence and media linkage concentration.

Hypothesis 19e: Market culture positively moderates the relationships between market turbulence and homogeneous image capability.

Summary

This chapter has conceptualized a model of strategic brand orientation and has delineated the definitions and relationships with the relative variables. Three theories have been employed—Resource-Advantage Theory, Media Richness Theory, and Contingency Theory which support the relationships among the variables. The conceptual model illustrates antecedents, consequents, and moderators of integrated marketing communication strategy. In addition, 19 testable hypotheses have been proposed and are summarized in Table 6 below.

The next chapter will present the research methods used in this research, including the population and sample selection, data collection procedure, data measurement of each construct, the development and verification of the survey instrument by testing reliability and validity, and the statistics and equations to test the hypotheses.



Table 6: Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships
H1a	Message consistency orientation will positively relate to customer loyalty
H1b	Message consistency orientation will positively relate to brand reliability
H1c	Message consistency orientation will positively relate to market acceptance
H1d	Message consistency orientation will positively relate to marketing competitiveness
H2a	Channel congruence focus will positively relate to customer loyalty
H2b	Channel congruence focus will positively relate to brand reliability
H2c	Channel congruence focus will positively relate to market acceptance
H2d	Channel congruence focus will positively relate to marketing competitiveness
H3a	Cross-functional activity competency will positively relate to customer loyalty
H3b	Cross-functional activity competency will positively relate to brand reliability
H3c	Cross-functional activity competency will positively relate to market acceptance
H3d	Cross-functional activity competency will positively relate to marketing competitiveness
H4a	Media linkage concentration will positively relate to customer loyalty
H4b	Media linkage concentration will positively relate to brand reliability
H4c	Media linkage concentration will positively relate to market acceptance
H4d	Media linkage concentration will positively relate to marketing competitiveness



Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H5a	Homogeneous image capability will positively relate to customer loyalty
H5b	Homogeneous image capability will positively relate to brand reliability
H5c	Homogeneous image capability will positively relate to market acceptance
H5d	Homogeneous image capability will positively relate to marketing competitiveness
H6a	Brand reliability will positively relate to customer loyalty
H6b	Brand reliability will positively relate to market acceptance
H6c	Brand reliability will positively relate to marketing competitiveness
HH7	Customer loyalty will positively relate to marketing competitiveness
H8	Market acceptance will positively relate to marketing competitiveness
H9	marketing competitiveness will positively relate to marketing survival
H10a	Market-driving vision will positively relate to message consistency orientation
H10b	Market-driving vision will positively relate to channel congruence focus
H10c	Market-driving vision will positively relate to cross-functional activity competency
H10d	Market-driving vision will positively relate to media linkage concentration
H10e	Market-driving vision will positively relate to homogeneous image capability
H11a	Organizational collaboration will positively relate to message consistency orientation
H11b	Organizational collaboration will positively relate to channel congruence focus
H11c	Organizational collaboration will positively relate to cross-functional activity competency
H11d	Organizational collaboration will positively relate to media linkage concentration



Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H11e	Organizational collaboration will positively relate to homogeneous image capability
H12a	Marketing learning will positively relate to message consistency orientation
H12b	Marketing learning will positively relate to channel congruence focus
H12c	Marketing learning will positively relate to cross-functional activity competency
H12d	Marketing learning will positively relate to media linkage concentration
H12e	Marketing learning will positively relate to homogeneous image capability
H13a	Information technology resource will positively relate to message consistency orientation
H13b	Information technology resource will positively relate to channel congruence focus
H13c	Information technology resource will positively relate to cross-functional activity competency
H13d	Information technology resource will positively relate to media linkage concentration
H13e	Information technology resource will positively relate to homogeneous image capability
H14a	Market turbulence will positively relate to message consistency orientation
H14b	Market turbulence will positively relate to channel congruence focus
H14c	Market turbulence will positively relate to cross-functional activity competency
H14d	Market turbulence will positively relate to media linkage concentration
H14e	Market turbulence will positively relate to homogeneous image capability



Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H14e	Market turbulence will positively relate to homogeneous image capability
H15a	Market culture positively moderates the relationship between market-driving vision and message consistency orientation
H15b	Market culture positively moderates the relationship between market-driving vision and channel congruence focus
H15c	Market culture positively moderates the relationship between market-driving vision and cross-functional focus
H15d	Market culture positively moderates the relationship between market-driving vision and media linkage concentration
H15e	Market culture positively moderates the relationship between market-driving vision and homogeneous image capability
H16a	Market culture positively moderates the relationship between organizational collaboration and message consistency orientation
H16b	Market culture positively moderates the relationship between organizational collaboration and channel congruence focus
H16c	Market culture positively moderates the relationship between organizational collaboration and cross-functional focus
H16d	Market culture positively moderates the relationship between organizational collaboration and media linkage concentration
H16e	Market culture positively moderates the relationship between organizational collaboration and homogeneous image capability
H17a	Market culture positively moderates the relationship between marketing learning and message consistency orientation
H17b	Market culture positively moderates the relationship between marketing learning and channel congruence focus



Table 6: Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships
H17c	Market culture positively moderates the relationship between marketing learning and cross-functional focus
H17d	Market culture positively moderates the relationship between marketing learning and media linkage concentration
H17e	Market culture positively moderates the relationship between marketing learning and homogeneous image capability
H18a	Market culture positively moderates the relationship between information technology resource and message consistency orientation
H18b	Market culture positively moderates the relationship between information technology resource and channel congruence focus
H18c	Market culture positively moderates the relationship between information technology resource and cross-functional focus
H18d	Market culture positively moderates the relationship between information technology resource and media linkage concentration
H18e	Market culture positively moderates the relationship between information technology resource and homogeneous image capability
H19a	Market culture positively moderates the relationship between market turbulence and message consistency orientation
H19b	Market culture positively moderates the relationship between market turbulence and channel congruence focus
H19c	Market culture positively moderates the relationship between market turbulence and cross-functional focus
H19d	Market culture positively moderates the relationship between market turbulence and media linkage concentration
H19e	Market culture positively moderates the relationship between market turbulence and homogeneous image capability



CHAPTER III

RESEARCH METHODS

The previous chapter illustrates a comprehensive review of relevant literature detailing integrated marketing communication strategy, theoretical foundations, antecedents, consequences, moderators, and the hypothesis development. Consequently, this chapter demonstrates the research methods that help to clarify the understanding of the hypothesis testing process. Thus, this chapter is organized into four sections as follows. Firstly, the sample selection and data collection procedures, including population and sample, data collection, and test of non-response bias are detailed. Secondly, the variable measurements are developed. Thirdly, the instrumental verifications, including test of validity and reliability, and the statistical analysis are presented. Finally, the table of the summary of definitions and operational variables of constructs is included.

Sample Selection and Data Collection Procedure

Population and Sample

Prior research fashion is a phenomenon that deals with consumers' need to be different and to be perceived differently. Fashionable products get popular fast but fade away quickly as well (Alpat and Aksu, 2014). The fashionable apparel businesses are selected as the population of this research because fashion business is one of the world's very most important industries, driving a significant part of the global economy this industry to reach a staggering \$2.4 trillion in total value (Crane and Bovone, 2006). Fashion systems have changed and extended over time, become much larger and increased complex (Rantisi, 2004). From the changing and life style of customer, fashionable apparel businesses are needed to choose the suitable strategy. Therefore, integrated marketing strategy is the strategy can communicate with customer over time. If customers are trust about the information of organization by every communication channels; ultimately, organization can stand the top position of market and gain the profit from using this strategy. In order to illustrate the research phenomenon, a total



list of 579 fashionable apparel businesses in Thailand were provided by Thailand textile institute and Thailand Trade Information Service (TTIS) (www.ttisonlinedirectory.com, accessed on January 15, 2016). According to Yamane (1973) the required sample size to be a representative of the fashionable apparel businesses in this research is 237, which is a minimum required sample size. However, it is difficult to receive 100 percent of response rate from a mailed data collection method. Previous researches suggest that the average response rate of the mailed questionnaire survey is ranged between 15-20 percent (Menon and others, 1999; Aaker, Kumar and Day, 2001). Therefore, over sampling is needed to ensure a minimum sample size (Kotrlik and Higgins, 2001). To maximize the possibility of response rate, this research determines 1,185 firms for a sampling frame (237×5); notwithstanding, this number exceeds the total population. As a result, this research finally uses 579 firms as a sample population. The details of the questionnaire mailing are shown in Table 7.

Table 7: Details of Questionnaire Mailing

Details	Numbers
Number of questionnaires mailing	579
Number of undelivered questionnaires	47
Received questionnaires	129
Unusable questionnaires	3
Usable questionnaires	126
Response rate $126/(579-47) \times 100$	23.68%

Data Collection

The questionnaires are appropriately used to collect data in this research. These are a widely-used method for large-scale data collection in strategic management and organizational research. The advantage of questionnaire mailing is that a representative sample can be collected from the chosen population in a variety of locations at low cost (Pongpearchan and Ussahawanitchakit, 2011). In this research, the questionnaire will be directly distributed to the key informants; marketing managers, marketing directors and marketing executive of the fashionable apparel businesses. Then, the completed



questionnaires are directly sent back to the researcher by the prepared return covers in order to ensure confidentiality.

In this research, a valid and reliable self-administered questionnaire comprises seven sections. In the first section, respondents are requested to provide their personal information of key informant such as gender, age, education level, work experience, and current position. The second section questions the organizational characteristics; for example, business type, business current location, number of employees, firm capital, and annual revenues. For the third section is the key concept of integrated marketing communication strategy that has five dimensions: message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. The fourth section is presented questions concerning the consequence variables of integrated marketing communication strategy that are composed of cost brand trust, customer loyalty, market acceptance, and marketing competitiveness and marketing survival. The fifth section includes questions regarding the antecedent of integrated marketing communication strategy which is an operating request in five variables: market-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence. The sixth section consists of a set of questions relating to market culture that affects the relationship among antecedents and integrated marketing communication strategy. The last section is the open-ended answer to gather key respondent suggestions and opinions. Moreover, a Likert five-point interval scale, ranging from 1 = strongly disagree to 5 = strongly agree, is employed (see in Appendix F for the Thai version and Appendix G for the English version).

Test of Non-Response Bias

This is significant step before the sample in this study is generalized to the population. Most mail surveys have been criticized for a non-response bias. The non-response bias is required to claim that all participants can be inferred as representative all of the population (Lewis, Hardy, and Snaith, 2013). In this research uses the early respondents (the first group) and the late respondents (the second group) by employing a t-test statistic to compare the differences between each group by using firm age and firm size to prevent and assure possible response bias. If the results of the chi-squares



how no significant difference between these two groups of respondents, it implies that these returned questionnaires have no non-response bias problem, thus assuming that non-response bias had no major impacts on the results of this research (Rogelberg and Stanton, 2007; Lewis, Hardy and Snaith, 2013).

In this research, all 126 received questionnaires are divided into two groups: the first 63 responses are treated as the early respondents (the first group) and another 63 responses are treated as the late respondents (the second group). Both groups were tested by employing a chi-square statistic (χ^2) to compare the differences between two groups by using the demographics as mentioned above. The results of non-response biased testing are as follows: business category ($\chi^2 = 0.875$, $p > 0.05$), operating capital ($\chi^2 = 0.118$, $p > 0.05$), and number of currently employees ($\chi^2 = 0.198$, $p > 0.05$). These results give the evidence that there were no statistically significant differences between the two groups at a 95% confidence level. Therefore, the results of non-response biased testing show that no significant differences exist between these two groups of respondents. Consequence of this result implies that these returned questionnaires have no non-response bias problem about two groups, thus assuming that non-response bias had no major impacts on the results of this research (Rogelberg and Stanton, 2007)

Measurements

The measure of development procedures includes the multiple item development for measuring each construct in the conceptual model. All constructs in this research are developed for measuring from the definition of each, as well as from earlier literature reviews. Moreover, using multiple items provides a wider range of the content of conceptual definition and improvement of reliability (Neuman, 2006). In this research, all constructs are transformed to the operational variables to gain more accuracy in measuring research constructs. The five-point Likert scale employs intervals ranging from 1 = strongly disagree to 5 = strongly agree, due to the question that measures the perception of the variables (Newell and Goldsmith, 2001). Hence, the measurement contents include the dependent variable, the independent variables, the moderating variables, and the controlled variables, are described below.



Dependent Variable

Marketing survival. Marketing survival is the result of integrated marketing communication strategy. Marketing survival in this research is business outcomes measured by performance consistent with marketing goal, profitability, market share, and satisfaction level of executive.

Independent Variables

This research consists of fourteen independent variables which are separated into three categories; core construct, consequential variables, and antecedent variable. Firstly, integrated marketing communication strategy is the center and core construct of this research. It can be measured through five distinctive trait dimensions: message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. These attributes reflect the good characteristics of integrated marketing communication strategy. The measure of each attribute depends on its definition separately which is detailed below.

Message consistency orientation. Message consistency orientation is the capability of firm delivery message or information to target audience. It's measured the stability of message, communication system development, and technology adaptation for customer persuasion.

Channel congruence focus. Channel congruence focus is measured as adapted scale with four-items regarding its definition and literature reviews (Saelee, Jhundra-indra, and Muenthaisong, 2015). Channel congruence focus in this research is assessed by procedures for exchanging information to persuasive consumer by many communication channels such as analyze strengths and weaknesses of communication channel, integration communication channels in the same way.

Cross-functional activity competency. Cross-functional activity competency is a set of communication mix as unifying a firm's communication efforts across the variety of marketing communication. The measure comprises related effective of



linking marketing communication activity, joint consultative meeting to organize the marketing communication activities of the organization continuously.

Media linkage concentration. Media linkage concentration is measured by a variety of potential factors influencing media choice. This degree of firm is to plan for marketing success, media integration, media design for customer motivation and communication effectiveness.

Homogeneous image capability. Homogeneous image capability is assessed by every image linking to set of meaning by which organizational concurrent with consumers. Its measure focuses on firm presenting strength or good point for customer understand in the same direction. This construct is developed as a new scale regarding to its definition and literature reviews which include four-item scale.

Consequential Variables

The second category is the consequences of integrated marketing communication strategy, namely, brand trust, customer loyalty, market acceptance, and marketing competitiveness. The measure of each consequential variable conforms to its definition and relative literatures, discussed each variable as follows.

Brand trust. Brand trust is measured business trusted by those involved, good feeling and customer impression and those who are involved, received awards related to creative products and services. Thus, the measure is created with a four-item scale developed from the definition and literature review.

Customer loyalty. Customer loyalty is measured by customer purchasing goods and services continuously, and recommendation to others. When introducing new products and services, customers will be more eager to participate in the activities. So, this construct is developed as scale from the definition and literature review which including a four-item scale.



Market acceptance. Market acceptance are measured by market share are increase form the past, firm accepted from past/present/future. The firm has been recognized by the market as a leader in the production of a goods and services continuously. This measurement is developed as a new scale with four-item scale based on the definitions and literature.

Marketing competitiveness. Marketing competitiveness is measured by excellence marketing operation, continuously presents cost leading better than competitor, marketing innovation. The firm is able to offer products and services to respond to customers better than competitors. This measurement is developed as a new scale with a four-item scale based on the definitions and literature.

Antecedent Variables

Lastly, the third category is composed five antecedents of integrated marketing communication strategy comprised of market-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence. All antecedent variables align to their definitions and relative literature. The measure of each variable is discussed as follows.

Market-driving vision. Market-driving vision is measured by the firm being confident that future direction and marketing policies clearly will help the firm achieve its goals effectively; the firm focuses to continually allocate funds for research and development of new products and services. A four-item scale is modified from Pungboonpanich and Ussahawanitchakit (2010).

Organizational collaboration. Organizational collaboration is measured by firm focusing on the participation of various departments in the organization's activities in a systematic manner, encouraging personnel to integrate ideas, pushing teamwork concept. This construct is developed, based on its definitions and literature reviews which includes a four-item scale.



Marketing learning. Marketing learning is measured by the firm believing that continuous marketing learning leads to increase knowledge and understanding of customers and competitors, firm encourages employees to attend training courses on techniques and modern marketing techniques. A four-item scale is modified from Ibeh and Kasem (2014).

Information technology resource. Information technology resource is measured by firm to create or seek firm resources that are available and sufficient to compete in business with technologies adapting, technology development system, and budget allocation for the development of information technology. The assessment of this construct is developed, based on its definitions and literature reviews which includes a four-item scale adapted from Mao, Liu, Zhang, and Deng (2016)

Market turbulence. Market turbulence is measured by the awareness of firm in changing of market environment that is measured by firm response for environment changing, firm ability developing, research and product development. This four-item scale was developed based on its definition and relevant literature reviews adapted from Luangsakdapich Jhundra-indra and Muenthaisong (2015).

Moderating Variables

Drawing on the contingency theory, there is one purposed moderator in this research. Market culture on the internal perspective purposes to enhance the influence between integrated marketing communication strategy and its antecedents. The measure of moderating variable is discussed as follows.

Market culture. The market culture is measured by the firm committed continuously to develop products and services, which better responds to customer needs. The firm focuses on continual analysis of marketing competitors, which enables the firm to change its marketing strategy to be better than competitors. The four-item scale is developed based on its definition and adapted from Cameron and Quinn (2005).



Control Variables

Two control variables are included in this research. Firm age and firm size are the characteristics that may influence the hypothesized relationships. Previous research suggested that larger and older firms may face organizational inertia (Huff, Huff and Thomas, 1992). The effects of organizational inertia can be particularly strong when an organization experiences reduced acquisition outcomes (Shimizu and Hitt, 2005). Sciascia and others, (201) suggest that firm age and firm size may have an effect on firm performance. The measurement of each control variable is detailed as follows.

Firm age. Firm age may influence the firm's performance because mature firms have more knowledge, resource, accumulated experience competitiveness and capability than younger firms in industry (Park, Shin, and Kim, 2010; Arend and Beck, 2014). Sneath, Finney and Close (2005) suggest firm which has more experience tend to create and adapt communication tool, and idea which respond to customer better than young firm. Firm age is the period of time the firm has been in business (Biddle, Hilary, and Verdi, 2009), and can be measured by the length from the establishment year to the current year of study. Therefore, in this research, firm age is a dummy variable in which represented by a dummy variable (1 = fewer than 5 years, and 0 = 5 years or more) (Waranantakul, Ussahawanitchakit and Jhundra-indra, 2013).

Firm size. Firm size can be measured by the number of full-time employees currently working and registered in the firm as a proxy (Tangpinyoputtikhun and Ussahawanitchakit, 2009; Nakata and others, 2011). However, in this research, firm size is defined as the number of employees of the firm. Larger firms are more capable of assessing the organization innovation resources, such as R&D and skilled specialist employees that assist in generating innovative ideas, approaches and products (Frambbach and Schilleweart, 2002). Reid (2005) argues that firm with large employees and using integrated marketing communication strategy is potential achieved customer satisfaction because the size of firm may also influence the integrated marketing communication process. This research measures firm size by the number of employees in order to control for possible side effects (Zahra, Neubaum and Larrañeta, 2007).



In this research, firm size treats as a dummy variable (1 = total employees that are more than 100 and 0 = total employees that are equal to or less than 100)

Methods

In this research, most of constructs in the conceptual model are newly developed. Consequently, a pre-test method is appropriately conducted to assert the validity and reliability of the questionnaire. Firstly, the questionnaire will be double-checked by a specialist and experienced scholars. Later, the rationale of the pre-test will be conducted to check for clear and accurate understanding of the questionnaire before using real data collection.

Validity and Reliability

Validity refers to the degree to which evidence and theory support the interpretations of test scores entailed by proposed uses of tests. Validity reflects the accuracy and credibility of the measurement that evinces the concept of consideration (Hair and others, 2010; Neuman, 2006). In order to verify the research instrument accuracy and validity, this research examines content and constructs validity of the questionnaire. This type of validity can also help to ensure construct validity and give confidence to the readers and researchers about instruments (Piercy and Morgan, 1994).

Firstly, content validity refers to the degree to which the essence of the scale illustrates the concept or constructs being measured. Content validity requires experts' opinions to subjectively check whether the indicator or the items of the scale truly represents the concept or construct by systematically verifying whether or not the conceptual definition of the construct, based on relevant literature, corresponds with the scale items (Thoumrungroje and Racela, 2013). With how to explain each construct to be relevant with literature review and connect to the theory, each of the items in a questionnaire will be subjectively assessed by two a specialists and related academic expert to review and suggest for questionnaire to ensure that all items contained in the questionnaire which are the most appropriate to measure the all concept.

Secondly, Construct validity is defined as the extent to which scale correctly measures what it is supposed to measure and is evaluated by testing both convergent and



discriminant validity (Churchill and Iacobucci, 2005). Convergent validity demonstrates items that indicators of a specific construct converge or share a high proportion of variance in common (Hair and others, 2010). It is the accuracy of a scale in correlating with other scales that are designed to measure the same construct; this research utilizes both of confirmatory factor analysis (CFA) to examine the construct validity of the data in the questionnaire. Because this research applied both new constructs and adapted constructs from previous literature review. As the rule-of-thumb, the acceptable cut-off score is 0.40, as a minimum (Nunnally and Bernstein, 1994; Thoumrungroje and Racela, 2013). The results of all construct indicate factor loading are between 0.682 and 0.830 than 0.40 reveal construct have convergent validity. Discriminant validity is the extent to which a construct is truly distinct from other constructs (Hair and others, 2010). It is the accuracy of a scale in distinguishing itself from other scales to measure a different construct (Thoumrungroje and Racela, 2013). The correlation coefficient of the two dimensions less than the square root of the AVE. Thus this study is test average variance extracted (AVE) for discriminant validity that each construct should be above the recommended cut-off 0.50 (Fornell and Larcker, 1981). Table 8 shows the value of AVE in this study are between 0.509 and 0.630, all of this are higher than the validity standard 0.50.

Reliability. Reliability is the degree to which the measurement is trusty and error-free (Hair and others, 2010) because when researcher used unreliable scales, final result can decrease the statistical power of an instrument. Reliable indicators should measure the same construct. This research used the Cronbach's alpha coefficient to test the internal consistency of each construct. Internal consistency is an approach to evaluate the consistency or reliability within a collection of multiple items that represent the scale (Thoumrungroje and Racela, 2013). Generally, the acceptability of Cronbach's alpha coefficients is higher than expected; to exceed 0.70 indicates high reliability (Nunnally and Bernstein, 1994; Hair and others, 2010; Chanthinok, Ussahawanitchakit and Jhundra-indra, 2015). The higher score of coefficients point out not only lower term errors, but also all items together are measured by their single construct. Moreover, the minimum thresholds for item reliability are arbitrary and generally set for item-total correlation of 0.3-0.4 (Hair and others, 2010; Thoumrungroje and Racela, 2013).



Table 8 :Result of Validity and Reliability Testing

Constructs	Factor Loadings	Reliability (Alpha)	Average Variance Extracted (AVE)
Message Consistency Orientation (MCO)	0.777-0.819	0.798	0.623
Channel Congruence Focus (CCF)	0.747-0.789	0.768	0.591
Cross-Functional activity competency (CFC)	0.695-0.806	0.745	0.568
Media linkage Concentration (MLC)	0.704-0.835	0.774	0.598
Homogeneous Image Capability (HIC)	0.722-0.775	0.752	0.574
Brand Trust (BRT)	0.756-0.993	0.650	0.509
Customer Loyalty (CLO)	0.682-0.802	0.719	0.546
Market Acceptance (MAC)	0.746-0.789	0.764	0.586
Marketing Competitiveness (MCC)	0.683-0.855	0.756	0.586
Marketing Survival (MSU)	0.742-0.833	0.794	0.618
Market-Driving Vision (MVD)	0.723-0.767	0.735	0.543
Organizational Collaboration (OCO)	0.663-0.803	0.745	0.576
Marketing Learning (MLE)	0.743-0.797	0.770	0.593
Information Technology Resource (ITR)	0.742-0.830	0.797	0.621
Market Turbulence (MTU)	0.763-0.820	0.798	0.630
Market Culture (MCU)	0.743-0.806	0.783	0.606

Statistical Techniques

Before hypotheses testing, all of raw data will be checked, encoded, and recorded in a data file. Then, the basis assumption of regression analysis, such as the outlier, missing data, normality, linearity, and multi-collinearity will be tested. In this research, the researcher used many methods for checking the entire assumptions preliminary for regression analysis, using the ordinary least squares method (OLS), is normality, autocorrelation, homoscedasticity, and linearity. These assumptions of OLS were examined and the results were acceptable. The fundamental assumptions were investigated by means of plotting of the data including histogram, scatter plot, and normal P-P plot. All of these graphs show the evidence to support the appropriateness of the regression model for the data. In addition, the statistical investigation was the Durbin-Watson exam which was also used to test the autocorrelation. The Durbin-Watson values are ranged between 1.108 and 2.2038. Consequently, all Durbin-Watson coefficients were in the range from 1.5 to 2.5, signifying no autocorrelation of the



residuals (Tabachnick and Fidell, 2000). The results of basic assumptions testing are shown in Appendix E.

Variance inflation factor. For building the multiple regression forecasting the conceptual model, appropriate variables are needed to be included in the model (Vu, Muttaqi and Agalgaonkar, 2015). This study is applied to test for the severity of multicollinearity problem between each of the independent variables and Pearson's correlation. This research will employ a variance inflation factor (VIF) and a tolerance value as indicators to indicate a large Variance inflation factor values that reflect multicollinearity among the independent variables because Variance inflation factor or tolerance has attained unacceptably high levels (O'brien, 2007). The tolerance value used in this research must be greater than 0.10 and the VIF should be less than 10, then multicollinearity is not a concern (Hair and others, 2010). Hence, in this research, the range of VIF value is 1.108 - 5.570, which indicates that multicollinearity is not a problem in this research.

Correlation analysis. Correlation analysis is the basis to measure the strength of the linear dependence among variables. Cohen and others (2003) suggest that the covariance of the two variables by the product of their standard deviation values is between +1 and -1, inclusively. Importantly, when the relationships between variables are equal to or greater than 0.80, the result indicates a multicollinearity problem (Hair and others, 2010). Consequently, factor analysis will be used to group highly-correlated variables together, and the factor score of all variables are prepared to avoid the multicollinearity problem. Consequently, this research does not have a multicollinearity problem because the coefficients of all variables are below 0.80.

Multiple regression analysis. The Ordinary Least Squares (OLS) regression is appropriate method for analysis and test all postulated hypotheses because both dependent and independent variables in this research are categorical data and interval data, this reflects why OLS is the appropriate method for examining the hypothesized (Hair and others, 2010). As a result, all proposed hypotheses in this research are transformed into eighteen statistical equations. Each equation conforms to the



hypothesis development described in the previous chapter. Moreover, the statistical equations are separated into sections as follows.

The first section contains statistical equations examining the relationship among integrated marketing communication strategy, customer loyalty, brand trust, market acceptance, marketing competitiveness, and marketing survival as shown below. The investigation of the relationships among the five dimensions composed by EMS and value creation excellence is presented in Equation 1 as shown:

$$\text{Equation 1: } BRT = \alpha_1 + \beta_1 MCO + \beta_2 CCF + \beta_3 CFC + \beta_4 MLC + \beta_5 HIC + \beta_6 FAG + \beta_7 FSI + \varepsilon_3$$

$$\text{Equation 2: } CLO = \alpha_2 + \beta_8 MCO + \beta_9 CCF + \beta_{10} CFC + \beta_{11} MLC + \beta_{12} HIC + \beta_{13} FAG + \beta_{14} FSI + \varepsilon_2$$

$$\text{Equation 3: } CLO = \alpha_3 + \beta_{15} BRT + \beta_{16} FAG + \beta_{17} FSI + \varepsilon_3$$

$$\text{Equation 4: } MAC = \alpha_4 + \beta_{18} MCO + \beta_{19} CCF + \beta_{20} CFC + \beta_{21} MLC + \beta_{22} HIC + \beta_{23} FAG + \beta_{24} FSI + \varepsilon_4$$

$$\text{Equation 5: } MAC = \alpha_5 + \beta_{25} BRT + \beta_{26} FAG + \beta_{27} FSI + \varepsilon_5$$

$$\text{Equation 6: } MCC = \alpha_6 + \beta_{28} MCO + \beta_{29} CCF + \beta_{30} CFC + \beta_{31} MLC + \beta_{32} HIC + \beta_{33} FAG + \beta_{34} FSI + \varepsilon_6$$

$$\text{Equation 7: } MCC = \alpha_7 + \beta_{35} CLO + \beta_{36} BRT + \beta_{37} MAC + \beta_{38} FAG + \beta_{39} FSI + \varepsilon_7$$

$$\text{Equation 8: } MSU = \alpha_8 + \beta_{40} MCC + \beta_{41} FAG + \beta_{42} FSI + \varepsilon_8$$

The second section shows statistical equations examining the effects of the antecedent variables on integrated marketing communication strategy. The influences of market culture, as a moderator, are also included as shown below.

$$\text{Equation 9: } MCO = \alpha_9 + \beta_{43} MDV + \beta_{44} OCO + \beta_{45} MLF + \beta_{46} ITR + \beta_{47} MTU + \beta_{48} FAG + \beta_{49} FSI + \varepsilon_9$$

$$\begin{aligned} \text{Equation 10: } MCO = & \alpha_{10} + \beta_{50} MDV + \beta_{51} OCO + \beta_{52} MLF + \beta_{53} ITR + \beta_{54} MTU \\ & + \beta_{55} MCU + \beta_{56} (MDV * MCU) + \beta_{57} (OCO * MCU) \\ & + \beta_{58} (MLF * MCU) + \beta_{59} (ITR * MCU) + \beta_{60} (MTU * MCL) \\ & + \beta_{61} FAG + \beta_{62} FSI + \varepsilon_{10} \end{aligned}$$



$$\text{Equation 11: CCF} = \alpha_{11} + \beta_{63}MDV + \beta_{64}OCO + \beta_{65}MLF + \beta_{66}ITR + \beta_{67}MTU \\ + \beta_{68}FAG + \beta_{69}FSI + \varepsilon_{11}$$

$$\text{Equation 12: CCF} = \alpha_{12} + \beta_{70}MDV + \beta_{71}OCO + \beta_{72}MLF + \beta_{73}ITR + \beta_{74}MTU \\ + \beta_{75}MCU + \beta_{76}(MDV*MCU) + \beta_{77}(OCO*MCU) \\ + \beta_{78}(MLF*MCU) + \beta_{79}(ITR*MCU) + \beta_{80}(MTU*MCU) \\ + \beta_{81}FAG + \beta_{82}FSI + \varepsilon_{12}$$

$$\text{Equation 13: CFC} = \alpha_{13} + \beta_{83}MDV + \beta_{84}OCO + \beta_{85}MLF + \beta_{86}ITR + \beta_{87}MTU \\ + \beta_{88}FAG + \beta_{89}FSI + \varepsilon_{13}$$

$$\text{Equation 14: CFC} = \alpha_{14} + \beta_{90}MDV + \beta_{91}OCO + \beta_{92}MLF + \beta_{93}ITR + \beta_{94}MTU \\ + \beta_{95}MCU + \beta_{96}(MDV*MCU) + \beta_{97}(OCO*MCU) \\ + \beta_{98}(MLF*MCU) + \beta_{99}(ITR*MCU) + \beta_{100}(MTU*MCU) \\ + \beta_{101}FAG + \beta_{102}FSI + \varepsilon_{14}$$

$$\text{Equation 15: MLC} = \alpha_{15} + \beta_{103}MDV + \beta_{104}OCO + \beta_{105}MLF + \beta_{106}ITR + \beta_{107}MTU \\ + \beta_{108}FAG + \beta_{109}FSI + \varepsilon_{15}$$

$$\text{Equation 16: MLC} = \alpha_{16} + \beta_{110}MDV + \beta_{111}OCO + \beta_{112}MLF + \beta_{113}ITR + \beta_{114}MTU \\ + \beta_{115}MCU + \beta_{116}(MDV*MCU) + \beta_{117}(OCO*MCU) \\ + \beta_{118}(MLF*MCU) + \beta_{119}(ITR*MCU) + \beta_{120}(MTU*MCU) \\ + \beta_{121}FAG + \beta_{122}FSI + \varepsilon_{16}$$

$$\text{Equation 17: HIC} = \alpha_{17} + \beta_{123}MDV + \beta_{124}OCO + \beta_{125}MLF + \beta_{126}ITR + \beta_{127}MTU \\ + \beta_{128}FAG + \beta_{129}FSI + \varepsilon_{17}$$

$$\text{Equation 18: HIC} = \alpha_{18} + \beta_{130}MDV + \beta_{131}OCO + \beta_{132}MLF + \beta_{133}ITR + \beta_{134}MTU \\ + \beta_{135}MCU + \beta_{136}(MDV*MCU) + \beta_{137}(OCO*MCU) \\ + \beta_{138}(MLF*MCU) + \beta_{139}(ITR*MCU) + \beta_{140}(MTU*MCU) \\ + \beta_{141}FAG + \beta_{142}FSI + \varepsilon_{18}$$

Where;

MCO	=	Message Consistency Orientation
CCF	=	Channel Congruence Focus
CFC	=	Cross-Functional Activity Competency
MLC	=	Media Linkage Concentration
HIC	=	Homogeneous Image Capability



CLO	=	Customer Loyalty
BRT	=	Brand Trust
MAC	=	Market Acceptance
MCC	=	Marketing Competitiveness
MSU	=	Marketing Survival
MDV	=	Market-Driving Vision
OCO	=	Organizational Collaboration
MLE	=	Marketing Learning
ITR	=	Information Technology Resource
MTU	=	Market Turbulence
MCU	=	Market Culture
FAE	=	Firm Age
FSI	=	Firm Size
α	=	Constant
β	=	Regression Coefficient
ε	=	Error Term

Summary

This chapter summarizes the research methods used in the investigation for this research, from simple selection to data gathering, examining all constructs purposed in the conceptual model, and to answer the five research questions. To be specific, there are including four sections in this chapter: (1) method of sample selection and data collection procedures, (2) measurement of variables, (3) verification of instrument, and (4) statistical techniques. A total list of 579 fashionable apparel businesses was provided by Thailand Trade Information Service (TTIS). The key informants completing questionnaire are the marketing directors, or managing partners. Moreover, a valid and reliable questionnaire is the primary instrument of data collection. This chapter also provides the measurements of each construct in the model, which are based on the existing literature. For multiple regression analysis, testable thirteen statistical equations are formulated. Finally, a summary of the constructs' definitions and the operational explanation is given in Table 9.



In the next chapter, the descriptive statistics and correlation analysis that show the respondent characteristics and the main characteristics of the cosmetic plastic surgery businesses in Thailand are discussed. Then, the results of the hypothesis testing, which include the important points and the nineteen hypotheses proposed, are tested and fully discussed to be clearly understood.



Table 9: Definitions and Operational Variables of Constructs

Construct	Definition	Operational Variables	Scale Source
<i>Dependent variable</i>			
<i>Marketing survival (MS)</i>	A continued autonomous existence of firm to gain a great marketing performance in term of profit continues operation when compares to the past, continues to the present, and is expected to increase in the future.	The marketing performance over the past year is measured by performance consistent with marketing goal, market share, and satisfaction level of executive.	New scale
<i>Independent variables</i>			
<i>Message consistency orientation (MCO)</i>	The intention of a firm to persuade and communicate by harmonious content or information between organization and target audience delivered without ambiguity and noise.	The degree of firm to delivery information to target audience by stability of message, communication system development, technology adaptation for customer persuasion.	New scale

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Independent variables (Con.)</i>			
<i>Channel congruence focus (COF)</i>	Attention of firm to create, deploy and evaluate a communication channel to enhance a long-term customer relationship appropriate fit with marketing communication strategy.	The degree of firm to assess the communication channel to customer by analyzing strengths and weaknesses of communication channel, integration communication channels in the same way, analysis of the link various communication channels.	Adapted from Saelee, Jhundra-indra, and Muenthaisong. (2015)
<i>Cross-functional activity competency (CAC)</i>	Ability of firm to unifying all the marketing communication activities that a firm uses in order to communicate with target audience and the same direction.	The degree of firm to assess the marketing activity is measured by effective of linking marketing communication activity, joint consultative meeting to organize the marketing communication activities of the organization continuously.	New scale

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Independent variables (Con.)</i>			
<i>Media linkage concentration (MLC)</i>	The firm focuses on planning and implementing the combination of multiple media tools with mode of transmission, timing, context, format, reception to accomplish media objectives.	An operation of firm to use all of media types that are measured by planning to marketing success, media integration, media design for customer motivation and communication effectiveness.	New scale
<i>Homogeneous image capability (HIC)</i>	The ability of firm to create the consistency of communication perception to target audience in order to enhance the relationship.	The degree of firm to create communication perception is measured by focusing on present strength or good point of firm for customer understands in the same direction.	New scale

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Consequent variables</i>			
<i>Brand trust (BTR)</i>	The reliability and confidence of consumers on the brand to perform its stated function and reduce risk associated with the purchase of a brand than another brand.	The relationship between a brand and consumer affects are measured by business trusted by those involved, good feeling and customer impression and those who are involved, received awards related to creative products and services.	Adapted from Delgado-Ballester, (2004); Chaudhuri and Holbrook(2001)
<i>Customer loyalty (CLO)</i>	A deeply commitment of customer to repurchase or re-patronize a preference product/service consistency in the future and the willingness to behave as a partner to the organization.	The degree of the outcome attains to purchase the goods and services continuously, and continues to recommend or maintain the positive towards the provider.	Adapted from Uncles, Dowling, and Hammond (2003) and Oliver (1997)

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Consequent variables(Con.)</i>			
<i>Market acceptance (MAC)</i>	The firm's success when customers see whether the product or service is satisfying a large customer base so as to continue or increase its current production to future.	The level of the firm to create creditability and trust from stakeholders by introducing new product, new service, and market share that are increase from the past, firm accepted from past/present/future.	Adapted from Grabowski, Cockburn, and Long, 2006
<i>Marketing Competitiveness</i>	The sustained capacity to gain, develop, and maintain a profitable market share via offering superior value to the customer through either unique benefits that is offset a higher price or lower prices than competitors for equivalent benefits.	The level of the firm to present cost leader better than competitor, marketing innovation, continuously develops new products and services.	New scale

Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Antecedent variable</i>			
<i>Market-driving vision (MDV)</i>	The process of firm direction in forecast marketing long term operation that achieved in anticipation of marketing chances and will become to a future marketing trends.	The levels of firm to set future market-oriented approaches and policies, apply of modern marketing techniques and technology, firm expenditure to research about product development.	Adapted from Pungboonpanich and Ussahawanitchakit (2010)
<i>Organizational collaboration (OCO)</i>	An interaction process involving organizational department or co-operation and exchange of idea, skill and knowledge in order to achieve marketing performance.	The levels of firm to generate, share, and apply knowledge from each department, encourage personnel to integrate ideas, pushing teamwork concept.	New scale
<i>Marketing learning (MLE)</i>	The dynamic process of acquiring marketing capabilities with integrating new knowledge or insight that have the potential to understand customer behavior to generate satisfy of target audience.	The degree of firm to understand customers, markets, firm experience, competitors and industries, and to predict future customer need.	Adapted from Ibeh and Kasem (2014)

Table 9: Definitions and Operational Variables of Constructs (Continued)

Construct	Definition	Operational Variables	Scale Source
<i>Antecedent variable (Con.)</i>			
<i>Information technology resource (ITR)</i>	The technology foundation and managerial information technology skills of an organization to ensure accurate, real-time, and comprehensive information for communication.	The degree of firm to create or seek firm resources are available and sufficiently to compete in business with technologies adapting, technology development system, budget allocation for the development of information technology.	Adapted from Mao, Liu, Zhang, and Deng (2016)
<i>Market turbulence (MTU)</i>	The degree of uncertainty and inability of market environment such as customer needs, product information, and government policy that influence the competences of firms in response to the accurate markets.	The awareness of firm in changing of market environment is measured by firm response for environment changing, firm ability developing, research, and product development.	Adapted from Luangsakdapich Jhundra-indra And Muenthaisong (2015)



Table 9: Definitions and Operational Variables of Constructs (continued)

Construct	Definition	Operational Variables	Scale Source
<i>Moderating variables</i>			
<i>Market culture (CCL)</i>	The pattern of basic assumptions, beliefs and core values it holds, framework it adopts for interpreting what is happening and approaches it adopts in solving problems by focusing on external environment instead of internal affairs and it emphasizes performance, productivity and goal achievement.	The degree of firm to adjustment that focus on customer, environment, and market changing and utilization firm's knowledge to create flexibility strategies.	New scale
<i>Control variables</i>			
<i>Firm age (FA)</i>	Numbers of years that firm operates in business.	Dummy variable 0 = below and equal to 10 years, 1 = higher than 10 years	Adapted from Delmotte and Sels (2008)
<i>Firm size (FS)</i>	Number of full-time employees in that firm.	Dummy variable 0 = total employees that are equal to or less than 100 and 1 = total employees that are more than 100)	New scale



CHAPTER IV

RESULTS AND DISCUSSION

The prior chapter illustrates research methods that are composed of the way which sample selection, data collection, verification of both validity and reliability, and statistical techniques. To report results and discussion section, this chapter introduces three parts as follows: Firstly, the respondent characteristics, firm characteristics, and correlation analysis are clarified. Secondly, the hypotheses results and discussion are described. Finally, the comprehensiveness of all hypotheses outcomes is provided in a table format.

Respondent Characteristics and Descriptive Statistics

In this research, the key informant is the marketing executive; namely, marketing directors, and marketing managers or others. They examine the relationship between integrated marketing communication strategy and marketing survival from the fashionable business in Thailand. The respondent's characteristics are respectively described with the demographic characteristics of the information that involves marketing executives; namely, gender, age, marital status, level of education, work experience, current average salary per month, and the current position. Principally, the information of business is explained by the demographic characteristics about the firm, including the forms of the business, the type of fashionable business, business location, operational capital, operating periods, number of full-time employees, and finally is the firm's average revenue per year.

Key respondents characteristics

The respondents are either the marketing director or marketing manager, or other (manager, owner) who has comprehensive knowledge relevant to marketing strategy, marketing planning, marketing activity, and the competitive environment of fashionable business. The respondent characteristics are illustrated by the demographic characteristics, comprising gender, age, marital status, education level, working



experience, current average salary per month, and current position. The demographic characteristics of 126 respondents are the most of marketing managers (53.17 percent). The key informants are male 51.59 percent. The rank of age is from 30 to 40 years old of those who most participated in the questionnaire (55.56 percent). The most of respondents are married (65.08 percent). The education level of respondents is higher than bachelor degree (67.46 percent). The average monthly salary of respondents is between 50,000 – 100,000 baht (47.62 percent). Finally, the majority of working experience is between 15 – 10 years (47.62 percent). Furthermore, the elaboration of respondent characteristics is shown in Table A1 (see Appendix A).

Firms' Characteristics

Additionally, Table A2 (see Appendix A) shows the particulars of the characteristics of 126 fashionable businesses in Thailand. The maximum percentage of business characteristics is as follows: most forms of business are partnership (61.11 percent). The mainly type of business is sold directly to customers (61.11 percent). Moreover, approximately 43.06 percent of business location is central region. Most of the operation capital is 5,000,000 – 15,000,000 baht (39.02). The most of operation periods is 11-15 years (35.71). Additionally, number of full-time employees in the business is 51 – 100 employees (31.75 percent). Finally, the firm's average revenue per year is 30,000,001-50,000,000 Baht (35.71 percent).

Correlation Analysis

This research was worried about the multicollinearity problem of among the independent variable. Thus, this research used the bivariate correlation analysis of pearson product-moment correlation coefficient is conducted on all variables. It was used for exploring the relationships between all of independent variables to guarantee that those variables had are ciprocal relationship that was not unwarranted. The reason is the high correlation coefficient between all of the independent variables representing the multicollinearity problem. A multicollinearity problem is identified when independent variables have an intercorrelation that more than 0.80 (Hair and others, 2010). Accordingly, Table 10 shows the results of descriptive and the correlation matrix, in which five dimensions of integrated marketing communication strategy were



treated as independent variables that have a correlation between 0.497 and 0.659 that did not exceed 0.8, which can imply that each variable is independent of each other. Consequently, the results of correlation between variables confirm that multicollinearity is not a problem for the analysis of this construct. Accordingly, the results show that there are significant relationships among the five dimensions of entrepreneurial marketing strategy at the $p < 0.01$ level. The correlation matrix reveals a correlation between the dimensions of integrated marketing communication strategy in relationship to brand trust, customer loyalty, market acceptance, and marketing competitiveness getting that is significant and positively correlated ($r = 0.497- 0.769, p < 0.01$). The antecedent variables, including market-driving vision, organization collaboration, marketing learning, information technology resource, and market turbulence are significantly and positive related to all of five dimensions of integrated marketing communication strategy ($r = 0.447 -0.769, p < 0.01$). Furthermore, the correlations between the moderating variables in this research used market culture and the antecedents in the correlation matrix show a significant and positive correlation between of $r = 0.417 -0.775$ at the $p < 0.01$ level. Therefore, this research does not have the multicollinearity problems with the correlation between variables that are below 0.8 (Hair and others, 2010).



Table 10: Descriptive Statistics and Correlation Matrix

Variables	MCO	CCF	CFC	MLC	HIC	BRT	CLO	MAC	MCC	MSU	MVD	OCO	MLE	ITR	MTU	MCU	FAE
Mean	3.75	3.77	3.79	3.79	3.78	3.90	3.82	3.83	3.81	3.87	3.90	3.86	3.88	3.83	4.05	3.94	N/A
S.D.	0.76	0.66	0.63	0.67	0.63	0.58	0.64	0.64	0.62	0.67	0.60	0.60	0.64	0.64	0.59	0.64	N/A
MCO	1.000																
CCF	.658**	1.000															
CFC	.659**	.575**	1.000														
MLC	.569**	.542**	.628**	1.000													
HIC	.497**	.502**	.649**	.668**	1.000												
BRT	.485**	.570**	.522**	.586**	.584**	1.000											
CLO	.558**	.631**	.664**	.583**	.623**	.690**	1.000										
MAC	.523**	.605**	.598**	.540**	.533**	.659**	.719**	1.000									
MCC	.478**	.577**	.580**	.462**	.546**	.698**	.726**	.737**	1.000								
MSU	.549**	.583**	.627**	.547**	.541**	.659**	.712**	.752**	.717**	1.000							
MVD	.544**	.544**	.686**	.616**	.601**	.681**	.687**	.717**	.694**	.775**	1.000						
OCO	.528**	.561**	.586**	.606**	.573**	.646**	.680**	.660**	.705**	.700**	.726**	1.000					
MLE	.453**	.447**	.599**	.496**	.530**	.700**	.660**	.652**	.677**	.730**	.716**	.739**	1.000				
ITR	.533**	.434**	.541**	.553**	.480**	.580**	.517**	.526**	.527**	.639**	.640**	.733**	.726**	1.000			
MTU	.581**	.461**	.636**	.474**	.464**	.555**	.605**	.559**	.572**	.586**	.642**	.643**	.668**	.657**	1.000		
MCU	.572**	.529**	.582**	.417**	.444**	.572**	.654**	.552**	.600**	.595**	.607**	.704**	.663**	.677**	.774**	1.000	
FAE	.238**	.229*	.224*	.163	.213*	.157	.153	.050	.215*	.184*	.162	.06	.118	.139	.292**	.205*	-
FSI	.202*	.189*	.670**	.291**	.218	.305**	.261**	.289**	.237**	.251**	.240**	.223**	.197*	.259**	.211**	.099	.254**

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).



Hypothesis Testing and Results

The hypothesis testing in this research uses the multiple regression analysis as appropriate statistics method to examine all hypotheses following the conceptual model. It is considered a suitable approach to confirm the relationships between the independent variables and the dependent variables in that all variables (the independent and dependent variables) are in the metric scales (Aulakh, Katobe and Teegan, 2000), which are shown as thirteen equations in the model. In addition, firm age and firm size are chosen as dummy variables which are combined into those equations for testing as shown below.

The Effects of Each Dimension of Integrated Marketing Communication Strategy on Its Consequences

Figure 7: The Effects of Each Dimension of Integrated Marketing Communication Strategy on Its Consequences

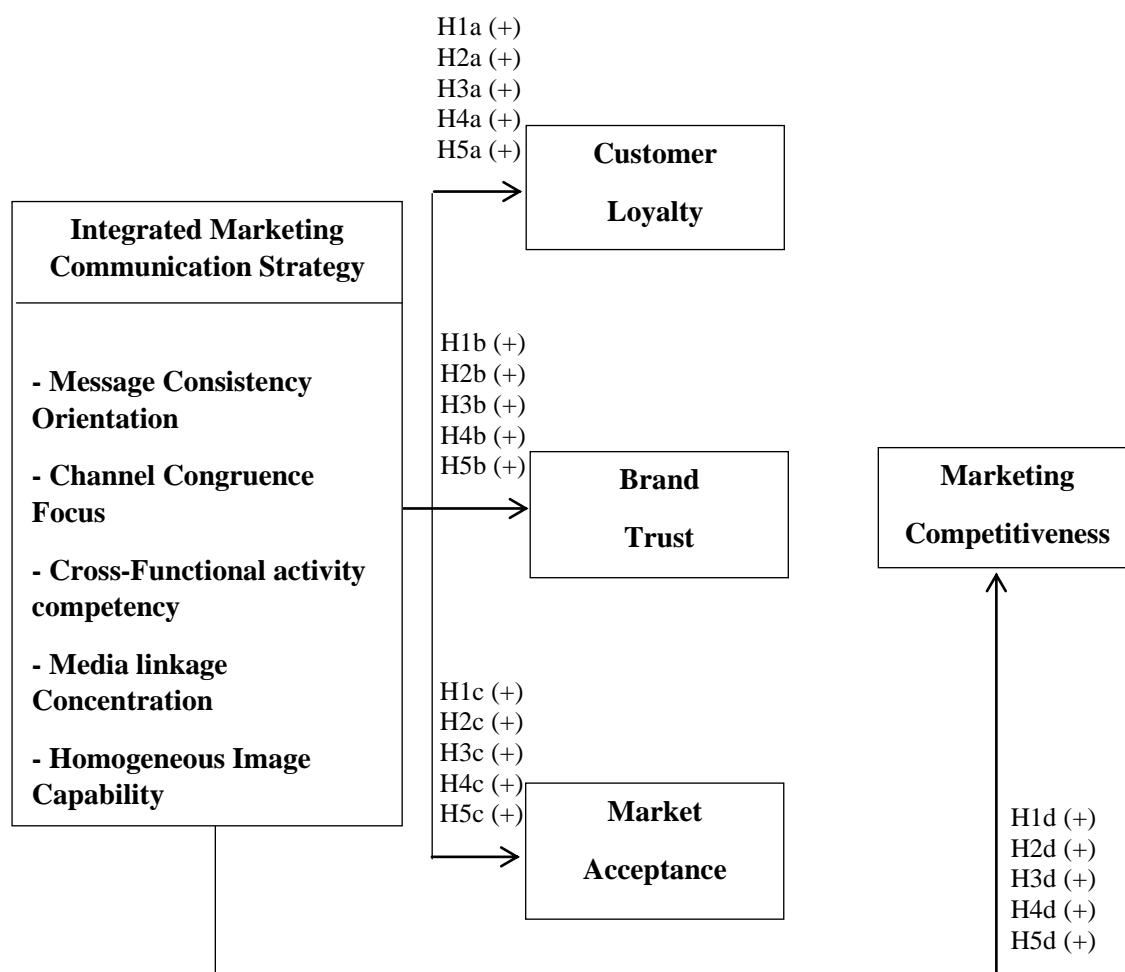


Figure 7 shows the relationships between the five dimensions of integrated marketing communication strategy that are a main influence on its consequences and which are comprised of brand trust, customer loyalty, market acceptance, and marketing competitiveness. These underlie hypotheses 1a-1d, 2a-2d, 3a-3d, 4a-4d, and 5a-5d, which propose that there are positive relationships among all of variables. These hypotheses can be transformed into the regression equation in models 1, 2, 4, 6, and 7.



Table 11: Descriptive Statistics and Correlation Matrix of Each Dimension of Integrated Marketing Communication Strategy and Its Consequence

Variables	MCO	CCF	CAC	MLC	HIC	BRT	CLO	MAC	MCC	FAE	FSI
Mean	3.75	3.77	3.79	3.79	3.78	3.90	3.82	3.83	3.81	N/A	N/A
Standard Deviation	0.77	0.66	0.63	0.67	0.63	0.58	0.64	0.64	0.62	N/A	N/A
Message Consistency Orientation (MCO)	1.000										
Channel Congruence Focus (CCF)	.658**	1.000									
Cross-Functional activity competency (CAC)	.659**	.575**	1.000								
Media linkage Concentration (MLC)	.569**	.542**	.628**	1.000							
Homogeneous Image Capability (HIC)	.497**	.502**	.649**	.668**	1.000						
Brand Trust (BRT)	.485**	.570**	.522**	.586**	.584**	1.000					
Customer Loyalty (CLO)	.558**	.631**	.664**	.583**	.623**	.690**	1.000				
Market Acceptance (MAC)	.523**	.605**	.598**	.540**	.533**	.659**	.719**	1.000			
Marketing Competitiveness (MCC)	.478**	.577**	.580**	.462**	.546**	.698**	.726**	.737**	1.000		
Firm Age (FAE)	.238**	.229*	.224*	.163	.213*	.157	.153	.050	.215*	1.000	
Firm Size (FSI)	.202*	.189*	.670**	.291**	.218	.305**	.261**	.289**	.237**	.254**	1.000

** Correlation is significant at the 0.01 level (2-tailed)* Correlation is significant at the 0.05 level (2-tailed)



Table 11 demonstrates the correlation among each dimension of integrated marketing communication strategy and its consequences. Firstly, the relationship of message consistency orientation has a positive and significant correlation to brand trust ($r = 0.485$, $p < 0.01$), customer loyalty ($r = 0.558$, $p < 0.01$), market acceptance ($r = 0.523$, $p < 0.01$), and marketing competitiveness ($r = 0.478$, $p < 0.01$). Secondly, channel congruence focus has a positive and significant correlation to brand trust ($r = 0.570$, $p < 0.01$), customer loyalty ($r = 0.631$, $p < 0.01$), market acceptance ($r = 0.605$, $p < 0.01$), and marketing competitiveness ($r = 0.577$, $p < 0.01$). Thirdly, cross-functional activity competency has a positive and significant correlation to brand trust ($r = 0.522$, $p < 0.01$), customer loyalty ($r = 0.664$, $p < 0.01$), market acceptance ($r = 0.598$, $p < 0.01$), and marketing competitiveness ($r = 0.580$, $p < 0.01$). Fourthly, media linkage concentration has a positive and significant correlation to brand trust ($r = 0.586$, $p < 0.01$), customer loyalty ($r = 0.583$, $p < 0.01$), market acceptance ($r = 0.540$, $p < 0.01$), and marketing competitiveness ($r = 0.462$, $p < 0.01$). Finally, homogeneous image capability has a positive and significant correlation to brand trust ($r = 0.584$, $p < 0.01$), customer loyalty ($r = 0.623$, $p < 0.01$), market acceptance ($r = 0.533$, $p < 0.01$), and marketing competitiveness ($r = 0.546$, $p < 0.01$). Remarkably, as shown in Table 12, it is indicated that all inter-correlations do not exceed 0.80 which is advised no problem with multicollinearity by Hair and others. (2010). In the same vein, Table 11 shows that the maximum value of VIF is 2.585, which is not exceeding 10 in the scale (Hair and others., 2010). Therefore, both VIF and correlations of integrated marketing communication strategy and its consequences guarantee that this part multicollinearity problem does not occur.



Table 12: Results of Regression Analysis for the Relationships between Each Dimension of Integrated Marketing Communication Strategy and Its Consequence

Independent Variable	Dependent Variables			
	BRT	CLO	MAC	MCC
	H1a-5a	H2b-5b	H3c-5c	H1d-5d
	Equation1	Equation2	Equation4	Equation6
MCO	-0.001 (.101)	0.003 (.091)	.022 (.098)	-.044 (.104)
CCF	0.274** (.092)	0.294** (.083)	.315** (.089)	.326** (.094)
CFC	0.077 (.106)	0.320** (.095)	.303** (.102)	.297** (.108)
MLC	0.186 (.100)	0.045 (.090)	.051 (.096)	-.061 (.102)
HIC	0.249* (.097)	0.223* (.087)	.127 (.093)	.224* (.099)
FAE	-0.033 (.147)	-0.122 (.132)	-.336 (.142)	.083 (.150)
FSI	0.285 (.142)	0.254 (.127)	.387 (.136)	.223 (.145)
Adjusted R ²	0.451	0.565	0.500	0.467
Maximum VIF	2.585	2.585	2.585	2.585
Durbin-Watson	1.949	1.887	1.954	1.887

Beta coefficients with standard errors in parenthesis, ** p < 0.01, *p < 0.05

Table 12 verified the hypothesis testing results. Firstly, the results in Table 12 are regarding message consistency orientation (Hypotheses 1a-1d). The result showed that the coefficients of message consistency orientation has no significant impacts on brand trust (H1a: $\beta_1 = -0.001$, $p > 0.05$), customer loyalty (H1b: $\beta_8 = 0.003$, $p > 0.05$), market acceptance (H1c: $\beta_{18} = 0.022$, $p > 0.05$), and marketing competitiveness (H1d: $\beta_{28} = -0.044$, $p > 0.05$). These results explained that message consistency may not impact on marketing outcomes of fashionable business in Thailand. Rucker and Petty (2006) suggested that the effective communication of information enables consumers to help themselves by having the information to improve their decision making. As well as, Luo (2004) suggested when customer is confident with positive information more than negative information on stimulating for purchasing intentions there will be more opportunities to make a purchase decision. This research uses Thai fashionable apparel



business in population, by the reason, fashionable apparel products get popular fast but fade away quickly as well (Alpat and Aksu, 2014). The results can explain by messages factors such as the number of message sent to the consumer is too great to fit, the frequency of messages is exceedingly necessary. Additionally, when consumers get information from so many sources these problems refer information overload because they cannot make decisions (Prasitratanaorn, 2010). This is due to the fact that the data sent to the customer is too much to result in consumers to reject the information of the organization. That may be some content or information detail that sent to customer is not important for him or her with persuasion message of the firm. Thus, message or information firm should conduct by the way in introducing credibility, timing, and opportunity of message to transfer with customers. The results suggest that when the message is sent by firm if those messages are not credibility it may be the effect on brand trust, consequently affects on customer loyalty, market acceptance and decrease marketing advantage companies. This firm should be prepared to shift from the more traditional view of integrated marketing communication strategy as an attempt to produce a unified customer-focused message through stringent coordination and control of messages (Boone and Kurtz, 2007). **Therefore, Hypotheses 1a, 1b, 1c, and 1d are not supported.**

Secondly, the results in Table 11 are regarding to channel congruence focus (Hypotheses 2a-2d). The relationship of channel congruence focus has a significant positive relationship with brand trust (H2a: $\beta_2 = 0.274$, $p < 0.01$), customer loyalty (H2b: $\beta_9 = 0.294$, $p < 0.01$), market acceptance (H2c: $\beta_{19} = 0.315$, $p < 0.01$), and marketing competitiveness (H2d: $\beta_{29} = 0.326$, $p < 0.01$). The results imply that channel congruence focus affects on brand trust, customer loyalty, market acceptance, and marketing competitiveness due to firms performing and applying communication channel to customer by creating value and delivery satisfaction. Consistent with Rust and others (2004) who find that communication channel effectiveness can influence a firm's market share and sales, thereby influencing its competitive market position. In addition, Low (2000) showed that implementing Integrated Marketing Communication with consistency channels may be strongly related to better marketing results in terms of sales, market share, and profits for an organization. Moreover, Gould (2004) indicates that successful integrated marketing communication can generate desirable customer



responses by using the effective communication channel. Reid (2003) claims that communication channel can attain synergy among all of their marketing communications, which, in turn, leads to enhance performance. Therefore, Kumar (2004) reports positive effects for reasonable amounts of communications channel on purchase frequency, which becomes positive for large amounts of marketing outcome. Consistent with Lemke, Clark, and Wilson (2011) who find that customer experience includes such indirect touch points as the relationship with other customers, contact with the firm's own suppliers, and the social impact of brand support, in addition to direct communications channel and service touch points with the brand owner. Wells and others (2000) refer to establishing a lifelong relationship with one's customers and suppliers requires a more profoundly crafted type of communication channel that resonates with a deep understanding of the consumer and her or his needs. As prior mentioned, communication channel is a core component of firm to delivery firm message to the true communication channel because customers expect a credibility of message from communication channels. In context of fashionable apparel business there is a variety of communication channels, information carrying to right customers is necessary for firm to choose the communication channel. Some customers like a picture more than a message or like a sound. Hence, firm should have analyzed customers, who like or do not like in each communication channel. **Therefore, Hypotheses 2a, 2b, 2c and 2d are supported.**

Thirdly, cross-functional activity (Hypotheses 3a-3d). The relationship of cross-functional activity has a significant positive relationship with customer loyalty (H3b: $\beta_{10} = 0.320$, $p < 0.01$), market acceptance (H3c: $\beta_{20} = 0.303$, $p < 0.01$), and marketing competitiveness (H3d: $\beta_{30} = 0.297$, $p < 0.01$). The results imply that cross-functional activity affects customer loyalty, market acceptance, and marketing competitiveness due to firms adapt marketing activities to create satisfaction with customer. Cross-functional activity is built on focused internal marketing processes and provides the foundation for effective integrated marketing communication planning and reporting (Conduit and Mavondo, 2001). In addition, Hocevar and Mumel (2006) analyzed the correlation between the number of marketing communication activities that a company uses and its business success. Thus, firm's much use of information on how business success is reflecting the use of a specific marketing communication activity increases customer



loyalty or market acceptance. Dibb and Simkin (2007) stated the standard consumer buying behavior decision-making process involves a) recognition by a consumer that there is a problem for which the purchase of a product or service is the likely solution, b) the seeking of information to assist in selecting viable product or service options, c) the evolution of the evoked set of likely options, d) the final selection and purchase of one product or service, e) the on-going post-purchase subjective assessment of whether the specific item purchased was the right one. From the notion about buying behavior decision-making process has several reasons that affect on decisions making, from these points firm should integrated a variety of communication activities to motivate customers make decision. Each marketing communication activity can enhance the effective of firm communication to customers. Moreover, Isamil, Hussain, Shah and Hussain, (2012) found positive relationship when firm used multi communication activities on marketing strategy that increases marketing competitiveness and enhances customer satisfaction. **Therefore, Hypotheses 3b, 3c and 3d are supported.**

However, the results illustrate that cross-functional activity has no significant relationship with brand trust (H3a: $\theta_3 = 0.077$, $p > 0.05$). These results may be explained approach of firm rightly emphasizes that communication functions can be performed not merely by instruments referred to as promotional tools but by all the elements of a company's operations: its mission, strategies, and methods of their implementation or the composition of other elements of the marketing mix. In other words, relying on a system of value creation for the company and for the environment, marketing must constantly communicate the value (Rudawska, 2008; Czubala, 2006). That may be some communication activity does not persuade customer or effect on negative. Thus, firm need to analyze customer behavior that effect on communication activity. Lastly, some marketing communication activity can enhance customer loyalty but some communication activity can decrease customer loyalty such as firm convey information to customer by public relation and direct marketing but customers don't interest in the activity of firm. Consequently, customers avoid the communication activity of firm that incur customers change or select new brand. Thus, research and develop for communication activity is direct effect on customer processing information and customer perception. **Therefore, Hypotheses 3a is not supported.**



Fourthly, media linkage concentration (Hypotheses 4a-4d). The result showed that the coefficients of media linkage concentration has no significant impact on brand trust (H4a: $\beta_4 = 0.186$, $p > 0.05$), customer loyalty (H4b: $\beta_{11} = 0.045$, $p > 0.05$), market acceptance (H4c: $\beta_{21} = 0.051$, $p > 0.05$), and marketing competitiveness (H4d: $\beta_{31} = -0.061$, $p > 0.05$). These results may be described that media linkage concentration in integrated marketing communication strategy does not affect on marketing outcomes. Dennis and others (2001) argue that the fit of media capabilities to the communication needs of the task influence the appropriation and use of media, which in turn influence communication performance. In addition, Reinares and Manuel (2008) suggested the fragmentation of the firm that access media or the difficulties involved in research costs to a media campaign that are the effects on media quality. The reasons mentioned mean media use by the firm is so hard in creating for customer persuasion. In addition, customers may be confused in the media that the organization uses to present information because every media is unique and capability in delivering the firm information such as television trend to most effective but high cost, social media or internet are comfortable and access to most of the customer group. It's difficult to provide or plan for media to present firm information because sometimes firm needs to help by employing media agency for creating the interesting media. That is, when Thai fashionable apparel business employs information on another tool such as websites, magazine, social media or media relations professionals can use this useful information for customer than their competitors (Carroll, Huang-Horowitz, McKeever and Williams, 2014). Moreover, some types of media are under control by Thai government this is a barrier for using media to present information to consumers (Brooten and Klangnarong, 2009). Finally, when the firm does not understand the customer perception firm does not create excellence media for delivering value to customers. **Therefore, Hypotheses 4a, 4b, 4c, and 4d are not supported.**

Finally, homogeneous image capability (Hypotheses 5a-5d). The relationship of this construct has a significant positive relationship with brand trust (H5a: $\theta_5 = 0.249$, $p < 0.05$), customer loyalty (H5b: $\theta_{12} = 0.223$, $p < 0.05$), and marketing competitiveness (H5d: $\theta_{32} = 0.224$, $p < 0.05$). The results imply that homogeneous image capability affects brand trust; customer loyalty and marketing competitiveness due to firms employ every message or media on different tool of marketing communication that



increases the perception of customer. Consistent with Corstjens and Lal (2000) communication image is consistent with the needs of the target market segment that can lead to increased store loyalty, sales, and profit. Much of the consumer behavior research in image congruence has predicted various consumer behaviors, including product/brand preference, brand/service attitude, consumer satisfaction and loyalty (Hee Kwak and Ho Kang, 2009). In addition, Malone, and Bailey (2005) suggest that communication image strategies are used to manage meaning, represent the organization, build trust and credibility, and manage uncertainty in market place. The result of firm was to build value image congruence between firm and customer that can enhance the effective of communication in long term. Finally, the effective of communication image can create brand trust, customer loyalty, and marketing competitiveness better than competitor in market place. **Therefore, Hypotheses 5a, 5b, and 5d are supported.**

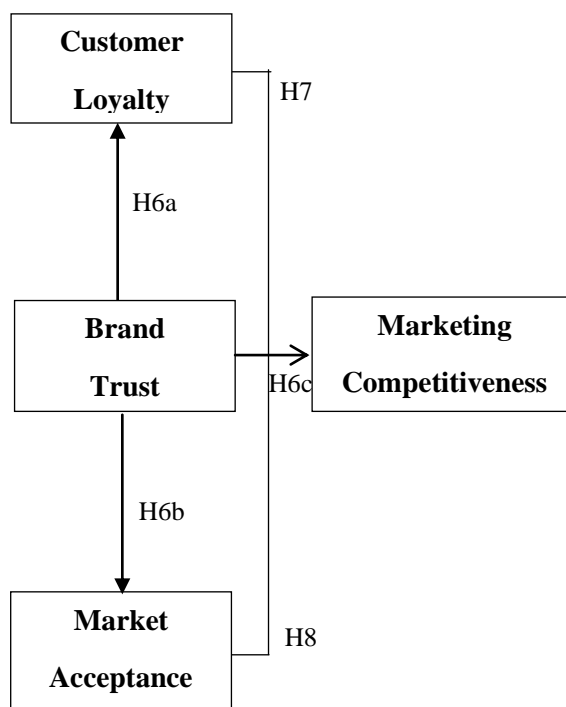
However, the results illustrate that homogeneous image capability has no significant relationship with market acceptance ($H5c: \theta_{22} = 0.127, p > 0.05$). Bick, Abratt and Bergman (2008) conclude that a process of transmitting communication image to target groups increases a company's competitiveness by creating loyalty, trust and top-of-mind awareness and building a strong corporate brand. This means the effect of communication image should be consistent with customer perception because customers interpret different message from firm conveying the message. Customers may be confused about the message and don't understand the meaning. **Therefore, Hypotheses 5c is not supported.**

In addition, the results in table 11 are regarding to firm age that has no statistically significant influences on brand trust ($\beta_6 = -0.033, p > 0.05$), customer loyalty ($\beta_{13} = -0.122, p > 0.05$), market acceptance ($\beta_{23} = -0.336, p > 0.05$), and marketing competitiveness ($\beta_{33} = 0.083, p > 0.05$). In addition, firm size has no statistically significant influences on brand trust ($\beta_7 = 0.285, p > 0.05$), customer loyalty ($\beta_{14} = 0.254, p > 0.05$), market acceptance ($\beta_{24} = 0.387, p > 0.05$), and marketing competitiveness ($\beta_{34} = 0.223, p > 0.05$). Therefore, the influences of the control variables do not affect the relationships among integrated marketing communication strategy, brand trust, customer loyalty, market acceptance, and marketing competitiveness on this research.



The Relationships Among Brand Trust, Customer Loyalty, Market Acceptance and Marketing Competitiveness

Figure 8: The Relationships Among Brand Trust, Customer Loyalty, Market Acceptance and Marketing Competitiveness



According to Figure 8 the relationships among brand trust, customer loyalty, market acceptance and marketing competitiveness are shown. This research proposes the relationships among brand trust, market acceptance, customer loyalty, and marketing competitiveness in positive directions which are in Hypotheses 6a-6c, 7 and 8. These hypotheses are changed to the regression equations 3, 5, and 7.

Next, Table 13 exhibits the descriptive statistics and correlation matrix of brand trust, customer loyalty, market acceptance, and marketing competitiveness as shown below.



Table 13: Descriptive Statistics and Correlation Matrix of Brand Trust, Customer Loyalty, Market Acceptance, and Marketing Competitiveness

Variables	BRT	CLO	MAC	MCC	FAE	FSI
Mean	3.90	3.82	3.83	3.81	N/A	N/A
S.D.	0.58	0.64	0.64	0.62	N/A	N/A
Brand Trust (BRT)	1.000					
Customer Loyalty (CLO)	.690**	1.000				
Market Acceptance (MAC)	.659**	.719**	1.000			
Marketing Competitiveness (MCC)	.698**	.726**	.737**	1.000		
FAE	.157	.153	.050	.215*	1.000	
FSI	.305**	.261**	.289**	.237**	.254**	1.000

**Correlation is significant at the 0.01 level (2-tailed), *Correlation is significant at the 0.05 level (2-tailed)

Table 13 demonstrates correlations between the consequence variables of integrated marketing communication strategy; namely, brand trust, customer loyalty, market acceptance, and marketing competitiveness. These are examined as follows: Firstly, the results illustrate the positive correlation brand trust and customer loyalty ($r = 0.690$, $p < 0.01$), market acceptance ($r = 0.659$, $p < 0.01$), and marketing competitiveness ($r = 0.698$, $p < 0.01$). Secondly, the results indicate the positive correlation between customer loyalty and marketing competitiveness ($r = 0.726$, $p < 0.01$). Thirdly, the results indicate the positive correlation between market acceptance and marketing competitiveness ($r = 0.737$, $p < 0.01$). However, these correlations are below 0.80 as recommended by Hair and others. (2010).

As a result, the multicollinearity problems should not be of concern. With regard to potential problems relating to multicollinearity, variance inflation factors (VIFs) are used to test multicollinearity problems in each part of regression analysis. In this part, the results in equation models 2, 5 and 7 indicate that the maximum VIFs value is 1.108 as shown in Table 14. Therefore, the VIFs value is well below the cut-off value of 10, there are no significant multicollinearity problems in this study (Hair and others, 2010).

Next, Table 14 presents the multiple regression analysis of the relationships among brand trust, customer loyalty, market acceptance, and marketing competitiveness as shown below.



Table 14: Results of Regression Analysis for the Relationships among Brand Trust, Customer Loyalty, Market Acceptance, and Marketing Competitiveness

Independent Variable	Dependent Variables		
	CLO	MAC	MCC
	H6a	H6b	H6c,H7,H8
	Equation3	Equation5	Equation7
BRT	0.671** (.069)	0.636** (.071)	0.681** (.068)
CLO			0.726** (.062)
MAC			0.716** (.076)
FAE	0.052 (.142)	-0.178 (.146)	0.216 (.140)
FSI	0.103 (.139)	0.241 (.143)	0.007 (.137)
Adjusted R2	0.466	0.451	0.485
Maximum VIF	1.108	1.108	1.108
Durbin-Watson	2.038	1.603	1.796
Beta coefficients with standard errors in parenthesis, ** p< 0.01, *p < 0.05			

Firstly, the results in Table 14, are regarding to brand trust (Hypotheses 6a-6c), show that brand trust has a significant positive influence on customer loyalty ($\beta_{15} = 0.671, p < 0.01$), market acceptance ($\beta_{25} = 0.636, p < 0.01$), and marketing competitiveness ($\beta_{36} = 0.681, p < 0.01$). Brand trust has enhanced customer relationships and building customer loyalty, commitment, and brand equity (Chaudhuri and Holbrook 2001). In addition, Hiscock (2001) affirmed that the ultimate goal of marketing is to generate an intense bond between the consumers and the brand, and the main ingredient of this bond is trust. The result shows brand trust is the beginning factor of firm to create the important consequence. Customer loyalty, market acceptance and marketing competitiveness are outcomes of firm building value, credibility of brand trust. Moreover, Arjun and Morris (2001) described that the trust can decrease the consumer's ambiguity, because the consumers do not only knows that brand is worth trusting, but also feels that faithful, safe and honest consumption scenario that are the important link of brand trust. Thus, consumers' beliefs about the relationship party



(i.e., brand) being reliable, consistent, competent, responsible, helpful, fair, and honest are all important factors that increase brand trust (Chaudhuri and Holbrook, 2001).

Firm should emphasize a core factor which builds the value brand for customer.

Thus, Hypotheses 6a, 6b and 6c are supported.

Secondly, the results in Table 14 are regarding to customer loyalty (Hypotheses 7). This research expects that customer loyalty has appositive influence on marketing competitiveness, which are reported as follows. Thus, in this research, the results illustrate that customer loyalty has a significant positive influence on marketing competitiveness ($\beta_{35} = 0.726$, $p < 0.01$). Therefore, customer effect by argued of Rice (2000: 23) says that one of the reasons that customers don't change brands when they are dissatisfied is that they feel the alternatives are just as bad as the brand they are using or even worse. The result shows customers are confident about product, brand, and service of firm they don't change a consumption of product with firm. The way of creating the marketing competitiveness comes from variety way, customer loyalty is the factor of firm to save any customers. Moreover, Anderson, and Jacobsen (2000) reveal that customer loyalty is the result of an organization's creating a benefit for customers so that they will maintain and increase repeat business with the organization. **Hence, Hypotheses 7 is supported.**

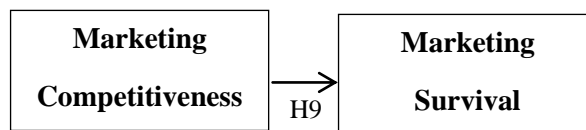
Thirdly, the results in Table 14 are regarding to market acceptance (Hypotheses 8). This research expects that market acceptance has a positive influence on marketing competitiveness, which are reported as follows. Thus, in this research, the results illustrate that market acceptance has a significant positive influence on marketing competitiveness ($\beta_{37} = 0.716$, $p < 0.01$). Kanchanda, Ussahawanitchakit, and Jhundra-indra (2012) found that market acceptance has a positive effect on marketing performance of the firm including market share, sales and profit increase. In addition, Brodie, Whittome and Brush, (2009) argued marketing acceptance depending on products of quality, services, the recognized reputation by customers, and the customer's perception about the capability of the firms. The result of this research reflects in fashionable apparel business is firm generate product, well-timed develop to cloth, shirt or any costume. The characteristic of business is to build satisfaction, believe, faithful in motivating customer to buy any products of firm. **Hence, Hypotheses 8 is supported.**



In addition, the results in Table 14 are regarding to firm age that has no statistically significant influences on customer loyalty ($\beta_{16} = 0.052$, $p > 0.10$), market acceptance ($\beta_{26} = -0.178$, $p > 0.10$), and marketing competitiveness ($\beta_{38} = 0.216$, $p > 0.10$). In addition, firm size has no statistically significant influences on customer loyalty ($\beta_{17} = 0.103$, $p > 0.10$), market acceptance ($\beta_{27} = 0.241$, $p > 0.10$), and marketing competitiveness ($\beta_{39} = 0.007$, $p > 0.10$). Therefore, the influences of the control variables do not affect the relationships among brand trust, customer loyalty, market acceptance, and marketing competitiveness on this research.

The Relationships Between Marketing Competitiveness and Marketing Survival

Figure 9: The Relationships Between Marketing Competitiveness and Marketing Survival



According to Figure 9 the relationships between marketing competitiveness and marketing survival are shown. This research proposes the relationships between marketing competitiveness and marketing survival in positive directions which are in Hypotheses 9. These hypotheses are changed to the regression equations 8.

Next, Table 14 demonstrates the descriptive statistics and correlation matrix of marketing competitiveness and marketing survival as shown below.

Table 15: Descriptive Statistics and Correlation Matrix of Marketing Competitiveness and Marketing Survival

Variables	Marketing Competitiveness (MCC)	Marketing Survival (MSU)
Mean	3.81	3.87
S.D.	0.62	0.67
Marketing Competitiveness (MCC)		0.741^{**} (0.077)
FAE	.208 [*]	.171
FSI	.230 ^{**}	.258 ^{**}
** Correlation is significant at the 0.01 level (2-tailed)		
* Correlation is significant at the 0.05 level (2-tailed)		

Table 15 reveals correlations between the marketing competitiveness and marketing survival. The results illustrate the positive correlation between marketing competitiveness ($r = 0.741$, $p < 0.01$). However, these correlations between variables are below 0.80 as recommended by Hair and others (2010) that reflect no problem with multicollinearity. With regard to potential problems relating to multicollinearity variance inflation factors (VIFs) are used to test multicollinearity problems in each part of regression analysis. In this part, the results in equation models 9 and indicate that the maximum VIFs value is 1.085 as shown in Table 16. Therefore, the VIFs value is well below the cut-off value of 10, there are no significant multicollinearity problems in this study (Hair and others, 2010).



Table 16: Results of Regression Analysis for the Relationships between Marketing Competitiveness and Marketing Survival

Independent Variable	Dependent Variables
	MSU
	H9
	Equation9
MCC	0.828** (.051)
FAE	-0.377 (.107)
FSI	0.144 (.102)
Adjusted R ²	0.705
Maximum VIF	1.085
Durbin-Watson	1.959
Beta coefficients with standard errors in parenthesis, ** p < 0.01, * p < 0.05	

The results in Table 16 are regarding to marketing survival (Hypotheses 9). This research expects that marketing competitiveness has a positive influence on marketing survival. The results illustrate that marketing competitiveness has a significant positive influence on marketing survival ($\beta_{40} = 0.828$, $p < 0.01$). This result is consistent with previous study stating that marketing competitiveness is the company's reputation for developing new products or service to add value for customers, retaining and inspiring existing customers and attracting new customers, productivity, customer satisfaction as a result of marketing competitiveness that is complete and basic for firm survival (Rust and others, 2004) **Hence, Hypotheses 9 is supported.**



The Effects of the Antecedents and Moderating Role of Market Culture on Each Dimension of Integrated Marketing Communication Strategy

Figure 10: The Effects of the Antecedents and Moderating Role of Market Culture on Each Dimension of Integrated Marketing Communication Strategy

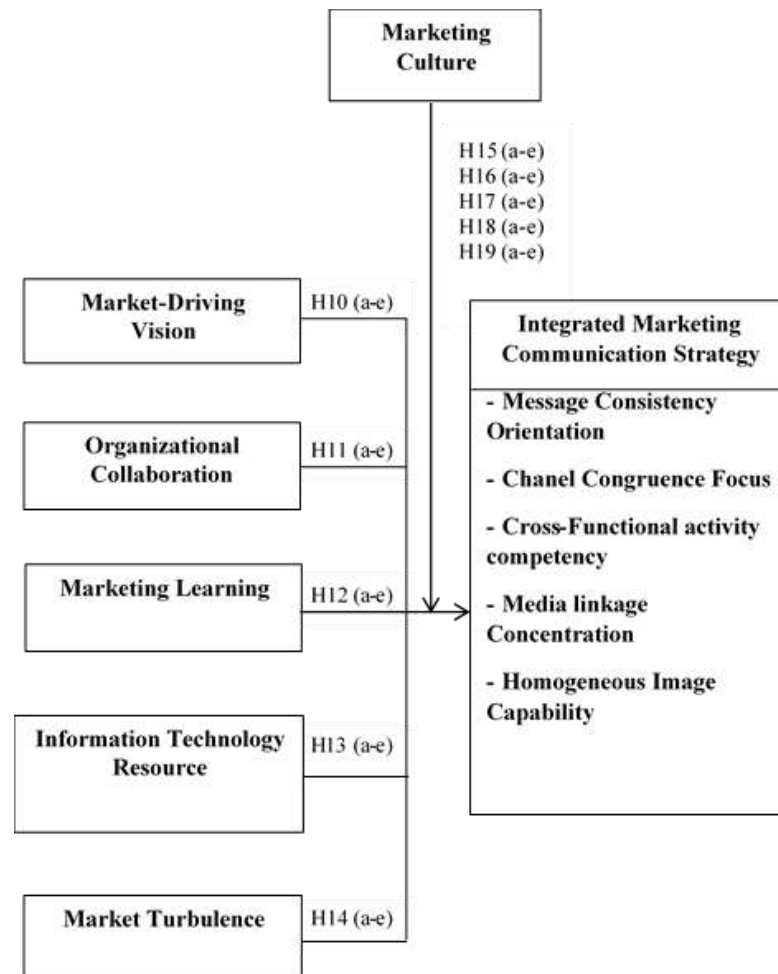


Figure 10 shows the relationships among the antecedent constructs (market-driving vision, organizational collaboration, marketing learning, information technology resource and Market turbulence) and the moderating role of market culture on each dimension of integrated marketing communication strategy; and that the effects of these relationships are based on hypotheses 10a-10e, 11a-11e, 12a-12e, 13a-13e, and 14a-14e. Likewise, the effect of the moderating role on each dimension of integrated marketing strategy is based on hypotheses 15a-15e, 16a-16e, 17a-17e, and 18a-18e, and 19a-19e in which this research determines the relationship of all hypotheses as being positive.



Table 17: Descriptive Statistics and Correlation Matrix of Antecedent, Dimensions of Integrated Marketing Communication Strategy, and Market Culture as a Moderating Effect

Variables	MCO	CCF	CFC	MLC	HIC	MVD	OCO	MLE	ITR	MTU	MCU	FAE	FSI
Mean	3.75	3.77	3.79	3.79	3.78	3.90	3.86	3.88	3.83	4.05	3.94	N/A	N/A
Standard Deviation	0.76	0.66	0.63	0.67	0.63	0.60	0.60	0.64	0.64	0.59	0.64	N/A	N/A
Message Consistency Orientation (MCO)	1.000												
Channel Congruence Focus (CCF)	.658**	1.000											
Cross-Functional activity competency (CFC)	.659**	.575**	1.000										
Media linkage Concentration (MLC)	.569**	.542**	.628**	1.000									
Homogeneous Image Capability (HIC)	.497**	.502**	.649**	.668**	1.000								
Market-Driving Vision (MVD)	.544**	.544**	.686**	.616**	.541**	1.000							
Organizational Collaboration (OCO)	.528**	.561**	.586**	.606**	.601**	.756**	1.000						
Marketing Learning (MLE)	.453**	.447**	.599**	.496**	.573**	.716**	.756**	1.000					
Information Technology Resource (ITR)	.533**	.434**	.541**	.553**	.530**	.640**	.716**	.726**	1.000				
Market Turbulent (MTU)	.581**	.461**	.636**	.474**	.480**	.642**	.640**	.668**	.657**	1.000			
Market Culture (MCU)	.572**	.544**	.582**	.417**	.464**	.607**	.642**	.663**	.677**	.657**	1.000		
Firm Age (FAE)	.238*	.229*	.224*	.163	.213*	.162	.068	.118	.139	.677**	.205*	1.000	
Firm Size (FSI)	.202*	.189*	.670**	.291**	.218	.240**	.223**	.197*	.259**	.211**	.099	.254**	1.000
** Correlation is significant at the 0.01 level (2-tailed),* Correlation is significant at the 0.05 level (2-tailed)													



The correlation among market culture, antecedents, and each dimension of integrated marketing communication strategy is shown in Table 17. Market culture and the antecedents were treated as independent variables which are worried if they have high relationship it means that have the multicollinearity problem. The results illustrate that the relationship of market culture and antecedents include market-driving vision, organizational collaboration, marketing learning, information technology resource and market turbulence have significance for independent variables. Thus, the result shows that the correlation coefficient among the variable as being 0.417 - 0.756 at $p < 0.01$ level, which all of these correlations are less than 0.8 as recommended by Hair and others, (2010). The multicollinearity problem should not be of concern, which means the relationship to those variables is independent of one another and without a multicollinearity problem in this part. In addition, the variance inflation factors (VIF) in equations 9, 11, 13, 15, and 17 have the maximum value of 3.382 of which Table 17 shows that the VIF value is not over 10. Also, the variance inflation factors (VIF) in equations 10, 12, 14, 16, and 18 have the maximum value of 5.570 of which Table 18 shows that the VIF value is not over 10 (Hair and others., 2010; Stevens, 2002).



Table 18: Results of Regression Analysis for the Effects of the Antecedent and Moderator on Each Dimension of Integrated Marketing Communication Strategy

Independent Variable	Dependent Variables									
	MCO		CCF		CFC		MLC		HIC	
	H10a-14a	H15a-19a	H10b-14b	H15b-19b	H10c-14c	H15c-19c	H10d-14d	H15d-19d	H10d-14e	H15d-19e
	Equation 9	Equation 10	Equation 11	Equation 12	Equation 13	Equation 14	Equation 15	Equation 16	Equation 17	Equation 18
MVD	0.195 (.135)	0.195 (.118)	0.225 (.123)	0.225 (.125)	0.423** (.104)	0.436** (.107)	0.334** (.115)	0.304** (.116)	0.315* (.119)	0.283* (.119)
OCO	0.144 (.127)	0.135 (.136)	0.374* (.134)	0.361* (.143)	0.027* (.113)	0.006* (.123)	0.261** (.125)	0.314* (.113)	0.241 (.130)	0.266 (.136)
MLE	-0.165 (.120)	-0.194 (.124)	-0.059 (.127)	-0.099 (.131)	0.091 (.107)	0.105 (.112)	-0.110 (.119)	-0.021 (.121)	0.099 (.123)	0.182 (.125)
ITR	0.193 (.116)	0.222 (.120)	-0.039 (.122)	-0.016 (.127)	0.032 (.103)	0.041 (.109)	0.180 (.114)	0.170 (.117)	0.012 (.118)	-0.039 (.121)
MTU	0.316** (.105)	0.284* (.124)	0.115 (.111)	0.012 (.132)	0.258** (0.094)	0.198** (.113)	0.029 (.103)	0.165 (.122)	0.011 (.107)	0.121 (.125)
MCU		0.090 (.129)		0.202 (.136)		0.079 (.116)		-0.229 (.126)		-0.084 (.129)
MVD x MCU		0.219* (.106)		-0.116 (.112)		0.107 (.096)		0.052 (.103)		-0.078 (.106)
OCO x MCU		0.061 (.135)		0.047 (.143)		-0.053 (.122)		0.088 (.132)		0.336 (.136)
MLE x MCU		0.235* (.117)		0.174 (.123)		0.067 (.106)		-0.073 (.114)		-0.102 (.117)
ITR x MCU		0.002 (.118)		-0.049 (.124)		0.039 (.106)		0.158 (.115)		0.103 (.118)
MTU x MCU		-0.029 (.109)		0.064 (.115)		-0.054 (.098)		-0.131 (.106)		-0.149 (.109)
FAE	0.305 (.155)	0.258 (.164)	0.233 (.164)	0.195 (.173)	0.203 (.138)	0.232 (.148)	0.074 (.153)	0.170 (.160)	0.241 (.158)	0.247 (.164)
FSI	0.073 (.149)	0.078 (.149)	0.098 (.157)	0.066 (.158)	-0.190 (.133)	-0.221 (.135)	0.191 (.147)	0.197 (.146)	0.012 (.152)	-0.001 (.150)
Adjusted R ²	0.404	0.432	0.335	0.349	0.526	0.523	0.421	0.442	0.378	0.412
Maximum VIF	3.382	5.570	3.382	5.570	3.382	5.570	3.382	5.570	3.382	5.570
Durbin-Watson	1.910	2.128	1.813	1.809	2.221	2.175	1.943	1.879	2.092	1.936

Beta coefficients with standard errors in parenthesis, ** p < 0.01, * p < 0.05



Firstly, the results of hypotheses 10a - 10e reveal that market-driving vision has a positive influence on cross-functional activity competency (H10c: $\beta_{63} = 0.423$, $p < 0.01$, $\beta_{70} = 0.436$, $p < 0.01$), media linkage concentration (H10d: $\beta_{103} = 0.334$, $p < 0.01$, $\beta_{110} = 0.304$, $p < 0.01$), and homogeneous image capability (H10e: $\beta_{123} = 0.315$, $p < 0.05$, $\beta_{130} = 0.283$, $p < 0.05$). However, it has no positive influence on message consistency orientation ($\beta_{43} = 0.195$, $p > 0.10$, $\beta_{50} = 0.195$, $p > 0.10$), and channel congruence focus (H10b: $\beta_{63} = 0.225$, $p > 0.10$, $\beta_{70} = 0.225$, $p > 0.10$). It is consistency with prior research of Colarelli O'Connor and Veryzer (2001) suggesting that market vision includes a variety of mechanisms or method may operate in combination or serially of validation and internal acceptance may depend heavily on reaching out beyond the familiar customer/market set of a firm. Thus, a vision of firm is an important factor that reflects the long term strategy of the organization success. In addition, Reid, Luxton, and Mavondo (2005) argue that market vision has positive effect and increase the efficiency on communication strategy. Therefore, market-driving vision is stated of firm for planning with a variety of mechanisms or method that may operate in combination or serially of validation and internal acceptance that may depend heavily on reaching out beyond the familiar customer/market set of a firm that increases integrated marketing communication strategy. **Therefore, Hypotheses 10c, 10d and 10e are supported.**

However, market-driving vision is not significant on message consistency orientation and channel congruence focus. The reason is concluded by Hunt (2002) who argues that it is not enough for firms to passively respond to changing environments by looking for the best fit between the existing resources and market niches. That reflects market-driving firm may achieve greater performance by reshaping the structure of the market according to their own competencies and by exploiting the competitors' weaknesses (Carrillat and others, 2004). But firms don't adapt a method for changing of market the result is firm failure in planning with the best strategy. In another hand, Market-driven is alternative way to value creation, and organizations which adopt this strategy cannot really be said to pioneer except at the very beginning of a technology or product life cycle which only occurs during the development of new and novel technologies/products (Minet and others, 2008). Thus, firm needs to seek the suitable



way for creating the capability or skill in planning. **Therefore, Hypotheses 10a and 10b are not supported.**

Secondly, the results of hypotheses 11a - 11e reveal that organizational collaboration has a positive influence on channel congruence focus (H11b: $\beta_{64} = 0.374$, $p < 0.05$, $\beta_{71} = 0.436$, $p < 0.05$), cross-functional activity competency (H11b: $\beta_{84} = 0.027$, $p < 0.05$, $\beta_{91} = 0.006$, $p < 0.05$) and media linkage concentration (H11d: $\beta_{104} = 0.261$, $p < 0.05$, $\beta_{111} = 0.314$, $p < 0.05$). The result suggests organizations to be motivated to collaborate in order to acquire resources that they cannot develop internally, but which are needed to survive in a highly competitive environment (Hardy, Phillips and Lawrence, 2003). It is consistent with the notion of Kitchen and Burgmann (2010) argue that the collaboration between departments is to support integrated marketing communication strategy by increasing the performance of strategy. The result described by the collaboration can gain the effective of work such as skill from financial department in finance planning or gathering of employee knowledge to assist the decision making. **Therefore, Hypotheses 11b, 11c and 11d are supported.**

However, it has no positive influence on message consistency orientation ($\beta_{44} = 0.144$, $p > 0.05$, $\beta_{51} = 0.135$, $p > 0.05$), and homogeneous image capability (H11e: $\beta_{124} = 0.241$, $p > 0.05$, $\beta_{131} = 0.266$, $p > 0.05$). The results show that organization collaboration has not impact on message consistency orientation, cross-functional activity competency, and homogeneous image capability. The possible explanation is that the role of organizational collaboration is not strong enough to support. In this case, collaboration can't help firm to better utilize strategic as tool for learning new technologies and skills from their department. **Therefore, Hypotheses 11a and 11e are not supported.**

Thirdly, the results of hypotheses 12a - 12e reveal that marketing learning has no positive influence on message consistency orientation (H12a: $\beta_{45} = -0.165$, $p > 0.10$, $\beta_{52} = -0.194$, $p > 0.05$), channel congruence focus (H12b: $\beta_{65} = -0.059$, $p > 0.05$, $\beta_{72} = -0.099$, $p > 0.05$), cross-functional activity competency (H12c: $\beta_{85} = 0.091$, $p > 0.05$, $\beta_{92} = 0.105$, $p > 0.05$), media linkage concentration (H12d: $\beta_{105} = -0.110$, $p > 0.05$, $\beta_{112} = -0.021$, $p > 0.05$), and homogeneous image capability (H12e: $\beta_{125} = 0.099$, $p > 0.05$, $\beta_{132} = 0.182$, $p > 0.05$). A literature review of marketing learning can help firms obtain understanding, diffusion, and utilization regarding market



information to identify potential needs and preferences; realize additional needs of customers that are unknown, and generate excellent value for customers, which allows firms to be able to reach individual customer demands, respond, adapt, and participate with their customer (Haddad and Algadeer, 2004). In addition market learning involves how firms store knowledge, and leads to expertise in key marketing activities, such as responding to customer's needs, new-product development, building brand image, and channeling established relationships (Meesuptong, Jhundra-indra and Raksong, 2014). The results can be explained by if information about market, customers, and competitors is insufficient that affects on planning to strategy. Information about customer is an important in this case because fashionable apparel business is changing day-to-day, firm gathering and learning about all information to adapt or find the way to persuade target group. **Therefore, Hypotheses 12a, 12b, 12c, 12d, and 12e are not supported.**

Fourthly, the results of hypotheses 13a - 13e reveal that information technology resource has no positive influence on message consistency orientation (H13a: $\beta_{46} = 0.193, p > 0.05, \beta_{53} = 0.222, p > 0.05$), channel congruence focus (H13b: $\beta_{66} = -0.039, p > 0.05, \beta_{73} = -0.016, p > 0.05$), cross-functional activity competency (H13c: $\beta_{86} = 0.032, p > 0.05, \beta_{93} = 0.041, p > 0.05$), media linkage concentration (H13d: $\beta_{106} = 0.180, p > 0.05, \beta_{113} = 0.170, p > 0.05$), and homogeneous image capability (H13e: $\beta_{126} = 0.012, p > 0.05, \beta_{133} = -0.039, p > 0.05$). Prior research suggests that Information technology resource can be a valuable communications tool by providing efficient and effective means of collecting, processing, and reporting performance data (Beard and Humphrey, 2014). Moreover, Bharadwaj (2000) analyzed the relationship by using the rankings of information technology resource leaders as its indicator of information technology capability. It was found that firms with high information technology resource tend to outperform a control sample of firms on a variety of profit and cost-based performance. The result of this research can be explained by Carr (2003) who argued that information technology resource is ubiquitous, increasingly inexpensive and accessible to all organizations, thus, it cannot provide differential advantage to any company because scarcity, not ubiquity, is the basis for a sustained competitive advantage. The context of information technology is high cost that some firms can't invest this resource for developing the data of firm. In



small firm can't develop or create this resource. Outsourcing is alternative for firm to use information technology resource. **Therefore, Hypotheses 13a, 13b, 13c, 13d, and 13e are not supported.**

Lastly, the results of hypotheses 14a - 14e reveal that market turbulence has a positive influence on message consistency orientation (H14a: $\beta_{47} = 0.316, p < 0.01$, $\beta_{54} = 0.284, p < 0.05$), cross-functional activity competency (H14c: $\beta_{87} = 0.258, p < 0.01$, $\beta_{94} = 0.198, p < 0.01$). Similarly, previous research found that the market turbulence pushed firms to increase performance (Hortal and others., 2009). As mentioned earlier, a firm must carefully exchange information about its customers within the organization, in order to provide understanding in the same direction and use this information to improve product (Chaveerug and Ussahawanitchakit, 2008). **Therefore, Hypotheses 14a and 14c are supported.**

However, market turbulence has no positive influence on channel congruence focus (H14b: $\beta_{67} = 0.1155, p > 0.10$, $\beta_{74} = 0.012, p > 0.05$), media linkage concentration (H14d: $\beta_{107} = 0.029, > 0.05$, $\beta_{114} = 0.165, p > 0.05$), and homogeneous image capability (H14e: $\beta_{127} = 0.011, p > 0.05$, $\beta_{134} = 0.121, p > 0.05$). This may be when firm encounters highly unstable market situations, there is more likelihood that customer demands can change frequently, leading to organization enable to react customer more rapidly than rivals in different ways (Luo, 2001). It is indicated that, in the market turbulence, it is difficult for the firm to know customer expectation or market changing and it will not be able to respond to customer requirements along with dissatisfaction in products and services which cause uncertain market conditions which have a negative impact on the marketing operation of the firm (Trainor and others, 2011). In addition, O'Cass and Weerawardena (2010) mentioned that past research has failed to examine how the competitive environment affects a firm's abilities to develop a deeper understanding about its customers. This finding is consistent with Lissack and Gunz (2005) who propose that concerning the change of the external organizations, the business must adapt to such changes in the political, economic, social and technological factors outside the control and influence the business operations. **Therefore, Hypotheses 14b, 14d, and 14e are not supported.**



Table 18 shows the results of regression analysis. The role of the moderating effect of market culture has an influence on the relationships among the five antecedent variables comprising market-driving vision, organization collaboration, marketing learning, information technology resource, and market turbulence, on the five dimensions of integrated marketing communication strategy as follows.

Firstly, market culture is included as the moderator to predict hypotheses 15 (a-e)-19(a-e). In Table 18, the findings of hypotheses 15a-15e demonstrate that the moderating effect of market culture has a significant positive effect on market-driving vision and message consistency orientation (H15a: $\beta_{56} = 0.219$, $p < 0.05$). It is Consistent with Gallagher and Brown (2007) who stated that market culture has positive correlation between revenue growth, customer retention, market share, new product sales, and employee performance and marketing strategy. The result gained the knowledge about market culture supporting or increasing the efficiency of firm.

Therefore, Hypotheses 15a is supported.

Nonetheless, the findings of hypotheses 15b, 15c, 15d, and 15e are opposite the expectations of this research, which found that the moderating role of market culture has no effect on the relationships among market-driving vision and channel congruence focus (H15b: $\beta_{76} = -0.116$, $p > 0.05$), cross-functional activity competency (H15c: $\beta_{96} = 0.107$, $p > 0.05$), media linkage concentration (H15d: $\beta_{116} = 0.052$, $p > 0.05$), and homogeneous image capability (H15e: $\beta_{136} = -0.078$, $p > 0.05$). **Therefore, Hypotheses 15b, 15c, 15d and 15e are not supported**

Secondly, the results of hypotheses 16a-16e demonstrate that the moderating roles of market culture has no impact on relationships organizational collaboration and message consistency orientation (H16a: $\beta_{57} = 0.061$, $p > 0.05$), channel congruence focus (H16b: $\beta_{77} = 0.047$, $p > 0.05$), cross-functional activity competency (H16c: $\beta_{97} = -0.053$, $p > 0.05$), media linkage concentration (H16d: $\beta_{117} = 0.088$, $p > 0.05$), and homogeneous image capability (H15e: $\beta_{137} = 0.336$, $p > 0.05$). **Therefore, Hypotheses 16a, 16b, 16c, 16d and 16e are not supported**

Thirdly, the results of hypotheses 17a-17e demonstrate that the moderating roles of market culture has a positive influence on between marketing learning and message consistency orientation (H17a: $\beta_{58} = 0.235$, $p < 0.05$). **Therefore, Hypotheses**



17a is supported. But the moderating roles of market culture have no impact on relationships among channel congruence focus (H17b: $\beta_{78} = 0.174$, $p > 0.05$), cross-functional activity competency (H17c: $\beta_{98} = 0.067$, $p > 0.05$), media linkage concentration (H17d: $\beta_{118} = -0.073$, $p > 0.05$), and homogeneous image capability (H15e: $\beta_{138} = -0.102$, $p > 0.05$). **Therefore, Hypotheses 17b, 17c, 17d and 17e are not supported**

Fourthly, the results of hypotheses 18a-18e demonstrate that the moderating roles of market culture have no impact on relationships among information technology resource and message consistency orientation (H18a: $\beta_{59} = 0.002$, $p > 0.05$), channel congruence focus (H18b: $\beta_{79} = -0.049$, $p > 0.05$), cross-functional activity competency (H18c: $\beta_{99} = 0.039$, $p > 0.05$), media linkage concentration (H18d: $\beta_{119} = 0.158$, $p > 0.50$), and homogeneous image capability (H18e: $\beta_{139} = 0.103$, $p > 0.05$). **Therefore, Hypotheses 18a, 18b, 18c, 18d and 18e are not supported**

Lastly, the results of hypotheses 19a-19e demonstrate that the moderating roles of market culture have no impact on relationships among market turbulence capability and message consistency orientation (H19a: $\beta_{60} = -0.029$, $p > 0.05$), channel congruence focus (H19b: $\beta_{80} = 0.064$, $p > 0.05$), cross-functional activity competency (H19c: $\beta_{100} = -0.054$, $p > 0.05$), media linkage concentration (H19d: $\beta_{126} = -0.131$, $p > 0.05$), and homogeneous image capability (H19e: $\beta_{140} = 0.149$, $p > 0.05$). **Therefore, Hypotheses 19a, 19b, 19c, 19d and 19e are not supported**

The results of market culture are not moderate in antecedent and each dimension of integrated marketing communication strategy because the main purpose of organizations with emphasizing on the market culture is to attain and achieve the well-defined objectives of the firm effectively and efficiently and gets the top position in the term of market share and market leader by offering a wide range of differentiated products (Cameron and Quinn, 1999) Firm needs to prepare adequate training employee to receive their awareness with regarding to the proposed change initiative, which enables them to have the abilities and skills to make the new practices work (Holt and others., 2007). In addition, members of such firm are more likely to have positive attitude towards the proposed changes, because they trust that their organization will not introduce and implement any changes that might result in negative effects on its members (Haffar, Al-Karaghoul and Ghoneim, 2012). Moreover, organizational



culture serves as a vehicle of the organizational influence on the individual's identity and behavior (Parker, 2000).

Summary

This chapter presented ordinary regression analysis. The results of testing 19 hypotheses showed six fully supported hypotheses including Hypotheses 2, 4, 6, 7, 8, and 9, 12 partially-supported hypotheses (Hypotheses 3, 5, 10, 11, 14, 15) and eight non-supported hypotheses (Hypotheses 1, 4, 12, 13, 16, 17, 18 and 19). However, the research indicated that integrated marketing communication strategy is channel congruence focus is significant on brand trust, customer loyalty, market acceptance, and marketing competitiveness. Cross-functional activity competency, homogeneous image capability has a partial direct effect on brand trust, customer loyalty, market acceptance, and marketing competitiveness. Whereas, the brand trust is fully significant effected on customer loyalty, market acceptance, and marketing competitiveness. Besides, the consequences of marketing competitiveness have a direct effect on marketing survival. According to the aforementioned findings, the results found that the partial mediating effects of market culture on market-driving vision and message consistency orientation and cross-functional activity competency. Moreover, the antecedents of integrated marketing communication comprised of market-driving vision, organizational collaboration, and market turbulence have a partial direct effect on each dimension of integrated marketing communication strategy. Moreover, as to the moderating effect, market culture moderates market-driving vision. However, the moderating effect of market culture does not influence organizational collaboration, marketing learning, information technology resource, and market turbulence. The summary of the results of hypotheses testing are shown in Table 19 below.



Table 19: A Summary of Hypothesized Relationships

Hypothesis	Description of Hypothesized Relationships	Results
H1a	Message consistency orientation will positively relate to customer loyalty.	Not Supported
H1b	Message consistency orientation will positively relate to brand reliability.	Not Supported
H1c	Message consistency orientation will positively relate to market acceptance.	Not Supported
H1d	Message consistency orientation will positively relate to marketing competitiveness.	Not Supported
H2a	Channel congruence focus will positively relate to customer loyalty.	Supported
H2b	Channel congruence focus will positively relate to brand reliability.	Supported
H2c	Channel congruence focus will positively relate to market acceptance.	Supported
H2d	Channel congruence focus will positively relate to marketing competitiveness.	Supported
H 3a	Cross-functional activity competency will positively relate to customer loyalty.	Not Supported
H 3b	Cross-functional activity competency will positively relate to brand reliability.	Supported
H3c	Cross-functional activity competency will positively relate to market acceptance.	Supported
H3d	Cross-functional activity competency will positively relate to marketing competitiveness.	Supported
H4a	Media linkage concentration will positively relate to customer loyalty.	Supported



Table 19: A Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H4b	Media linkage concentration will positively relate to brand reliability.	Not Supported
H4c	Media linkage concentration will positively relate to market acceptance.	Not Supported
H4d	Media linkage concentration will positively relate to marketing competitiveness.	Not Supported
H5a	Homogeneous image capability will positively relate to customer loyalty.	Supported
H5b	Homogeneous image capability will positively relate to brand reliability.	Supported
H5c	Homogeneous image capability will positively relate to market acceptance.	Not Supported
H5d	Homogeneous image capability will positively relate to marketing competitiveness.	Supported
H6a	Brand reliability will positively relate to customer loyalty.	Supported
H6b	Brand reliability will positively relate to market acceptance.	Supported
H6c	Brand reliability will positively relate to marketing competitiveness.	Supported
H7	Customer loyalty will positively relate to marketing competitiveness.	Supported
H8	Market acceptance will positively relate to marketing competitiveness.	Supported
H9	Marketing competitiveness will positively relate to marketing survival.	Supported
H10a	Market-driving vision will positively relate to message consistency orientation.	Not Supported



Table 19: A Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H10b	Market-driving vision will positively relate to channel congruence focus.	Not Supported
H10c	Market-driving vision will positively relate to cross-functional activity competency.	Supported
H10d	Market-driving vision will positively relate to media linkage concentration.	Supported
H10e	Market-driving vision will positively relate to homogeneous image capability.	Supported
H11a	Organizational collaboration will positively relate to message consistency orientation.	Not Supported
H11b	Organizational collaboration will positively relate to channel congruence focus.	Supported
H11c	Organizational collaboration will positively relate to cross-functional activity competency.	Supported
H11d	Organizational collaboration will positively relate to media linkage concentration.	Supported
H11e	Organizational collaboration will positively relate to homogeneous image capability.	Not Supported
H12a	Marketing learning will positively relate to message consistency orientation.	Not Supported
H12b	Marketing learning will positively relate to channel congruence focus.	Not Supported
H12c	Marketing learning will positively relate to cross-functional activity competency.	Supported
H12d	Marketing learning will positively relate to media linkage concentration.	Not Supported



Table 19: A Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H12e	Marketing learning will positively relate to homogeneous image capability.	Not Supported
H13a	Information technology resource will positively relate to message consistency orientation.	Not Supported
H13b	Information technology resource will positively relate to channel congruence focus.	Not Supported
H13c	Information technology resource will positively relate to cross-functional activity competency.	Not Supported
H13d	Information technology resource will positively relate to media linkage concentration.	Not Supported
H13e	Information technology resource will positively relate to homogeneous image capability.	Not Supported
H14a	Market turbulence will positively relate to message consistency orientation.	Supported
H14b	Market turbulence will positively relate to channel congruence focus.	Not Supported
H14c	Market turbulence will positively relate to cross-functional activity competency.	Supported
H14d	Market turbulence will positively relate to media linkage concentration.	Not Supported
H14e	Market turbulence will positively relate to homogeneous image capability.	Not Supported
H15a	Market culture positively moderates the relationship between market-driving vision and message consistency orientation.	Supported



Table 19: A Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H15b	Market culture positively moderates the relationship between market-driving vision and channel congruence focus.	Not Supported
H15c	Market culture positively moderates the relationship between market-driving vision and cross-functional focus.	Not Supported
H15d	Market culture positively moderates the relationship between market-driving vision and media linkage concentration.	Not Supported
H15e	Market culture positively moderates the relationship between market-driving vision and homogeneous image capability.	Not Supported
H16a	Market culture positively moderates the relationship between organizational collaboration and message consistency orientation.	Not Supported
H16b	Market culture positively moderates the relationship between organizational collaboration and channel congruence focus.	Not Supported
H16c	Market culture positively moderates the relationship between organizational collaboration and cross-functional focus.	Not Supported
H16d	Market culture positively moderates the relationship between organizational collaboration and media linkage concentration.	Not Supported
H16e	Market culture positively moderates the relationship between organizational collaboration and homogeneous image capability.	Not Supported



Table 19: A Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H16d	Market culture positively moderates the relationship between organizational collaboration and media linkage concentration.	Not Supported
H16e	Market culture positively moderates the relationship between organizational collaboration and homogeneous image capability.	Not Supported
H17a	Market culture positively moderates the relationship between marketing learning and message consistency orientation.	Supported
H17b	Market culture positively moderates the relationship between marketing learning and channel congruence focus.	Not Supported
H17c	Market culture positively moderates the relationship between marketing learning and cross-functional focus.	Not Supported
H17d	Market culture positively moderates the relationship between marketing learning and media linkage concentration.	Not Supported
H17e	Market culture positively moderates the relationship between marketing learning and homogeneous image capability.	Not Supported
H18a	Market culture positively moderates the relationship between information technology resource and message consistency orientation.	Not Supported
H18b	Market culture positively moderates the relationship between information technology resource and channel congruence focus.	Not Supported



Table 19: A Summary of Hypothesized Relationships (continued)

Hypothesis	Description of Hypothesized Relationships	Results
H18c	Market culture positively moderates the relationship between information technology resource and cross-functional focus.	Not Supported
H18d	Market culture positively moderates the relationship between information technology resource and media linkage concentration.	Not Supported
H18e	Market culture positively moderates the relationship between information technology resource and homogeneous image capability.	Not Supported
H19a	Market culture positively moderates the relationship between market turbulence and message consistency orientation.	Not Supported
H19b	Market culture positively moderates the relationship between market turbulence and channel congruence focus.	Not Supported
H19c	Market culture positively moderates the relationship between market turbulence and cross-functional focus.	Not Supported
H19d	Market culture positively moderates the relationship between market turbulence and media linkage concentration.	Not Supported
H19e	Market culture positively moderates the relationship between market turbulence and homogeneous image capability.	Not Supported



CHAPTER V

CONCLUSION

This research proposes new dimensions of integrated marketing communication strategy and attempts to investigate the relationships between each dimension of integrated marketing communication strategy and marketing outcomes including brand trust, customer loyalty, market acceptance, marketing competitiveness, and marketing survival based on theories of marketing and management. The new dimensions are comprised of message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. These relationships are investigated through the mediating variables of this conceptual framework; namely, brand trust, customer loyalty, market acceptance, and marketing competitiveness. Moreover, market-driving vision, organization collaboration, marketing learning, information technology resource, and market turbulence are the antecedent variables that affect integrated marketing communication strategy through market culture, which are allocated the role of the moderating effect of the conceptual framework. As mentioned earlier, market culture is an external factor that relates to integrated marketing communication.

The research questions are separated into two parts; the research questions are included of key and specific research questions. The key research question of this research is how integrated marketing communication strategy relates to marketing survival. The specific research questions are: (1) How does each of five dimensions of integrated marketing communication strategy relate to brand trust, customer loyalty, market acceptance, and marketing competitiveness? (2) How does brand trust relate to customer loyalty and market acceptance? (3) How does brand trust, customer loyalty and market acceptance relate to marketing competitiveness? (4) How does marketing competitiveness relate to marketing survival? (5) How does market-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence relate to each of five dimensions of integrated marketing communication strategy?, and (6) How does market culture moderate the relationships among market-driving vision, organizational collaboration, marketing learning,



information technology resource, market turbulence and each of five dimensions of integrated marketing communication strategy?.

In this research, applied three theories are integrated in explaining the relationship and phenomena that are found in the research; namely, resource advantage theory, media richness theory (MRT) and contingency theory. This research selects fashionable apparel businesses in Thailand as the population and sample because of the fast growing of Thai fashion industry. However, fashion is still a young industry in Thailand compared to European fashion. The fashionable apparel market in Thailand has a large market value, fast growing Thai fashion industry, and the quality of the fabrics in Thailand is generally high and continuously improving. Thailand textile and fashion industries have potential to total structure transform into new creative and knowledge industries. Moreover, most marketing strategies originated by customer demand through understanding them to enhance long run to businesses succeed and survive. Therefore, this type of business is suitable to the concept of integrated marketing communication by the way of firm to connect with large customer. The population data are provided from the database of Thailand Trade Information Service (TTIS), Thailand. A total of 579 businesses are the population of this research, from which the sample was drawn, and marketing managers, marketing directors and marketing executive have been chosen as key informants for providing useful data. Data has been collected by a questionnaire survey that was mailed to each firm. The sample was selected from all firms as the population. Finally, 47 firms are undelivered, totaling 126 firms, and was tested for a non-response bias. Of the mail surveys completed and returned are usable. The effective response rate is approximately 23.68 %. Furthermore, the research instrument was developed from previous research and integrated by literature reviews. To evaluate, all measures of the scale are considered appropriate for further analysis and are accepted for validity and reliability via a pre-test. In this research, The Ordinary Least Squares (OLS) regression analysis is used as a tool for statistics testing all hypotheses.

The results from all of the hypotheses testing of each research question is presented as follows: The results reveal that most of dimensions of integrated marketing communication strategy (message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous



image capability) have a positive significant influence on its consequences of integrated marketing communication strategy. Moreover, only dimension namely, message consistency orientation has not significant influence on brand trust, customer loyalty, market acceptance and marketing competitiveness.

Finally, as aforementioned above, the findings of this research found that various factors have an influence on integrated marketing communication strategy to enhance the potential in marketing advantage and increase marketing outcomes such as increase customer impression, firm profit, increase market acceptance along with creating different value than competitor to customers as well as leading a firm to success in marketing success. Accordingly, Table 19 shows the summary of all research questions and results; and a model summary of the results of all hypotheses testing as presented in figure 11.

Table 20: Summary of the Results and Conclusions in All Hypothesis Testing

Research Questions	Hypothesis	Results	Conclusions
1. How does each of five dimensions of integrated marketing communication strategy relate to brand trust, customer loyalty, market acceptance, and marketing competitiveness?	Hypotheses 1a-5d 2a-2d 3a-3d 4a-4d 5a-5d	One dimensions of Integrated marketing communication strategy namely, channel congruence focus has an influence on brand trust, customer loyalty, market acceptance, and marketing competitiveness	Partially supported (H2a-2d,H3a,c, and d,H5a,c, and d) Not Supported (H1a-5d,H3b,H4a-4d,H5b)
2. How does brand trust relate to customer loyalty and market acceptance?	Hypotheses 6a and 6b	Brand trust has significant positive effect on customer loyalty, market acceptance, and marketing competitiveness.	Fully Supported (H6a and 6b)



Table 20: Summary of the Results and Conclusions: in All Hypothesis Testing
(continued)

Research Questions	Hypothesis	Results	Conclusions
3. How does brand trust, customer loyalty and market acceptance relate to marketing competitiveness?	Hypotheses H6c 7 8	Brand trust, customer loyalty and market acceptance have significant positive effect on marketing competitiveness.	Fully Supported (H6c, H7, H8)
4. How does marketing competitiveness relate to marketing survival?	Hypotheses 9	Marketing competitiveness has significant positive effect on marketing survival.	Supported
5. How does market-driving vision, organizational collaboration, marketing learning, information technology resource, and market turbulence relate to each of five dimensions of integrated marketing communication strategy?	Hypotheses H10a-e H11a-e H12a-e H13a-e H14a-e	Market-driving vision has an influence on channel congruence focus, cross-functional activity competency, and media linkage concentration. In addition, organizational collaboration has an influence on channel congruence focus and media linkage concentration. Moreover, market turbulence has an influence on message consistency orientation and cross-functional activity competency.	Partially supported (H10b,c, and d,H11b, and d, H14a and c) Not Supported (H10a and e,H11a,c, and e,H12a-e,H13a-e,H14b,d, and e)

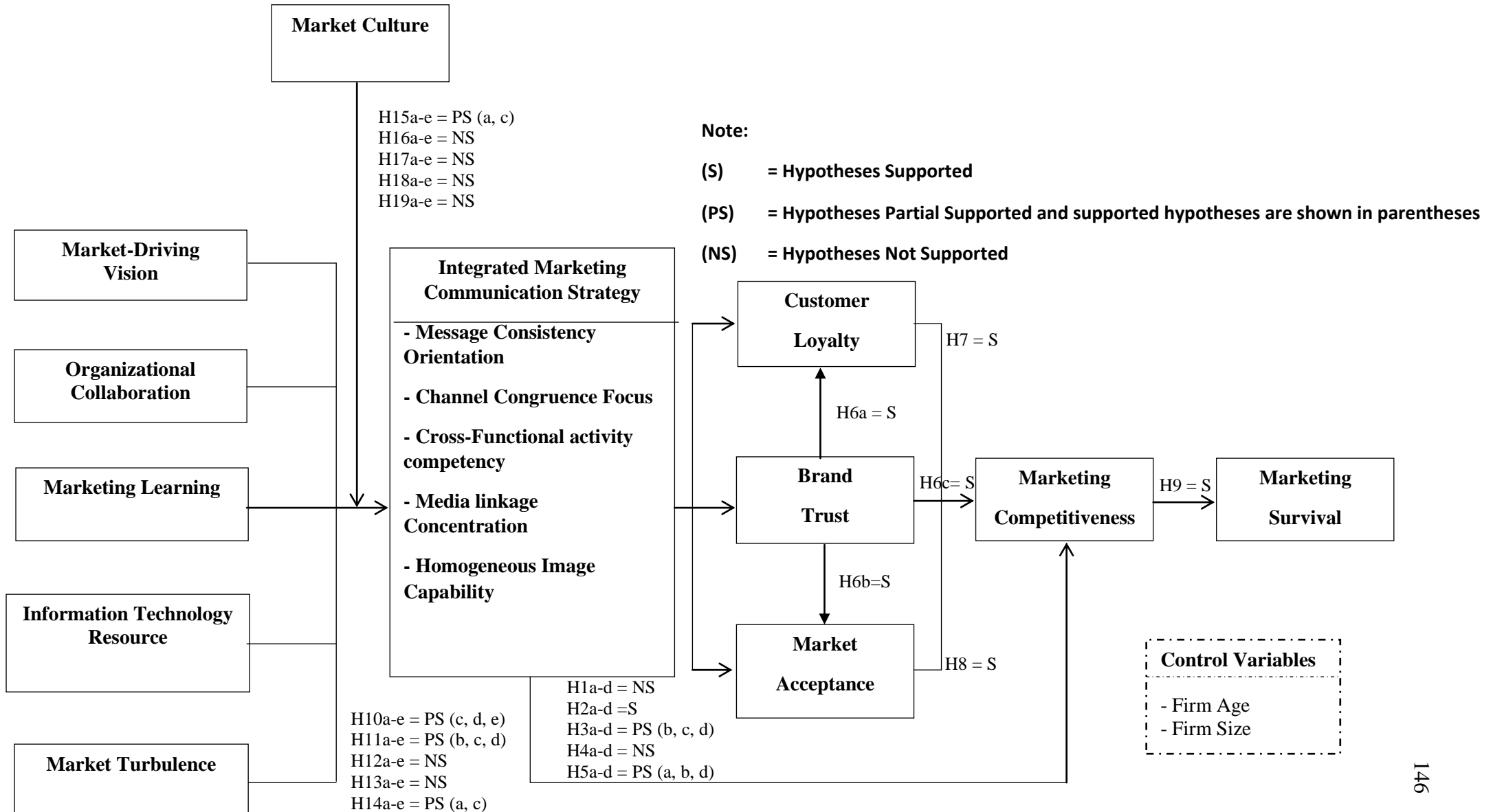


Table 20: Summary of the Results and Conclusions: in All Hypothesis Testing
(continued)

Research Questions	Hypothesis	Results	Conclusions
6. How does market culture moderate the relationships among market-driving vision, organizational collaboration, marketing learning, information technology resource, market turbulence and each of five dimensions of integrated marketing communication strategy?	Hypotheses H15a-e H16a-e H17a-e H18a-e H19a-e	Market culture moderates the relationship between market-driving vision with message consistency orientation and cross-functional activity competency.	Partially supported (H15a, and c) Not Supported (H15b,d, and e,H16a-e,H17a-e,H18a-e,H19a-e)



Figure 11: A Summary of the Results of Hypotheses Testing



Theoretical and Managerial Contributions

The conceptual model analyzed in this research provides contributions to the relationships among each dimension of integrated marketing communication strategies, its consequences, its antecedents, and its moderator. Considering the conceptual model, this research provided theoretical contributions and managerial contributions as follows.

Theoretical Contribution

This research attempts to investigate the relationships among integrated marketing communication strategy (message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability), and marketing survival through the mediating variables (brand trust, customer loyalty, market acceptance, marketing competitiveness). The antecedent variables (market-driving vision, organization collaboration, marketing learning, information technology resource, and market turbulence) and the moderating effect, such as market culture of this conceptual framework, are shown in Figure 1. This research attempts to categorize and develop the dimensions of integrated marketing communication strategy. The process of developing each variables and the linkage together of the relationships are based on three theories, namely, resource advantage theory, media richness theory (MRT) and contingency theory. This research suggests two theoretical contributions of integrated marketing communication strategy as follows.

Firstly, this research has proposed to provide a clear understanding about the relationship between integrated marketing communication strategy and marketing survival. In addition, the research employed three theoretical frameworks consisting of the resource advantage theory, media richness theory (MRT), and contingency theory, which are used to explain the conceptual model and develop the boundaries of these theories as follows. The resource advantage theory is explained the relationships among integrated marketing communication strategy and the consequence variables. The resource advantage theory described by firm produce superior value by presenting resource or reducing relative cost about process such as implement skill, expenditure, employee to sustain competitive advantage over competitor in market place finally can



increase marketing survival rate in the future. Additionally, the concept of media richness theory is firm's ability to create, develop skill or knowledge about media, communication activity to maintain the customers and build competitive advantage. Firm can apply communication channel to connect customer show high performance. Moreover, this research media linkage concentration doesn't affect on the consequence. The result reveals that firm can't link or use media to make the consumer interested. Because of the diversity of media, consumers are confused and, ultimately, do not understand the purpose of the media. Lastly, the contingency theory is little explained the phenomena of integrated marketing communication strategy and antecedents. Firms are faced to many situations in market such as high competitive in market, the changing about customer demand, the coming of new competitor, and the changing of governance policy. It's difficult for firm to forecast the future's direction correctly. Therefore, the ability of firms is to manage the best way to develop internal resources and the opportunism of external resources to take advantage over competitors through immediate responses to customer and market demand.

Secondly, this research has developed from prior research for proposing a new dimension of integrated marketing communication strategy that involves message consistency orientation, channel congruence focus, cross-functional activity competency, media linkage concentration, and homogeneous image capability. Especially, it understands important factors of integrated marketing communication; namely, market-driving vision, organization collaboration, marketing learning, information technology resource and market turbulence, its antecedents, its consequences, and the moderator. Each factor is adapted a concept from literature review and synthesis to conceptual framework in this study. The results also indicate that channel congruence focus, cross-functional activity competency, and homogeneous image capability are important to integrated marketing communication strategy. In addition, the results suggest that integrated marketing communication is one of strategic direction for the survival in market.

Managerial Contribution

This research provides a contribution and an implication that intends to be useful for the marketing director and marketing managers of related business.



Therefore, marketing executives, marketing directors or marketing managers have responsibility in determining the marketing strategy for planning the way in creating a competitive advantage more than competitor, which is to inspire firms' abilities to accomplish their marketing goal achievement and gain profit in long term. The results of this research recommend components of integrated marketing communication strategy which are the key components for enhancing the marketing outcomes which included brand trust, customer loyalty, market acceptance, and marketing competitiveness. Confidently, the marketing executives should focus on channel congruence focus, cross-functional activity competency and homogeneous image capability, because these are the significant factors of integrated marketing communication strategy. These conclude that the marketing executives, marketing director, and marketing managers should realize improved performance as follows:

First, channel congruence focus is firm to assess the communication channel for customer by analyzing strengths and weaknesses of communication channel and integration communication channels in the same way. For increasing the effective of channel congruence focus the marketing executives should emphasize on creating a consistent marketing communications channel, it will result in greater market performance. Moreover, executives should focus on integration of data communication channels in the same direction that will make the operation more successful. Additionally, for maximize effective marketing executives should combine strengths and weaknesses in each communication channel to maximize your ability for the best communication and analyzing communication channel links that allows the firm to choose powerful communication channel. Because the specific communication channel can enhance customer perception when firm choose the right communication channel to the right group of customers and the consequence is customer will accept and continuous purchase products.

Second, cross-functional activity competency is joint consultative meeting to organize the marketing communication activities of the organization continuously. The result reveals significant effect to customer loyalty, brand trust and marketing competitiveness. From the result the important of cross-functional integration helps employee across functions to collect and gain access to a broader range of knowledge of customers to build customer relationship and perceived value by planning and



development marketing communication tools for each customer segment which in turn leads to customer trust and loyalty. Additionally, marketing executives should use each department's collaboration to analyze the weaknesses and strengths of competitor media to produce credibility communication tools and engage consumers in order to achieve their potential. Because continuously work together can improve quality and strong point of marketing communication tools by integrating knowledge and ability from many departments which increase marketing competitiveness.

Third, marketing executives should concentrate on creating a communication image in the same direction that helps make customers loyalty and remember more of the firm. Additionally, executives should analyze of its strengths to systematic and concrete that will allow the same information to be presented in the same direction in a more systematic way. Moreover, marketing executives should present a good point and highlights of the firm to customers and those who are constantly involved that will help customers' satisfaction and investment in the development of the system in linking information related to attitudes. The result of customer perception congruence communication image can allow firm to build long-term relationships with their customers. Additionally, the research result reveals firm should develop of integrated marketing communication program that requires an in-depth analysis of the market or customer demand. This analysis might make use of marketing research as an input, which in turn provides the source for the development of integrated marketing communication strategies with regards to product, pricing, information, database, and marketing decisions. In this research the integrated marketing communication is a strategy for firm success such as gaining brand trust, customer loyalty, market acceptance, and marketing competitiveness. The empirical results also indicate that internal factors, including market- driving vision and organizational collaboration are important factors to increase the efficiency of integrated marketing communication strategy. Therefore, every business can use this research to get the competitive advantage by implementing integrated marketing communication to organizational planning because not only cost of product or process of firm but also firm should focus on customer demand, market trend, and the satisfaction of customers.

Finally, the success of integrated marketing communication strategy represents the ability to achieve a firm's capability to apply the marketing communication or skill



and to accomplish marketing goal achievement that leads firms to enhance their competitive advantage. In the context of fashion apparel business should focus on marketing competition, concentration on new marketing trend, proposing and developing high quality products to react customer demand to improve the capability of the firms more than competitor. In addition, with respect to the open-ended comments of respondents in the questionnaires, many comments from firm-owners or marketing managers claim that firm should react customer need and want because trend of fashions are changing every time. Firm needs to adapt many skills or finding new customer groups in market place and reacts with creating excellent value for those.

Limitations and Future Research Directions

The research findings represent information from fashionable apparel business in Thailand. The information data supports the empirical evidence and statistical limitations that should be discussed as follows:

Limitations

This research has some limitations that should be mentioned as they may lead to opportunities for the direction of future research. Firstly, some constructs of this research developed as a new scale. Although scales developed from a thorough literature review and are based on the definition of each construct, these new scales have not been verified and generalized. Secondly, the main stream of literature reviews is prior studies that are obtained from a foreign country. Although the concept is able to describe the relationship as a positive effect among variables, this research is adapted to empirically verify in a fashionable businesses context which many have unpredicted support assumptions. In fact, one reason for the impossibility of all literature to study in Thai business context is owing to the deficiency of either the study or the research which is related the database, little useable of research.

Future Research Directions

This research suggests the future research as follows: Firstly, due to a little support of a moderating influence of market culture on the relationships between the



antecedent variables and the dimensions of integrated marketing communication strategy. As mentioned in limitations above, future research should study under another context that affects on integrated marketing communication strategy such as effect of executive decision making, organization climate or marketing situation are moderating to enhance the relationships between the antecedent variables and the dimensions of integrated marketing communication strategy. Secondly, some dimensions of integrated marketing communication strategy (i.e. message consistency orientation and media linkage concentration) have no significant impact on the consequence. Thus, future research should consider conducting or revising this dimension by using qualitative research for understanding other aspects of these constructs and for using them as guidelines to prepare the questionnaire. Lastly, the researcher uses only one business. Future research should consider other sample sectors or compare with the same business in the industry that gives a result similar or different to this research, and to increase credibility and verify the generalizability of the study.



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APPENDICES



APPENDIX A
Respondent Characteristics



Table 1A: Key Respondent Characteristics

Descriptions	Categories	Frequencies	Percent
1. Gender	Male	65	51.59
	Female	61	48.41
	Total	126	100.00
2. Age	Less than 30 years old	14	11.11
	30-40 years old	70	55.56
	41-50 years old	23	18.25
	More than 50 years old	19	15.08
	Total	126	100.00
3. Marital status	Single	40	31.75
	Married	82	65.08
	Divorced	4	3.17
	Total	126	100.00
4. Education levels	Bachelor's degree or Lower	41	32.54
	Higher than Bachelor degree	85	67.46
	Total	126	100.00
5. Working experience	Less than 5 years	15	12.70
	5-10 years	53	47.62
	11-15 years	36	29.37
	More than 15 years	22	10.32
	Total	126	100.00
6. Current salary average per month	Less than 50,000 Baht	16	12.70
	50,000-100,000 Baht	60	47.62
	100,001-150,000 Baht	37	29.37
	More than 150,000 Baht	13	10.32
	Total	126	100.00
7. Current position	Marketing director	35	27.78
	Marketing manager	67	53.17
	Others	24	19.05
	Total	126	100.00



Table 2A: Characteristics of fashionable apparel businesses

Descriptions	Categories	Frequencies	Percent
1. Business types	Company Limited	49	38.89
	Partnership	77	61.11
	Total	126	100.00
2. Business Types	Sell to other buyers	31	24.60
	Sell directly to customers	77	61.11
	Sell to both buyers and customers	18	14.29
	Total	126	100.00
3. Business Location	Bangkok	44	34.92
	Northern Region	11	8.73
	Central Region	53	43.06
	The Northeast Region	11	8.73
	Western Region	6	4.76
	Southern Region	1	0.79
	Total	126	100.00
4. Operational Capital	Less than 5,000,000 Baht	15	12.20
	5,000,000 - 15,000,000 Baht	48	39.02
	15,000,001- 25,000,000 Baht	42	34.15
	More than 25,000,000 Baht	18	14.63
	Total	123	100.00
5. Operating Periods	Less than 5 years	10	7.94
	5-10 years	31	24.60
	11-15 years	45	35.71
	More than 15 years	40	31.75
	Total	126	100.00
6. Number of Employees	Less than 50 employees	18	14.29
	51 – 100 employees	40	31.75
	101 – 150 employees	37	29.37
	More than 150 employees	31	24.60
	Total	126	100.00
7. Firm's Average Revenues per Year	Less than 10,000,000 Baht	12	9.52
	10,000,000-30,000,000 Baht	34	26.98
	30,000,001-50,000,000 Baht	45	35.71
	More than 50,000,000 Baht	35	27.78
	Total	126	100.00



APPENDIX B

Item Factor Loadings and Reliability Analyses



Table B1: Item Factor Loadings and Reliability Analyses

Constructs	Item	Factor Loadings	Reliability (Alpha)
Message Consistency Orientation (MCO)	MCO 1	0.819	0.798
	MCO 2	0.777	
	MCO 3	0.779	
	MCO 4	0.782	
Channel Congruence Focus (CCF)	CCF 1	0.751	0.768
	CCF 2	0.789	
	CCF 3	0.747	
	CCF 4	0.789	
Cross-Functional activity competency (CFC)	CFC 1	0.695	0.745
	CFC 2	0.753	
	CFC 3	0.806	
	CFC 4	0.758	
Media linkage Concentration (MLC)	MLC 1	0.704	0.774
	MLC 2	0.835	
	MLC 3	0.778	
	MLC 4	0.771	
Homogeneous Image Capability (HIC)	HIC 1	0.760	0.752
	HIC 2	0.775	
	HIC 3	0.773	
	HIC 4	0.722	
Brand Trust (BRT)	BRT 1	0.756	0.650
	BRT 2	0.704	
	BRT 3	0.693	
	BRT 4	0.701	
Customer Loyalty (CLO)	CLO 1	0.745	0.719
	CLO 2	0.723	
	CLO 3	0.802	
	CLO 4	0.682	
Market Acceptance (MAC)	MAC 1	0.789	0.764
	MAC 2	0.765	
	MAC 3	0.762	
	MAC 4	0.746	
Marketing Competitiveness (MCC)	MCC 1	0.738	0.756
	MCC 2	0.777	
	MCC 3	0.683	
	MCC 4	0.855	
Marketing Survival (MSU)	MSU 1	0.763	0.794
	MSU 2	0.742	
	MSU 3	0.833	
	MSU 4	0.804	



Table B1: Item Factor Loadings and Reliability Analyses (Continued)

Constructs	Item	Factor Loadings	Reliability (Alpha)
Market-Driving Vision (MVD)	MVD 1	0.767	0.735
	MVD 2	0.737	
	MVD 3	0.765	
	MVD 4	0.723	
Organizational Collaboration (OCO)	OCO 1	0.750	0.745
	OCO 2	0.797	
	OCO 3	0.663	
	OCO 4	0.803	
Marketing Learning (MLE)	MLE 1	0.797	0.770
	MLE 2	0.743	
	MLE 3	0.763	
	MLE 4	0.777	
Information Technology Resource (ITR)	ITR 1	0.770	0.797
	ITR 2	0.830	
	ITR 3	0.742	
	ITR 4	0.808	
Market Turbulence (MTU)	MTU 1	0.763	0.798
	MTU 2	0.792	
	MTU 3	0.801	
	MTU 4	0.820	
Market Culture (MCU)	MCU 1	0.743	0.783
	MCU 2	0.758	
	MCU 3	0.806	
	MCU 4	0.806	



APPENDIX C
Non-Response Bias Tests



Test of Non-Response Bias

Comparison	First Group	Second Group	Value	Pearson Chi-Square Asymp. Sig (2-sided)
Business category			0.267	0.875
• Sell to other buyers	15	16		
• Sell directly to customers	38	39		
• Sell to both buyers and customers	10	8		
Total	126	126		
Operational Capital (Baht)			5.867	0.118
• Less than 5,000,000	8	8		
• 5,000,000 – 15,000,000	30	18		
• 15,000,001 – 25,000,000	16	27		
• More than 25,000,000	9	10		
Total	126	126		
Number of currently employees			4.663	0.198
• Less than 50 people	13	5		
• 50 - 100 people	18	22		
• 101 – 150 people	16	21		
• More than 150 people	16	15		
Total	126	126		



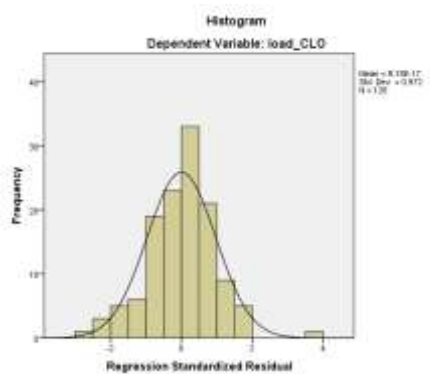
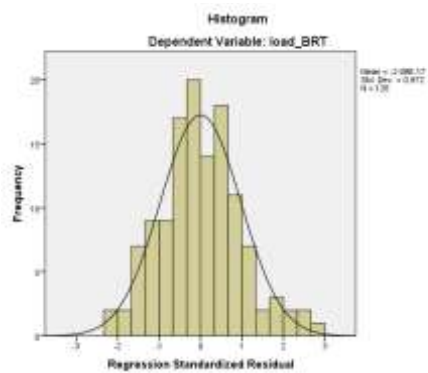
APPENDIX D

The Results of Basic Assumptions Testing



1. Normality

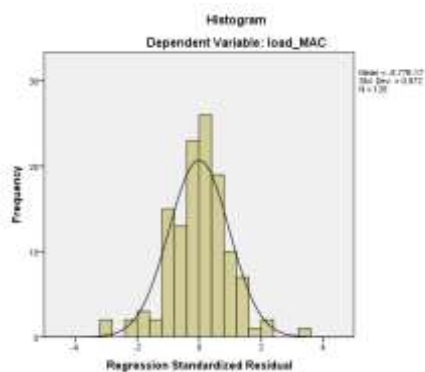
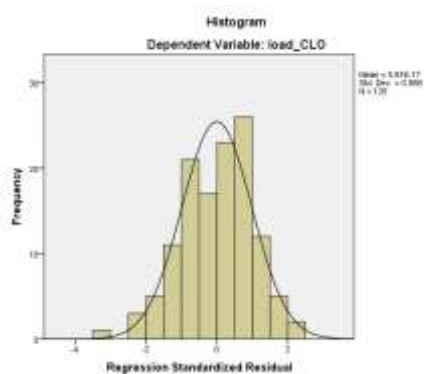
Histogram:



Equation 1

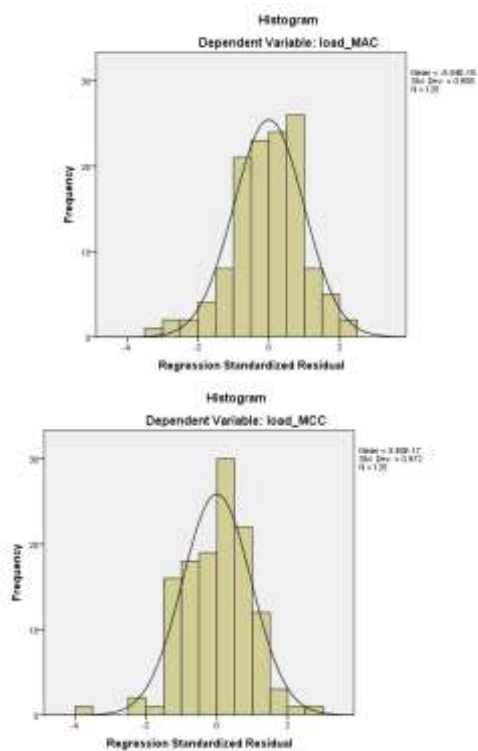
Equation 2





Equation 3

Equation 4



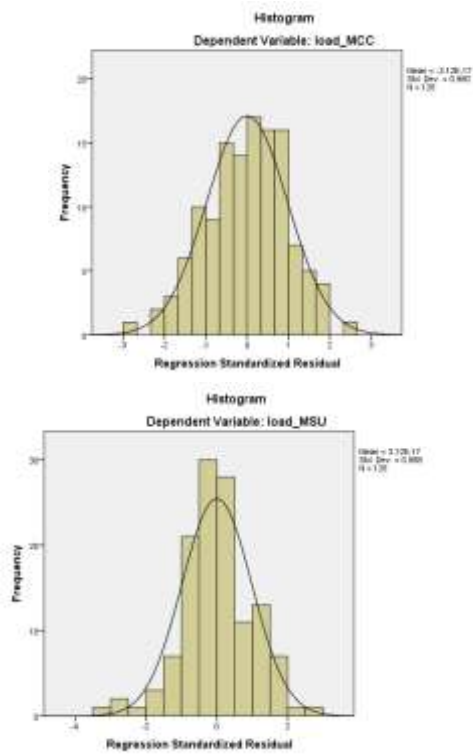
Equation 5

Equation 6



1. Normality(Continued)

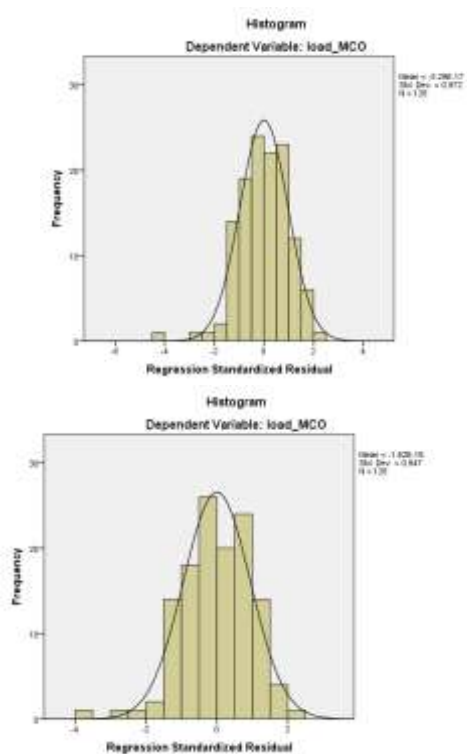
Histogram:



Equation 7

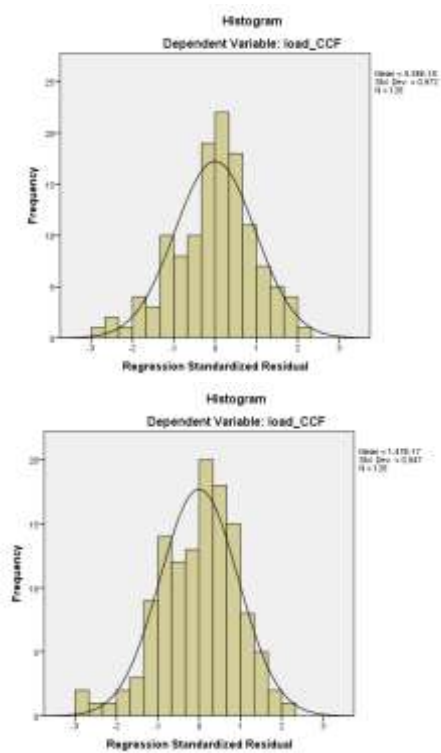
Equation 8





Equation 9

Equation 10



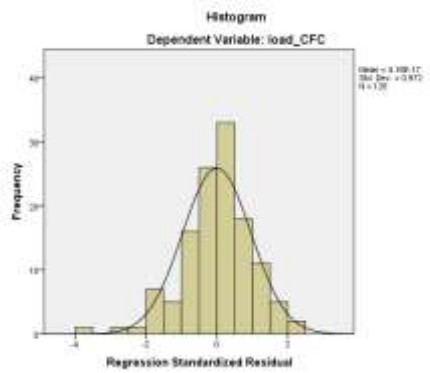
Equation 11

Equation 12

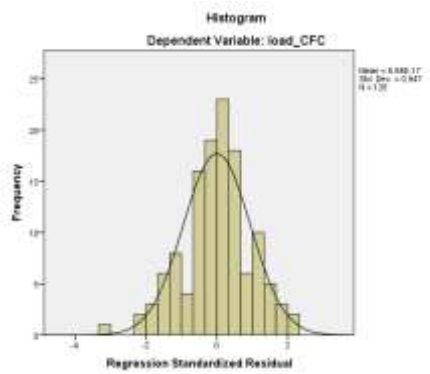


1. Normality(Continued)

Histogram:

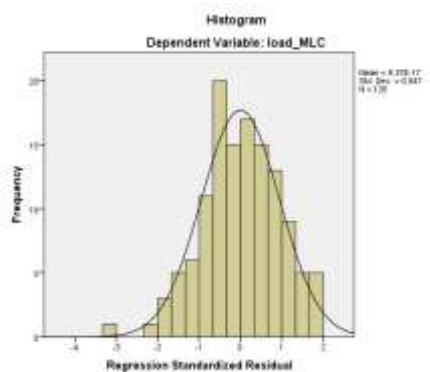
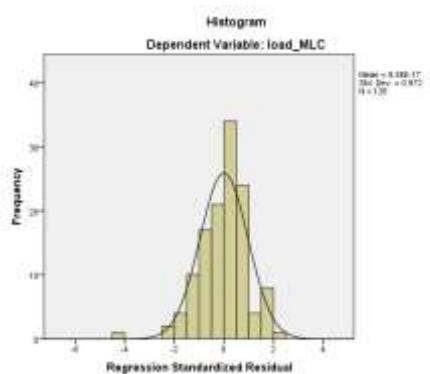


Equation 13



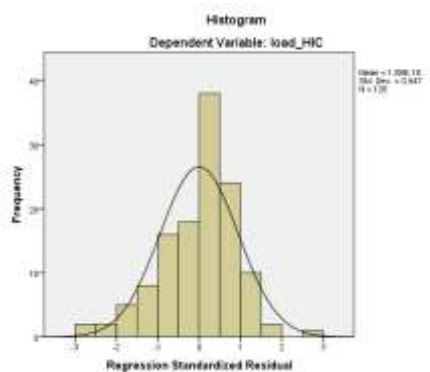
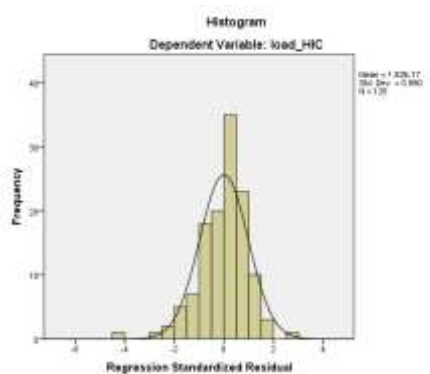
Equation 14





Equation 15

Equation 16



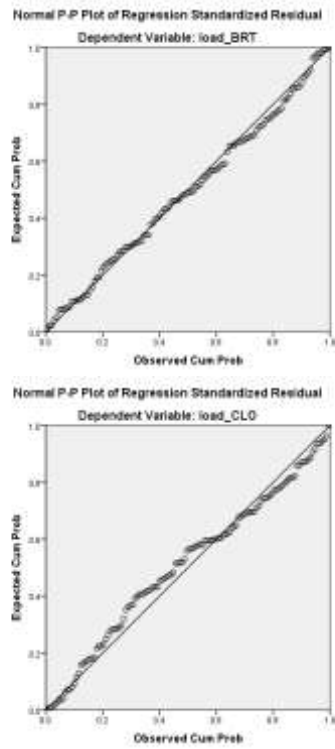
Equation 17

Equation 18



2. Linearity

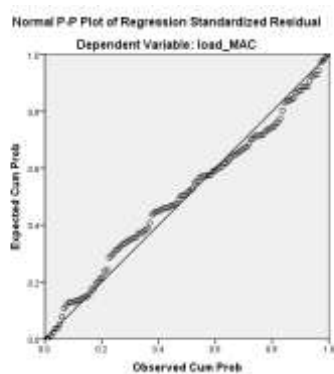
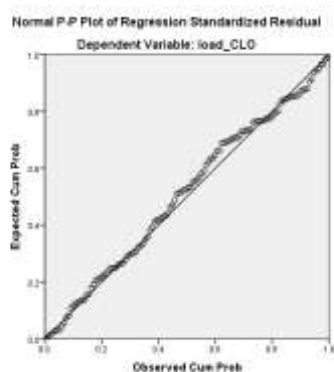
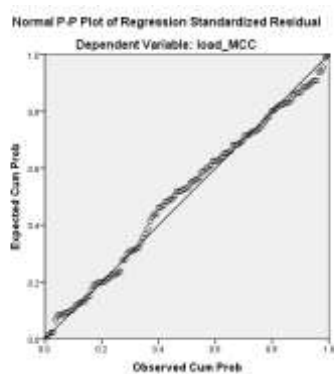
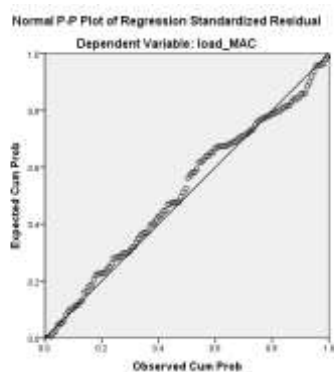
Normal Probability Plot:



Equation 1

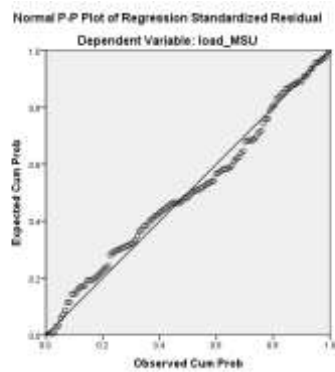
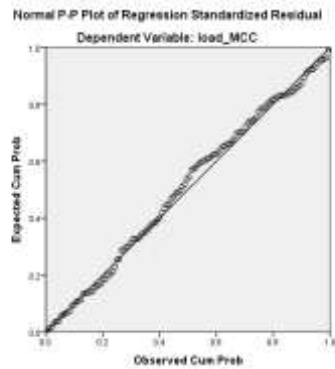
Equation 2



**Equation 3****Equation 4****Equation 5****Equation 6**

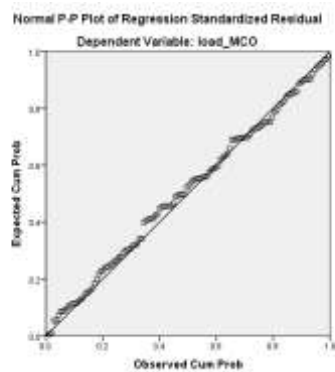
2. Linearity (Continued)

Normal Probability Plot:

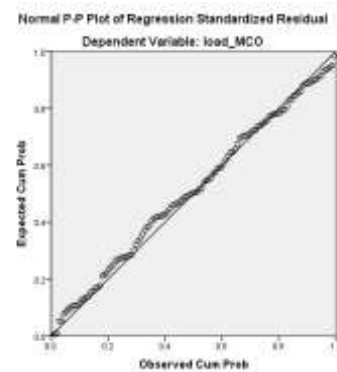


Equation 7

Equation 8

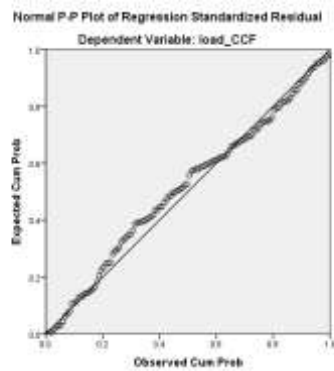


Equation 9

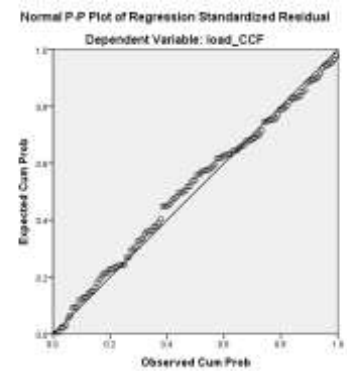


Equation 10





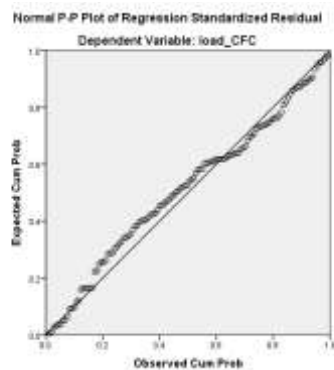
Equation 11



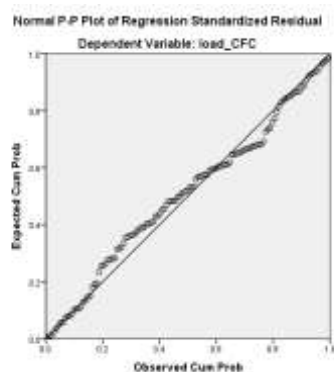
Equation 12

2. Linearity (Continued)

Normal Probability Plot:

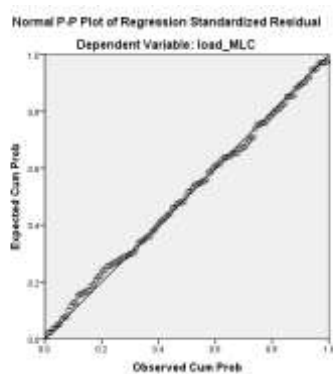
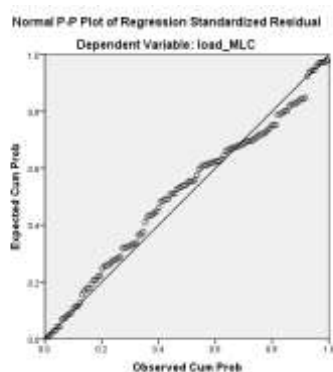


Equation 13



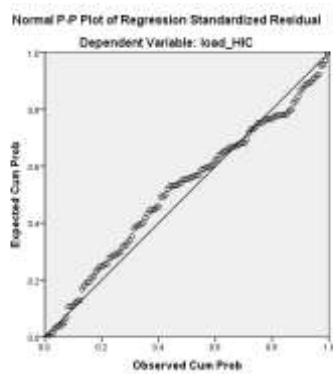
Equation 14



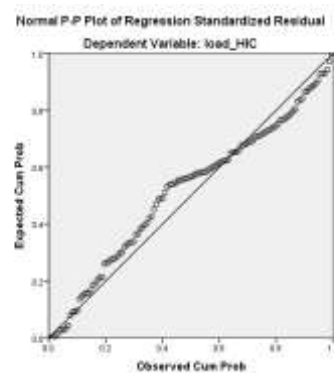


Equation 15

Equation 16



Equation 17

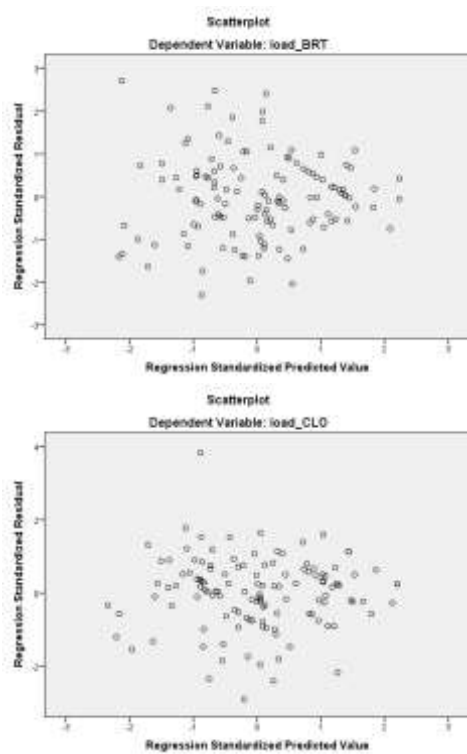


Equation 18



3. Homoscedasticity

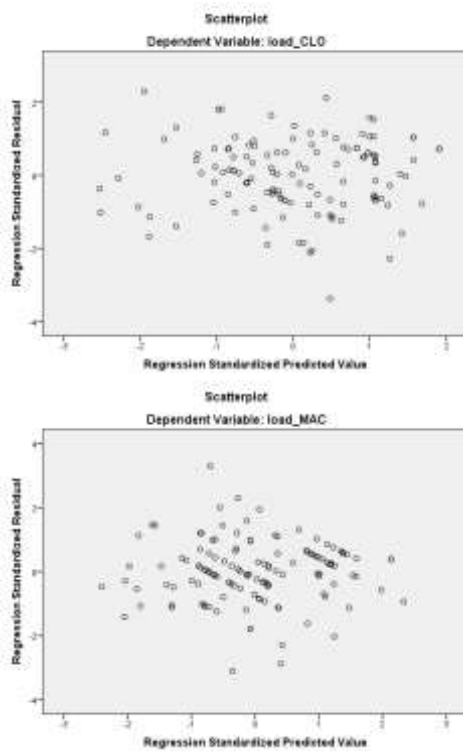
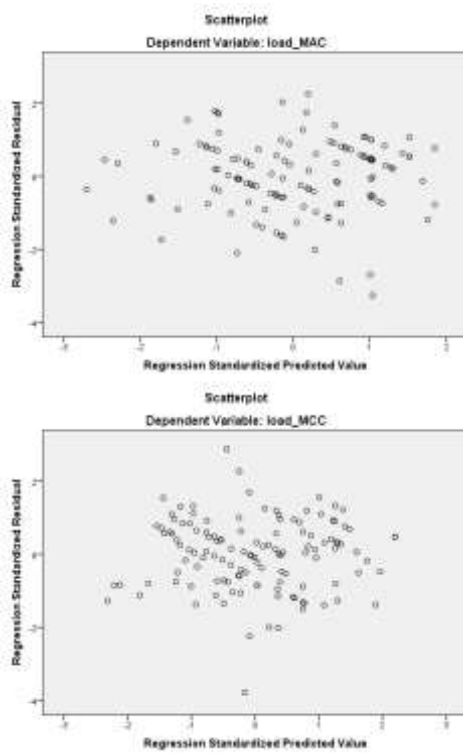
Scatter Plot:



Equation 1

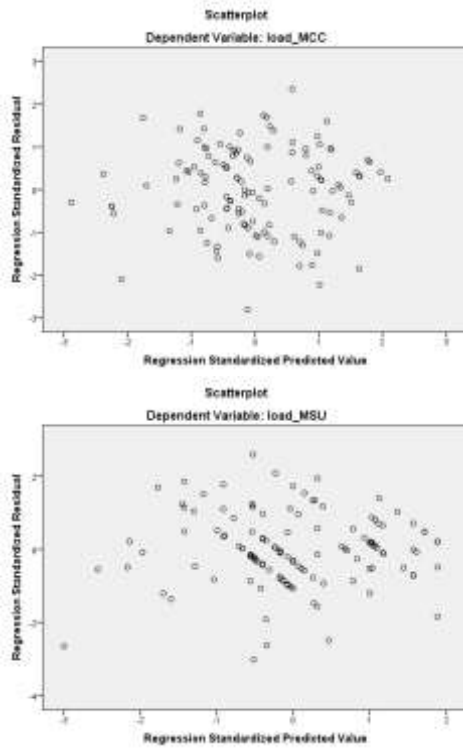
Equation 2



**Equation 3****Equation 4****Equation 5****Equation 6**

3. Homoscedasticity (Continued)

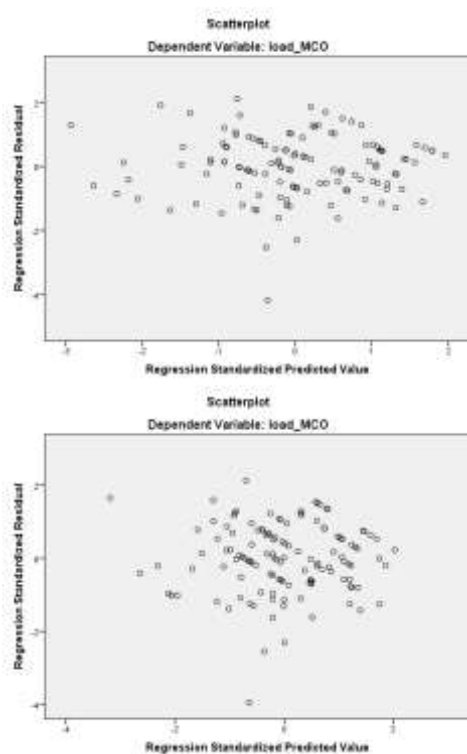
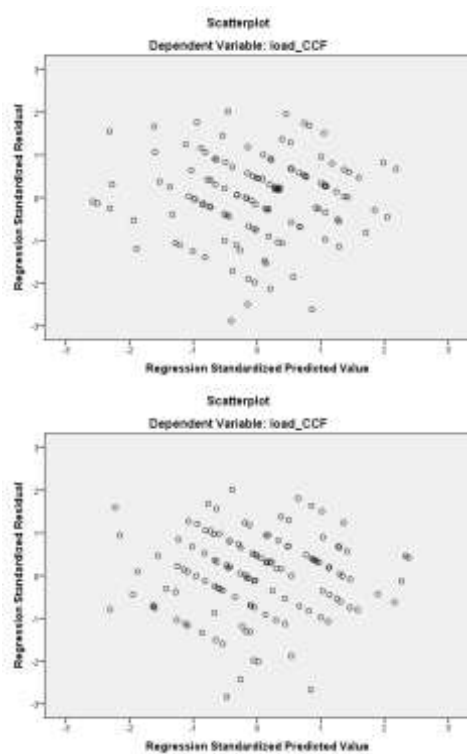
Scatter Plot:



Equation 7

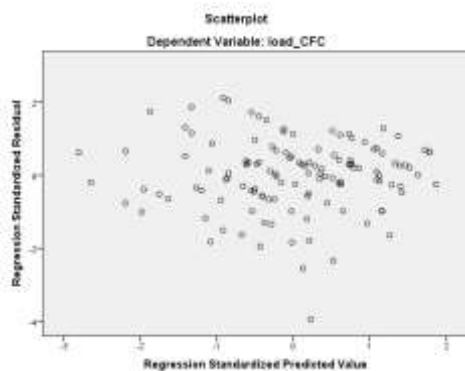
Equation 8



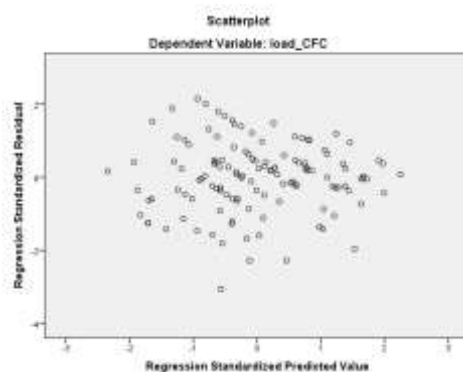
**Equation 9****Equation 10****Equation 11****Equation 12**

3. Homoscedasticity (Continued)

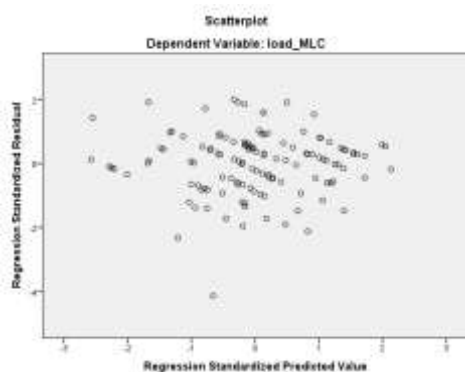
Scatter Plot:



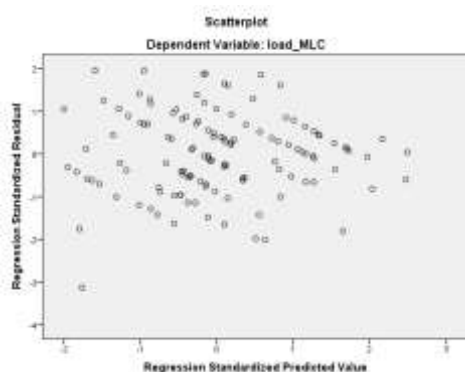
Equation 13



Equation 14

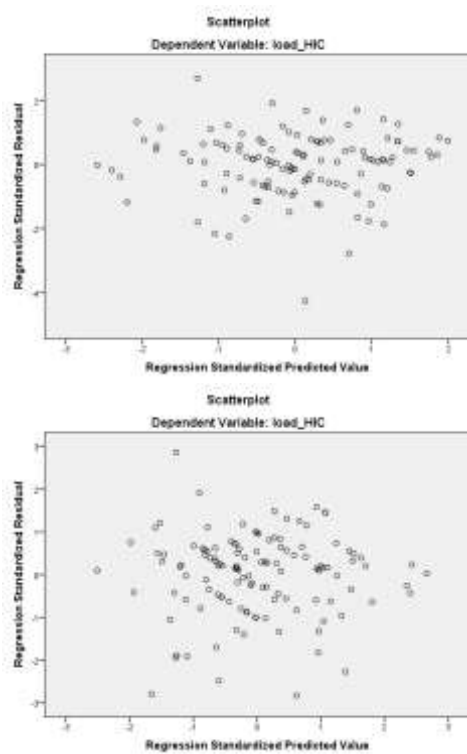


Equation 15



Equation 16



**Equation 17****Equation 18**

APPENDIX F
Cover Letters and Questionnaire: Thai Version



แบบสอบถามเพื่อการวิจัย

เรื่อง กลยุทธ์การสื่อสารการตลาดแบบบูรณาการและความอยู่รอดทางการตลาด: หลักฐานเชิงประจักษ์ ธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

คำชี้แจง

โครงการวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาวิจัยเรื่อง “กลยุทธ์การสื่อสารการตลาดแบบบูรณาการและความอยู่รอดทางการตลาด: หลักฐานเชิงประจักษ์ธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย” เพื่อใช้เป็นข้อมูลในการจัดทำวิทยานิพนธ์ ในระดับปริญญาเอกของผู้วิจัยในหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333

ข้าพเจ้าใคร่ขอความอนุเคราะห์จากท่านผู้ตอบแบบสอบถาม ได้โปรดตอบแบบสอบถามชุดนี้ โดยรายละเอียดของแบบสอบถามประกอบด้วยส่วนคำถาม 7 ตอน ดังนี้

ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารทางการตลาดธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ตอนที่ 2 ข้อมูลทั่วไปของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทยตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

คำตอบของท่านจะถูกเก็บรักษาเป็นความลับ และจะไม่มีการใช้ข้อมูลใด ๆ ที่เปิดเผยเกี่ยวกับตัวท่านในการรายงานข้อมูล รวมทั้งจะไม่มีการร่วมใช้ข้อมูลดังกล่าวกับบุคคลภายนอกอื่นใดโดยไม่ได้รับอนุญาตจากท่านท่านต้องการรายงานสรุปผลการวิจัยหรือไม่() ต้องการ E - mail () ไม่ต้องการ หากท่านต้องการรายงานสรุปผลการวิจัย โปรดระบุ E-mail Address หรือแนบนามบัตรของท่าน ผู้วิจัยขอขอบพระคุณที่ท่านได้กรุณาเสียสละเวลาในการให้ข้อมูลที่เป็นประโยชน์อย่างยิ่งต่อการวิจัยในครั้งนี้ มา ณ โอกาสนี้ หากท่านมีข้อสงสัยประการใดเกี่ยวกับแบบสอบถาม โปรดติดต่อผู้วิจัย นายสรวิทย์ งามสุทธิ โทรศัพท์เคลื่อนที่ 088-3405769 หรือ E - mail: soraiwt_oat@hotmail.com

(นายสรวิทย์ งามสุทธิ)

นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการตลาด
คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม



ตอนที่ 1 ข้อมูลทั่วไปของผู้บริหารธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ น้อยกว่า 30 ปี

☐ 30 – 40 ปี

☐ 41 – 50 ปี

☐ มากกว่า 50 ปี

3. สถานภาพ

☐ โสด

☐ สมรส

☐ หม้าย/หย่าร้าง

4. ระดับการศึกษา

☐ ปริญญาตรีหรือเทียบเท่า

☐ สูงกว่าปริญญาตรี

5. ประสบการณ์ในการทำงาน

☐ น้อยกว่า 5 ปี

☐ 5 – 10 ปี

☐ 11 – 15 ปี

☐ มากกว่า 15 ปี

6. รายได้เฉลี่ยต่อเดือน

☐ ต่ำกว่า 50,000 บาท

☐ 50,000-100,000 บาท

☐ 100,001-150,000 บาท

☐ มากกว่า 150,000 บาท

7. ตำแหน่งงานในปัจจุบัน

☐ ผู้อำนวยการฝ่ายการตลาด

☐ ผู้จัดการฝ่ายการตลาด

☐ อื่น ๆ (โปรดระบุ).....



ตอนที่ 2 ข้อมูลทั่วไปของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

1. รูปแบบธุรกิจ

☐ บริษัทจำกัด

☐ ห้างหุ้นส่วน

2. ลักษณะธุรกิจ (ตอบได้มากกว่า 1 ข้อ)

☐ จำหน่ายให้ผู้ประกอบการรายอื่น

☐ จำหน่ายให้ผู้บริโภคโดยตรง

3. ที่ตั้งของธุรกิจ

☐ กรุงเทพมหานคร

☐ ภาคเหนือ

☐ ภาคกลาง

☐ ภาคตะวันออก

☐ ภาคตะวันออกเฉียงเหนือ

☐ ภาคใต้

☐ ภาคตะวันตก

4. ทุนในการดำเนินงาน

☐ ต่ำกว่า 5,000,000 บาท

☐ 5,000,000 -15,000,000 บาท

☐ 15,000,001 -25,000,000 บาท

☐ มากกว่า 25,000,000 บาท

5. ระยะเวลาในการดำเนินธุรกิจ

☐ น้อยกว่า 5 ปี

☐ 5 – 10 ปี

☐ 11 – 15 ปี

☐ มากกว่า 15 ปี

6. จำนวนพนักงานในปัจจุบัน

☐ น้อยกว่า 50 คน

☐ 50 - 100 คน

☐ 101 - 150 คน

☐ มากกว่า 150 คน

7. รายได้ของกิจการเฉลี่ยต่อปี

☐ ต่ำกว่า 10,000,000 บาท

☐ 10,000,000 -30,000,000 บาท

☐ 30,000,001 -50,000,000 บาท

☐ มากกว่า 50,000,000 บาท



ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

กลยุทธ์การสื่อสารการตลาดแบบบูรณาการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<u>การมุ่งเน้นความสม่ำเสมอของข้อมูลข่าวสาร (Message Consistency Orientation)</u> 1. กิจกรรมเชื่อมั่นว่าการนำเสนอข้อมูลข่าวสารที่มีความสม่ำเสมอ จะช่วยให้ลูกค้าและตลาดเกิดความเข้าใจการบริหารองค์กรได้ดียิ่งขึ้น					
2. กิจกรรมให้ความสำคัญกับการจัดทำแผนการนำเสนอข้อมูลข่าวสารจากกิจกรรมไปยังลูกค้าอย่างเป็นระบบและรูปธรรม จะช่วยให้ การดำเนินกิจกรรมทางการตลาดมีประสิทธิภาพมากยิ่งขึ้น					
3. กิจกรรมมุ่งมั่นในการประยุกต์ใช้เทคโนโลยีในการนำเสนอข้อมูล ข่าวสารไปยังลูกค้าอย่างเต็มที่ ซึ่งจะช่วยให้การสื่อสารข้อมูล มีประสิทธิภาพมากยิ่งขึ้น					
4. กิจกรรมมุ่งเน้นในการพัฒนาระบบการสื่อสารข้อมูลไปยังลูกค้า อย่างเป็นรูปธรรม ซึ่งจะทำให้กิจการมีการพัฒนาอย่างต่อเนื่อง และเป็นการสร้างความได้เปรียบทางการแข่งขันทางการตลาด					
<u>การมุ่งเน้นความสอดคล้องของช่องทางการสื่อสาร (Channel Congruence Focus)</u> 5. กิจกรรมเชื่อมั่นว่าการมีช่องทางการสื่อสารการตลาดที่สอดคล้องกัน จะทำให้เกิดประสิทธิภาพการดำเนินการตลาดมากยิ่งขึ้น					
6. กิจกรรมให้ความสำคัญกับการบูรณาการช่องทางการสื่อสารข้อมูล ไปในทิศทางเดียวกัน ซึ่งจะทำให้การดำเนินงานประสบความสำเร็จมากยิ่งขึ้น					



ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่น
ในประเทศไทย

กลยุทธ์การสื่อสารการตลาดแบบบูรณาการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
7. กิจกรรมมุ่งมั่นให้มีการผสมผสานจุดแข็งและจุดอ่อนของแต่ละช่องทางการสื่อสารเข้าด้วยกันเพื่อช่วยให้กิจการเพิ่มขีดความสามารถในการสื่อสารได้ดีที่สุด					
8. กิจกรรมมุ่งเน้นให้การวิเคราะห์ถึงความเชื่อมโยงช่องทางการสื่อสารต่างๆ ซึ่งทำให้กิจการสามารถเลือกใช้ช่องทางการสื่อสารได้มีประสิทธิภาพมากยิ่งขึ้น					
<u>ความสามารถในการจัดกิจกรรมข้ามสายงาน (Cross-Functional competency)</u>					
9. กิจกรรมเชื่อมั่นว่าการจัดกิจกรรมการสื่อสารทางการตลาดข้ามสายงานร่วมกันอย่างเป็นระบบ ซึ่งจะทำให้กิจการสามารถตอบสนองความต้องการของลูกค้าได้ดียิ่งขึ้น					
10. กิจการให้ความสำคัญกับการเชื่อมโยงกิจกรรมการสื่อสารทางการตลาด เพื่อช่วยให้เกิดประสิทธิภาพในการดำเนินงานการตลาดมากยิ่งขึ้น					
11. ในการจัดกิจกรรมการสื่อสารทางการตลาด กิจการมุ่งเน้นให้แต่ละหน่วยงานเข้ามามีส่วนร่วมในการนำเสนอประเด็นการตลาดด้วยกัน ซึ่งจะทำให้เกิดความเข้าใจถูกต้องมากยิ่งขึ้น					
12. กิจการส่งเสริมให้บุคลากรได้มีการประชุมปรึกษาหารือร่วมกัน ในการจัดกิจกรรมการสื่อสารทางการตลาดขององค์กรอย่างต่อเนื่อง จะช่วยทำให้การดำเนินงานบรรลุเป้าหมายได้ดียิ่งขึ้น					



ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่น
ประเทศไทย

กลยุทธ์การสื่อสารการตลาดแบบบูรณาการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<u>การให้ความสำคัญกับการเชื่อมโยงสื่อเข้าด้วยกัน</u> <u>(Media linkage Concentration)</u> 13. กิจกรรมเชื่อมั่นว่าการเชื่อมโยงการวางแผนสื่อทางการตลาดในการให้ข้อมูลต่างๆเข้าด้วยกัน จะช่วยทำให้การบริหารการตลาดประสบความสำเร็จมากยิ่งขึ้น					
14. กิจกรรมให้ความสำคัญกับการวิเคราะห์ข้อดีและข้อเสียของสื่อประเภทต่างๆอย่างเป็นระบบ ซึ่งจะช่วยให้สามารถประยุกต์ใช้การวางแผนสื่อในการตลาดได้อย่างมีประสิทธิภาพมากยิ่งขึ้นทั้งในปัจจุบันและอนาคต					
15. กิจกรรมให้ความสำคัญกับการบูรณาการสื่อ ทั้งที่เกี่ยวข้องกับเทคโนโลยีและสื่อที่ไม่เกี่ยวข้องกับเทคโนโลยี อย่างเป็นรูปธรรมซึ่งจะทำให้การดำเนินการด้านการสื่อสารมีประสิทธิภาพมากยิ่งขึ้น					
16. กิจกรรมสนับสนุนให้มีการพัฒนาและออกแบบสื่อในการส่งข้อมูลข่าวสารไปยังลูกค้าอย่างเป็นรูปธรรมซึ่งจะช่วยให้การดำเนินงานการตลาดบรรลุเป้าหมายได้ดียิ่งขึ้น					
<u>ศักยภาพในการสร้างภาพลักษณ์ไปในทิศทางเดียวกัน</u> <u>(Homogeneous Image Capability)</u> 17. กิจกรรมเชื่อมั่นว่าศักยภาพในการสร้างภาพลักษณ์ทางการตลาด ไปในทิศทางเดียวกัน ช่วยทำให้ลูกค้าเกิดความจงรักภักดีและจดจำกิจการได้มากขึ้น					
18. กิจกรรมให้ความสำคัญกับการวิเคราะห์จุดเด่นที่เกี่ยวข้องกับองค์กรอย่างเป็นระบบและรูปธรรม จะช่วยให้นำเสนอข้อมูลเดียวกันไปในทิศทางเดียวกันอย่างเป็นระบบได้ดียิ่งขึ้น					



ตอนที่ 3 ความคิดเห็นเกี่ยวกับกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่น
ประเทศไทย

กลยุทธ์การสื่อสารการตลาดแบบบูรณาการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
19. กิจกรรมมุ่งเน้นในการนำเสนอ จุดดีและข้อเด่นของ กิจการไปสู่ ลูกค้าและผู้ที่มีส่วนเกี่ยวข้องอย่างต่อเนื่อง ซึ่ง จะช่วยให้ลูกค้าเกิดความพึงพอใจและความเชื่อมั่นในตัว กิจการ					
20. กิจการให้ความสำคัญกับการลงทุนในการพัฒนาระบบ ในการเชื่อมโยงข้อมูลที่เกี่ยวข้องกับทัศนคติ ข้อคิด และการ ยอมรับต่างๆของลูกค้าเข้าด้วยกัน ซึ่งช่วยให้กิจการบริหาร การตลาดได้อย่างมีประสิทธิภาพ					



ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
<u>ความน่าเชื่อถือในตราสินค้า (brand trust)</u>					
1. กิจการได้รับการยอมรับจากลูกค้าว่าเป็นกิจการที่มีการบริหารงานที่ดีมีประสิทธิภาพในการผลิตสินค้าและบริการที่ดีและมีคุณภาพอย่างต่อเนื่อง					
2. เมื่อเปรียบเทียบกับคู่แข่ง กิจการเป็นกิจการหนึ่งซึ่งได้รับความมั่นใจจากผู้ที่มีส่วนเกี่ยวข้องว่าเป็นกิจการที่ดำเนินธุรกิจภายใต้ศักยภาพและความสามารถในการผลิตสินค้าอย่างเต็มที่					
3. กิจการได้รับการรับรองว่าเกี่ยวข้องกับโครงสร้างองค์กรทั้งด้านสินค้าและบริการ และความสามารถในการดำเนินงานอย่างต่อเนื่อง					
4. กิจการมั่นใจว่าความรู้สึกที่ดีและความประทับใจของลูกค้าและผู้ที่มีส่วนเกี่ยวข้อง จะทำให้การดำเนินงานของกิจการมีความมั่นคงมากยิ่งขึ้น					
<u>ความจงรักภักดีของลูกค้า (Customer Loyalty)</u>					
5. ลูกค้าเก่าเข้ามาซื้อสินค้าบริการของกิจการอย่างต่อเนื่อง					
6. ลูกค้าเก่าได้แนะนำให้ลูกค้าใหม่ให้มาซื้อผลิตภัณฑ์และบริการของกิจการอย่างต่อเนื่อง					
7. เมื่อมีการนำเสนอสินค้าและบริการใหม่ลูกค้าจะมีความกระตือรือร้นจะเข้ามามีส่วนร่วมในกิจกรรมต่างๆ อย่างชัดเจน					
8. ลูกค้ามั่นใจเสมอว่าการเข้าร่วมกิจกรรมต่างๆ กับกิจการจะช่วยทำให้วิถีชีวิตและการดำเนินงานที่มีคุณภาพและมีประสิทธิภาพมากยิ่งขึ้น					
<u>การยอมรับของตลาด (Market Acceptance)</u>					
9. กิจการได้รับการยอมรับจากตลาดว่าเป็นผู้นำการผลิตสินค้าและบริการอย่างต่อเนื่อง					



ตอนที่ 4 ความคิดเห็นเกี่ยวกับผลการดำเนินงานของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย (ต่อ)

ผลการดำเนินงาน	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปานกลาง 3	น้อย 2	น้อยที่สุด 1
10. กิจกรรมการนำเสนอสินค้าและบริการรูปแบบใหม่ๆออกสู่ตลาดอย่างต่อเนื่อง					
12. เมื่อนึกถึงกิจการที่มีการดำเนินการทางการตลาดอย่างมืออาชีพ กิจกรรมเป็นกิจการหนึ่งที่ได้รับการยอมรับทั้งในอดีต ปัจจุบันและอนาคต					
<u>ความสามารถในการแข่งขันทางการตลาด (marketing competitiveness)</u>					
13. กิจกรรมการนำเสนอสินค้าและบริการเพื่อตอบสนองต่อลูกค้าได้ดีกว่าคู่แข่ง					
14. กิจกรรมมีต้นทุนในการดำเนินงานทางการตลาดที่เหมาะสมและสอดคล้องกับสอดคล้องกับสถานการณ์ทางการตลาด					
15. กิจกรรมมีนวัตกรรมและการสร้างสรรค์สิ่งใหม่ทางการตลาดอย่างต่อเนื่องและดีกว่าคู่แข่งอย่างชัดเจน					
16. กิจกรรมสามารถจูงใจให้ลูกค้าเข้ามาซื้อผลิตภัณฑ์และบริการได้อย่างต่อเนื่องจากอดีตจนถึงปัจจุบัน					
<u>การอยู่รอดทางการตลาด (Marketing Survival)</u>					
17. กิจกรรมมีผลการดำเนินงานทางการตลาดที่สอดคล้องกับเป้าหมายและผลการดำเนินงานอย่างต่อเนื่อง					
18. กิจกรรมมีผลกำไรที่เกิดขึ้นจากการดำเนินงานทางการตลาดที่ดีขึ้นอย่างต่อเนื่องจากอดีตจนถึงปัจจุบัน					
19. กิจกรรมมั่นใจว่ากิจการจะสามารถดำเนินงานทางการตลาดให้เจริญเติบโตได้ในอนาคตได้เป็นอย่างดี					
20. ผู้บริหารมีความพึงพอใจกับผลการปฏิบัติงานการตลาดทั้งในอดีต ปัจจุบัน และในอนาคตที่คาดว่าจะเกิดขึ้น					



ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบบูรณาการ
ของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ปัจจัยภายในที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาด แบบบูรณาการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปาน กลาง 3	น้อย 2	น้อย ที่สุด 1
<u>วิสัยทัศน์ทางการตลาดเชิงรุก (Marketing Vision-Driving)</u>					
1. กิจกรรมเชื่อมั่นว่าการกำหนดแนวทางและนโยบายทางการตลาด ที่มุ่งเน้นในอนาคตอย่างชัดเจน จะช่วยให้กิจกรรมบรรลุเป้าหมายได้อย่างมีประสิทธิภาพ					
2. กิจกรรมให้ความสำคัญกับการประยุกต์ใช้เทคนิคและเทคโนโลยีทางการตลาดสมัยใหม่เข้ามาใช้ในการดำเนินงานขององค์กรซึ่งช่วยให้การปฏิบัติงานเกิดความคล่องตัวมากขึ้น					
3. กิจกรรมส่งเสริมให้บุคลากรมีการคิดสร้างสรรค์ผลิตภัณฑ์และบริการใหม่ๆอย่างต่อเนื่อง ซึ่งช่วยให้กิจการได้รับความเชื่อถือจากตลาดอย่างต่อเนื่อง					
4. กิจกรรมให้ความสำคัญในการจัดสรรงบประมาณเพื่อการวิจัย พัฒนาผลิตภัณฑ์และบริการใหม่ๆอย่างต่อเนื่อง ซึ่งจะช่วยให้อาจสามารถสร้างศักยภาพได้เหนือกว่าคู่แข่ง					
<u>ความร่วมมือขององค์กร (Organizational Collaboration)</u>					
5. กิจกรรมเชื่อมั่นว่าการดำเนินงานขององค์กรที่ได้รับความร่วมมือจากหน่วยงานที่เกี่ยวข้อง ซึ่งจะช่วยทำให้เกิดความยืดหยุ่นในการปฏิบัติงานได้ดีมากยิ่งขึ้น					
6. กิจกรรมให้ความสำคัญกับการมีส่วนร่วมของหน่วยงานต่างๆ ในการดำเนินกิจกรรมขององค์กรอย่างเป็นระบบ ซึ่งจะช่วยให้อาจบรรลุเป้าหมายขององค์กรมีประสิทธิภาพมากขึ้น					



ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบบูรณาการ
ของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย (ต่อ)

ปัจจัยภายในที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาด แบบบูรณาการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปาน กลาง 3	น้อย 2	น้อย ที่สุด 1
7. กิจกรรมส่งเสริมให้บุคลากรมีการผสมผสานบูรณาการแนวคิด อย่างเป็นรูปธรรม ซึ่งจะช่วยให้ให้องค์กรเกิดการสร้างสรรค์ องค์ความรู้ใหม่ๆ มากยิ่งขึ้น					
8. กิจกรรมมุ่งมั่นการผลักดันแนวคิดในการทำงานร่วมกัน อย่างเป็นทีมซึ่งจะช่วยให้การแก้ปัญหาในองค์กรมี ประสิทธิภาพมากยิ่งขึ้น					
การเรียนรู้การตลาด (Marketing learning)					
9. กิจกรรมเชื่อมั่นว่าการเรียนรู้การตลาดอย่างต่อเนื่อง ทำให้ เกิดความรู้และความเข้าใจในตัวลูกค้าและคู่แข่งมากขึ้น					
10. กิจกรรมให้ความสำคัญในการนำประสบการณ์ทางการตลาด ที่ดีในอดีต มาใช้เป็นแนวทางในการดำเนินงานในปัจจุบัน ซึ่ง ส่งผลให้กิจการมีความได้เปรียบด้านข้อมูลเหนือคู่แข่ง					
11. กิจกรรมส่งเสริมให้บุคลากรเข้าร่วมการอบรมเกี่ยวกับ เทคนิคและวิธีการตลาดสมัยใหม่ ซึ่งช่วยให้การดำเนินงาน ทางการตลาดมีประสิทธิภาพมากยิ่งขึ้น					
12. กิจกรรมมุ่งมั่นในการวิจัย และพัฒนาที่เกี่ยวข้องกับ การตลาดอย่างต่อเนื่อง ซึ่งช่วยให้สามารถวางแผนการตลาด และดำเนินกลยุทธ์ได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					
ทรัพยากรเทคโนโลยีสารสนเทศ (Information technology resource)					
13. กิจกรรมเชื่อมั่นว่าการมีเทคโนโลยีสารสนเทศที่ดีอย่างเป็น ระบบและรูปธรรม จะช่วยทำให้การบริหารงานประสบ ความสำเร็จมากยิ่งขึ้น					



ตอนที่ 5 ความคิดเห็นเกี่ยวกับปัจจัยภายในที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบบูรณาการ
ของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย(ต่อ)

ปัจจัยภายในที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบ บูรณาการ	ระดับความคิดเห็น				
	มากที่สุด 5	มาก 4	ปาน กลาง 3	น้อย 2	น้อย ที่สุด 1
14. กิจกรรมมุ่งมั่นในการพัฒนาระบบเทคโนโลยีอย่างต่อเนื่องซึ่งจะช่วยให้สามารถประยุกต์ใช้ในการทำงานได้อย่างเต็มที่และสอดคล้องกับสถานการณ์					
16. กิจกรรมให้การสนับสนุนให้บุคลากรพัฒนาความรู้ความสามารถทางด้านเทคโนโลยี จะช่วยให้สามารถนำเทคโนโลยีมาใช้ในการดำเนินงานให้มีประสิทธิภาพมากยิ่งขึ้น					
วัฒนธรรมตลาด (Market culture)					
17. กิจกรรมเชื่อมั่นว่าการยึดถือลูกค้าเป็นศูนย์กลางในการดำเนินงาน จะช่วยให้การดำเนินงานขององค์กรบรรลุเป้าหมายได้ดียิ่งขึ้น					
17. กิจกรรมมุ่งมั่นในการพัฒนาสินค้าและบริการอย่างต่อเนื่องซึ่งช่วยให้ตอบสนองต่อความต้องการของลูกค้าได้มากยิ่งขึ้น					
18. กิจกรรมให้ความสำคัญกับการวิเคราะห์คู่แข่งชั้นทางการตลาดอย่างต่อเนื่อง ซึ่งช่วยให้กิจกรรมปรับเปลี่ยนกลยุทธ์ทางการตลาดให้เหนือกว่าคู่แข่ง					
19. กิจกรรมให้ความสำคัญกับการวิเคราะห์สภาพแวดล้อมทางการตลาดอย่างเป็นระบบและรูปธรรม ซึ่งส่งผลให้กิจกรรมดำเนินงานได้อย่างมีประสิทธิภาพมากยิ่งขึ้น					



ตอนที่ 6 ความคิดเห็นเกี่ยวกับปัจจัยภายนอกที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

ปัจจัยภายนอกที่ส่งผลต่อกลยุทธ์การสื่อสารการตลาดแบบบูรณาการ	ระดับความคิดเห็น				
	มาก ที่สุด	มาก	ปาน กลาง	น้อย	น้อย ที่สุด
	5	4	3	2	1
ความผันผวนของตลาด (Market turbulence)					
1. ในปัจจุบันลูกค้ามีความต้องการที่หลากหลายมากยิ่งขึ้น ทำให้กิจการต่างๆต้องมุ่งเน้นทำความเข้าใจเพื่อตอบสนองให้ดียิ่งขึ้น					
2. คู่แข่งขันมีศักยภาพและความสามารถมากยิ่งขึ้นทำให้กิจการต่างๆต้องมุ่งมั่นพัฒนาศักยภาพและพัฒนาเพื่อให้ต่อสู้กับการแข่งขันได้ดียิ่งขึ้น					
3. ในปัจจุบันมีการพัฒนาสินค้าและบริการต่างๆอย่างต่อเนื่องทำให้กิจการต่างๆต้องมุ่งมั่นการวิจัยและพัฒนา ศักยภาพของสินค้าและบริการเพื่อให้มีประสิทธิภาพมากยิ่งขึ้น					
4. ตลาดการแข่งขันในปัจจุบันมีความผันผวนมากยิ่งขึ้นทำให้กิจการต่างๆต้องพัฒนาศักยภาพและความสามารถให้ทัดเทียมคู่แข่งมากยิ่งขึ้น					

ตอนที่ 7 ข้อคิดเห็นและข้อเสนอแนะเกี่ยวกับกลยุทธ์การสื่อสารการตลาดแบบบูรณาการของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

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ขอขอบพระคุณท่านที่สละเวลาในการทำแบบสอบถามนี้ ขอความกรุณาผู้ตอบแบบสอบถามปฏิบัติตามแบบสอบถาม และใส่ช่องที่แนบมาพร้อมกันนี้ ส่งคืนตามที่อยู่ระบุ



APPENDIX G
Cover Letters and Questionnaire: English Version



Questionnaire to the Ph. D. Dissertation Research
“Integrated Marketing Communication and Marketing Survival: An Empirical
Evidence from Fashionable Apparel Business in Thailand”

Dear Sir/Madam,

The objective of this research is to investigate the integrated marketing communication strategy of fashionable apparel business in Thailand. This research is a part of doctoral dissertation of Mr. Sorawit Ngamsutti at the Maharakham Business School, Maharakham University, Thailand. The questionnaire is divided into 7 sections

Section 1: Personal information about marketing executives of fashionable apparel business in Thailand,

Section 2: General information about fashionable apparel business in Thailand,

Section 3: Opinion on integrated marketing communication strategy of fashionable apparel business in Thailand,

Section 4: Opinion on business outcomes of fashionable apparel business in Thailand,

Section 5: Opinion on the effect of internal factor affecting integrated marketing communication strategy of fashionable apparel business in Thailand,

Section 6: Opinion on the effect of external factor affecting integrated marketing communication strategy of fashionable apparel business in Thailand, and

Section 7: Recommendations and suggestions regarding business administration of fashionable apparel business in Thailand

Your answer will be kept as confidentiality and your information will not be shared with any outsider party without your permission.

Do you want a summary of the results?

☐ Yes, e-mail..... ☐ No

If you want a summary of this research, please indicate your E-mail address or attach your business card with this questionnaire. The summary will be mailed to you as soon as the analysis is completed.

Thank you for your time answering all the questions. I have no doubt that your answer will provide valuable information for academic advancement. If you have any questions with respect to this research, please contact me directly. Cell phone: 088-3405769/ E-mail: sorawit_oat@hotmail.com

Sincerely yours,

(Mr.Sorawit Ngamsutti)
 Ph. D. Student
 Maharakham Business School
 Maharakham University, Thailand



Section 1 Personal information of executives of fashionable apparel business in Thailand

1. Gender

☐ Male

☐ Female

2. Age

☐ Less than 30 years old

☐ 30 – 40 years old

☐ 41-50 years old

☐ More than 50 years old

3. Marital status

☐ Single

☐ Married

☐ Divorced

4. Level of education

☐ Bachelor's degree or equal

☐ Higher than Bachelor's degree

5. Working experiences

☐ Less than 5 years

☐ 5- 10 years

☐ 11 – 15 years

☐ More than 15 years

6. Average revenues per month

☐ Less than 50,000 Baht

☐ 50,000 – 100,000 Baht

☐ 100,001 - 150,000 Baht

☐ More than 150,000 Baht

7. Current position

☐ Managing director

☐ Managing manager

☐ Other (Please Specify).....



Section 2 General information of fashionable apparel business in Thailand

1. Business owner type

- ☐ Company limited ☐ Partnership

2. Business category

- ☐ Sell to other buyers ☐ Sell directly to customers
☐ Sell to both buyers and customers

3. Business location

- ☐ Bangkok ☐ Northern region
☐ Central region ☐ Eastern region
☐ Northeastern region ☐ Southern region
☐ Western region

4. Operating capital

- ☐ Less than 5,000,000 Baht ☐ 5,000,000 – 15,000,000 Baht
☐ 15,000,001 – 25,000,000 Baht ☐ More than 25,000,000 Baht

5. The period of time in business operation

- ☐ Less than 5 years ☐ 5-10 years
☐ 11-15 years ☐ More than 15 years

6. Number of currently employees

- ☐ Less than 50 people ☐ 50 - 100 people
☐ 101 – 150 people ☐ More than 150 people

7. Average annual income

- ☐ Less than 10,000,000 Baht ☐ 10,000,000 – 30,000,000 Baht
☐ 30,000,001 – 50,000,000 Baht ☐ More than 50,000,000 Baht



Section 3 Opinion on integrated marketing communication strategy of fashionable apparel business in Thailand

Integrated Marketing Communication Strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Message consistency orientation					
1. The firm believe the presentation of information have regularly will help customers and the market to understand corporate management better.					
2. The firm focuses on preparation of information plans from the firm to customers in systematically and concretely, that will make marketing activities more effective.					
3. The firm committed in the application of information presentation technology to the customer fully, that will allow communication data more effective.					
4. The firm focuses on development of communication system to customer concrete that will allow the company to develop continuously and to create a competitive advantage in the market.					
Channel Congruence Focus					
5. The firm believe having a consistent marketing communications channel, it will result in greater market performance.					
6. The firm focuses on the integration of data communication channels in the same direction that will make the operation more successful.					



Section 3 Opinion on integrated marketing communication strategy of fashionable apparel business in Thailand (Continued)

Integrated Marketing Communication Strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
7. The firm is committed to combining strengths and weaknesses in each communication channel to maximize your ability to the best communicate.					
8. The firm focuses on analyzing communication channel links that allows the firm to choose communication channel more effective.					
Cross-Functional competency					
9. The firm believe the marketing communication activities cross the line systematically that will make the firm more responsive to the needs of customers.					
10. The firm focuses to the linking of marketing communication activities in order to increase the efficiency of marketing operations.					
11. To organize marketing communication activities, the firm focus let each department in presenting marketing issues together that will lead to a more accurate understanding.					
12. The firm support to hold consultative meetings, to organize the marketing communication activities of the organization continuously that will help achieve better performance.					



Section 3 Opinion on integrated marketing communication strategy of fashionable apparel business in Thailand (Continued)

Integrated Marketing Communication Strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Media linkage Concentration					
13. The firm believe the linkage to media marketing planning to provide information together that will help to make marketing management more successful					
14. The firm focuses on analyzing the advantages and disadvantages of various types of media systematically that helps to be able to be applied in media planning for marketing more effectively, both present and future.					
15. The firm focuses to the integration of the media, both related to technology and non-technology related media are concrete that will make the communication operation more effective.					
16. The firm support for the development and design to deliver information to customers in a concrete, which will allow the market to achieve better.					
Homogeneous Image Capability					
17. The firm believes that the potential to create a brand image in the same direction that help make customers loyalty and remember more the firm.					



Section 3 Opinion on integrated marketing communication strategy of fashionable apparel business in Thailand (Continued)

Integrated Marketing Communication Strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
18. The firm focuses on analysis of its strengths to systematic and concrete that will allow the same information to be presented in the same direction in a more systematic way.					
19. The firm committed to presenting a good points and highlights of the firm to customers and those who are constantly involved that will help customers' satisfaction and confidence in the firm.					
20. The firm focuses to the investment in the development of the system in linking information related to attitudes, ideas and the acceptance of customers together, which helps the firm to manage marketing effectively.					



Section 4 Opinion on performance of fashionable apparel business in Thailand

Performance	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Brand trust					
1. The firm has been recognized by the customers as a firm with good management, effective in producing good quality products and services continuously.					
2. When compared with competitors, the firm is one that is confident of its involvement as the firm entity operating under its full potential and product capabilities.					
3. The firm has been recognized for its creativity relates of both products and services and its ability to operate consistently.					
4. The firm confident that the good feelings and impressions of their customers and those who are involved will make the operation of the business more stable.					
Customer Loyalty					
5. Old customers continue to purchase a goods and services of the firm.					
6. Old customers have introduced new customers to purchase a products and services of the firm continuously.					
7. When introducing a new products and services, customers will be more eager to participate in the activities.					



Section 4 Opinion on performance of fashionable apparel business in Thailand
(Continued)

Performance	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
8. Customers are always assured that participating in activities with the firm will help to make lifestyle and operation more quality and effective.					
Market Acceptance					
9. The firm has been recognized by the market as a leader in the production of a goods and services continuously.					
10. The firm offers new products and services to the market continuously.					
11. The firm market share increased from a past to present clearly.					
12. When thinking about the firm that is professionally marketing, the firm is a recognized one in the past, present and future.					
marketing competitiveness					
13. The firm is able to offer products and services to respond to customers better than competitors.					
14. The firm has cost of marketing operations proper that is consistent with the market situation.					
15. The firm has innovating and creating in marketing continuously, and are better than their competitors.					



Section 4 Opinion on performance of fashionable apparel business in Thailand
(Continued)

Performance	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
16. The firm can motivate customers to purchase products and services from the past to the present.					
Marketing Survival					
17. The firm has a marketing performance consistent with its goals and performance continuously.					
18. The firm has continued to profit from its improved marketing operations from past to present.					
19. The firm is confident that the firm will be able to continue to grow its market in the future.					
20. Executives are satisfied marketing performance with the past, present, and future expected.					



Section 5 Opinion on the effect of internal environment factors affecting integrated marketing communication strategy of fashionable apparel business in Thailand

Internal environment factors affecting integrated marketing communication strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Marketing Vision-Driving					
1. The firm is confident that future direction and marketing policies clearly will help the firm achieve its goals effectively.					
2. The firm focuses to the application of modern marketing techniques and technologies to the operation of the organization, which helps to streamline operations.					
3. The firm encourages employees to continuously innovate their products and services, which helps them gain continuous market trust.					
4. The firm focuses to continually allocating funds for research and development of new products and services, which will enable them to outperform competitors.					
Organizational Collaboration					
5. The firm confident that the operation of the organization, in cooperation with the relevant department, will help to make the operation more flexible.					
6. The firm focuses on the participation of various department in the organization's activities in a systematic manner, which will help achieve the organization's goals more effectively.					



Section 5 Opinion on the effect of internal environment factors affecting integrated marketing communication strategy of fashionable apparel business in Thailand
(Continued)

Internal environment factors affecting integrated marketing communication strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
7. The firm encourages employee to integrate the concrete ideas that will help the organization to create new knowledge.					
8. The firm committed to push the concept of teamwork in a way that will help to solve the problems in the organization more effectively.					
Marketing learning					
9. The firm believes that continuous marketing learning leads to increased knowledge and understanding of customers and competitors.					
10. Businesses focus on bringing good marketing experience in the past. It is used as a guideline for the present operation, which results in an advantage over the competitor.					
11. The firm encourages employees to attend training courses on techniques and modern marketing techniques, which help them to perform their marketing effectively.					
12. The firm committed to continuous research and development related to marketing, which will enable it to better plan its marketing and strategy execution.					



Section 5 Opinion on the effect of internal environment factors affecting integrated marketing communication strategy of fashionable apparel business in Thailand
(Continued)

Internal environment factors affecting integrated marketing communication strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Information technology resource					
13. The firm believes that good information technology and systematic will help to make management more successful.					
14. The firm committed to the continuous development of its technology, enabling it to fully implement and adapt to the situation.					
15. The firm focuses to the allocation of budget for the development of information technology system, which gives the company more competitive advantage.					
16. The Company provides support to employee to develop their technological know-how, enabling them to utilize the technology in their operations more effectively.					
Market culture					
17. The firm believes that customer-centric operations will help achieve better corporate performance.					
18. The firm committed continuously to developing products and services, which better respond to customer needs.					



Section 5 Opinion on the effect of internal environment factors affecting integrated marketing communication strategy of fashionable apparel business in Thailand
(Continued)

Internal environment factors affecting integrated marketing communication strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
19. The firm focuses on continual analysis of marketing competitors, which enables the firm to change its marketing strategy to better than competitors.					
20. The firm focuses to the systematic and concrete analysis of the marketing environment, resulting in a more efficient operation of the firm.					



Section 6 Opinion on the effect of external environment factors affecting strategic brand management capability of fashionable apparel business in Thailand

External environment factors affecting integrated marketing communication strategy	Levels of Agreement				
	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Market turbulence					
1. Nowadays, customers have more diverse needs, so the firm must focus on understanding for better react .					
2. Competitors have greater potential and capability, enabling the firms to strive to capability and develop their competitive advantage.					
3. At present, the development of products and services continuously, the firm must strive to research and develop the potential of goods and services to be more effective.					
4. The competitive markets today are increasingly volatile, so the firm are required to develop their capabilities and competency to better than competitors.					

Section 7 Recommendations and suggestions relevant to fashionable apparel business in Thailand in the present.

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Thank you for your time and attention to this matter. Please fold and return in provided envelope and return to me.



APPENDIX H

Letters to the Expert





สั่งงาน

บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043- 754422

ที่ ศธ.0530.10/

วันที่ 1 มิถุนายน 2560

เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน รองศาสตราจารย์ ดร.ปัทมาภรณ์ อุตสาหะวานิชกิจ

ด้วย นายสรวิทย์ งามสุทธิ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษานิพนธ์เรื่อง "กลยุทธ์การสื่อสารการตลาดแบบบูรณาการและความอยู่รอดทางการตลาด: หลักฐานเชิงประจักษ์ธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย" ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

จึงเรียนมาเพื่อโปรดพิจารณา

๗-๖๖๖๖๖๖

(รองศาสตราจารย์ ดร.สุวรรณ หวังเจริญเดช)

รองคณบดีฝ่ายกิจการนิสิต รักษาการแทน

คณบดีคณะการบัญชีและการจัดการ





สำเนา

บันทึกข้อความ

หน่วยงาน คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม โทรศัพท์ 043-754333-3431 Fax 043-754422
ที่ ศธ.0530.10/

วันที่ ๙ มิถุนายน 2560

๑. เรื่อง ขอเรียนเชิญเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัย

เรียน ผู้ช่วยศาสตราจารย์ ดร.เกสินี หมั่นไธสง

ด้วย นายสรวิทย์ งามสุทธิ นิสิตระดับปริญญาเอก หลักสูตรปรัชญาดุษฎีบัณฑิต (ปร.ด.) สาขาวิชาการจัดการการตลาด คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม กำลังศึกษาวิทยานิพนธ์ เรื่อง “กลยุทธ์การสื่อสารการตลาดแบบบูรณาการและความอยู่รอดทางการตลาด: หลักฐานเชิงประจักษ์ธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย” ซึ่งเป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปรัชญาดุษฎีบัณฑิต ดังนั้น เพื่อให้การดำเนินการเป็นไปด้วยความเรียบร้อยและบรรลุตามวัตถุประสงค์ คณะการบัญชีและการจัดการ มหาวิทยาลัยมหาสารคาม จึงใคร่ขอความอนุเคราะห์ท่านเป็นผู้เชี่ยวชาญตรวจสอบเครื่องมือวิจัยและข้อเสนอแนะเพื่อนำข้อมูลที่ได้ไปดำเนินการทำวิทยานิพนธ์ต่อไป ตามเอกสารแนบท้าย

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คณบดีคณะการบัญชีและการจัดการ



VITA



VITA

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2011	Master of Business Administration (Marketing Management) Maharakham University, Maharakham, Thailand
2018	Doctor of Philosophy (Marketing Management) Maharakham University

