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Integrated Internet Marketing Communications for the Global Market: An Empirical Examination

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I am submitting herewith a dissertation written by Philip Jean Boutin Jr. entitled "Integrated Internet Marketing Communications for the Global Market: An Empirical Examination." I have examined the final electronic copy of this dissertation for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Doctor of Philosophy, with a major in Business Administration.

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Integrated Internet Marketing Communications for the Global Market: An Empirical Examination

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DEDICATION

This dissertation is dedicated to my devoted wife Sally, who has been a perpetual source of joy, support, inspiration, and motivation since we met in 1988. It is also dedicated to my parents (Philip Boutin, Sr. and Jeannine Richardson), my grandparents (the late Jean Boutin and his wife Doris Boutin, the late Jean Matte and his wife Doris Matte), and my godparents (the late Raymond Caron and Jacqui Pazzanese), all of whom provided me with the life-long support and upbringing that made this accomplishment possible.

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ABSTRACT

Strategy formulation, strategy implementation, and performance of Internet (online) marketing communications (IOMC) by companies when they attempt to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market was the broad phenomenon examined. The specific focus was on the use of a globally integrated marketing communications (GIMC) approach with IOMC and the creation of the global Internet integrated marketing communications (GI-IMC) concept.

Relevant theories and theoretical models were identified and leveraged to serve as the theoretical foundation for the general theoretical framework, the research program framework, and/or the hypothesized conceptual model created and/or empirically examined at least partially. They included: industrial organization theory, the resource-based view, and the strategic fit paradigm (environment-strategy coalignment). In addition, various relevant research streams and concepts were described and examined in detail. They included: IOMC, international Internet marketing, integrated marketing communications, GIMC, and Internet integrated marketing communications. The *Market Orientation* construct was the lone independent variable or construct included in the initial four-construct model empirically examined.

There were three stages of data collection: (1) pre-test, (2) pilot test, and (3) main test. A convenience sample of 73 academics or industry practitioners was utilized for the pre-test in order to make modifications to the survey instrument for subsequent rounds of data collection. Samples of qualified industry practitioners were then obtained for the pilot test (n=70) and main test (n=400) from online respondent panels provided by third-party vendors.

Results included the creation of two new theoretical constructs (i.e., *Global Internet Integrated Marketing Communications* and *Global Internet Marketing Communications Performance*) and the formulation and preliminary validation of their measurement scales (though the hypothesized measurement model lacked discriminant validity, which prevented testing of the hypothesized structural model). In addition, a statistically significant positive relationship was found to exist between the *Global Internet Integrated Marketing Communications* construct and the *Global Internet Marketing Communications Performance* construct in a final two-construct model proposed and examined through post-hoc analysis. Implications of this research for researchers and practitioners are provided, as are future research directions.

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CHAPTER ONE: INTRODUCTION

CHAPTER OVERVIEW

The broad phenomenon examined in this dissertation research study was strategy formulation, strategy implementation, and performance of Internet (online) marketing communications (IOMC) by companies (aka "firms," "businesses," "enterprises") when they attempt to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. More specifically, the focus was on the use of a globally integrated marketing communications (GIMC) approach with IOMC. Therefore, the integrated marketing communications (IMC) concept, as well as its variants – e.g., GIMC and Internet integrated marketing communications (I-IMC) – were at the heart of the conceptual development undertaken and completed for the study. The result of these efforts was the creation of the global Internet integrated marketing communications (GI-IMC) concept, which was the primary focus of the conceptual and empirical examination that takes place.

This research is valuable to researchers and practitioners because there are gaps in the literature on IMC, GIMC, and the use and integration of IOMC by companies that incorporate online marketing tools into their global marketing strategies. This study attempts to fill some of these gaps through empirical research that utilizes a sample of qualified industry practitioners who are current managers or at least employees in the marketing function of U.S. companies and are involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market. These qualified individuals represent and serve as key informants (aka "participants" and "respondents") for companies that use IOMC to target, reach, and communicate with the global

market in order to promote and sell products (i.e., goods, services, and goods-and-services combinations) to the members of that market.

Chapter One offers a broad overview and background of the specific topic examined in this dissertation research study. It includes relevant details from articles in the popular press and selected relevant theoretical and empirical contributions to the extant literature that provide evidence of its importance, a broad ouline of the specific research gaps that existed, and the need for the topic to be examined further. Relevant theoretical and empirical contributions to the extant literature in multiple disciplines (e.g., marketing, strategic management, communications) and sub-disciplines (e.g., global marketing strategy, marketing communications, Internet marketing) are identified (with full details provided in Chapter Two). Additional information provided in the chapter includes key terms and concepts (including definitions), the stated purpose of the research (including phenomenon statement, research objectives, and research questions), and the potential contributions of the research to the extant literature by enhancing theory and to practice by providing valuable information to practitioners. An overview of how the dissertation research document is organized is also provided.

PRIMARY CONCEPT OF FOCUS

The primary focus in this dissertation research study was the newly created concept of global Internet integrated marketing communications (GI-IMC), which was at the center of the conceptual and empirical examination that took place. The GI-IMC concept, which primarily includes and combines selected elements of the globally integrated marketing communications (GIMC) concept from Grein and Gould (1996) and the Internet integrated marketing communications (I-IMC) concept from Coyle and Gould (2007), was defined for this research as:

> "A system of active online promotional management that involves the deliberate targeting of the global market through the integration of marketing communications within the Internet platform and the strategic coordination of Internet global communications in all of its component parts both horizontally in terms of countries and vertically in terms of Internet promotion disciplines. It contingently takes into account the full range of standardized versus adaptive market options, synergies, variations among target populations and other marketplace and business conditions."

To summarize, the GI-IMC concept is a specific approach for organizations, including for-profit firms, with the strategy formulation, strategy implementation, and performance of Internet (online) marketing communications (IOMC) when attempting to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. Therefore, in general terms, the concept deals with the use of a GIMC approach with IOMC but it also extends and modifies certain aspects of the I-IMC concept to focus on and account for the active, deliberate targeting of the global market by companies.

DEFINITIONS OF KEY TERMS

There are a myriad of key terms that informed and/or were utilized in this dissertation research study for various concepts, some of which provide the necessary general background and foundation while others are directly linked to the topic of focus. All of these key terms, along with their definitions adopted for this study, are provided in TABLE A.1 in Appendix A and can be referenced by readers when necessary. In addition, detailed explanations for the selection and use of selected key terms are provided in the supplementary text included in Appendix A immediately after TABLE A.1.

TOPIC BACKGROUND AND IMPORTANCE

This section, along with its various sub-sections, provide important background information on the phenomenon studied in this dissertation research study and illustrate why the topic was important and beneficial to academic researchers and industry practitioners.

Emergence of the Internet Medium

The Internet has been called the most valuable use of connectivity technologies and the one with the highest potential for businesses (Hamill, 1997). In the 1990s, the Internet was often depicted as one of the most important and transformative technological inventions going all the way back to the Industrial Revolution due in part to the growth of Internet-based electronic commerce that started in that decade. However, its impact on business and commerce was predicted to be even more extensive. As was written by Matthew Symonds in the June 26, 1999, issue of *The Economist* (p. 5): "The Internet is turning business upside down and inside out. It is fundamentally changing the way companies operate … This goes far beyond buying and selling over the Internet, or e-commerce, and deep into the processes and culture of an enterprise." At that time, some commentators deemed that the Internet could fundamentally alter the business paradigm and even possibly impact each and every part of a company's value chain (Papows, 1998). Specifically, it was stated that the Internet allowed for enhancements throughout the whole value chain because it facilitated and increased the speed of real-time information exchange (Porter, 2001). But that was only part of the benefits that marketers looked for then (and continue to obtain today) through their use of the Internet. For example, some of the benefits included: enhanced efficiency and reduced costs across both supply and demand chains; improved flexibility, speed, and responsiveness in satisfying the needs of customers; greater

access to markets; and improved capabilities for overcoming the barriers of distance and time that exist in international and global markets (Kotler, 2000; Quelch & Klein, 1996). This last benefit, in which the economic effects of geographical distance is reduced substantially, results in the creation of additional prospects and opportunities for firms of all sizes to take advantage of when promoting and selling products to the global market (i.e., both domestic and foreign markets). As Kotler (2000) wrote in the late 1990s, "companies small and large are taking advantages of cyberspace's vanishing national boundaries" (p. 370).

Internet Use by Consumers and Companies

The Internet medium has undoubtedly penetrated into consumers' lives and into business operations since its early days and has offered new possibilities for the successful performance of commercial functions and activities. For example, its informational and transactional use and importance to consumers as a source of information and for making both online and offline purchases, and to firms, as a marketing and sales channel, has continued to expand and grow over the years. This is evidenced, in the aggregate, by research and data provided by multiple sources (e.g., Miniwatts Marketing Group, 2015; The World Bank, 2008; U.S. Census Bureau of the Department of Commerce, 2011) showing that there has been a substantial increase in Internet use by individuals and companies and in online commercial activity facilitated by the Internet going back to the beginning of the new millennium.

According to the available Internet usage statistics (as of June 30, 2015) published online by the Miniwatts Marketing Group (2015), approximately 3.27 billion individuals, or approximately 45 percent of the world's population, used the Internet for various activities (i.e., had available access and basic required knowledge), which was a growth of 806 percent from 2000 to 2015. This global number of Internet users included 280.7 million individuals in the

U.S., which was approximately 87.4 percent of the total U.S. population. In addition, older data from The World Bank (2008) using different sources and methodological practices showed that globally 23.9 out of every 100 people in 2008 were Internet users (i.e., people with access to the worldwide network), a significant increase from the 6.8 out of every 100 people that were Internet users in 2000.

As for Internet (online) commercial activities, the U.S. Census Bureau of the Department of Commerce (2011) estimates U.S. retail e-commerce sales each quarter. They define e-commerce sales in the following manner:

> "E-commerce sales are sales of goods and services where an order is placed by the buyer or price and terms of sale are negotiated over an Internet, extranet, Electronic Data Interchange (EDI) network, electronic mail, or other online system. Payment may or may not be made online."

The Census Bureau's estimate of U.S. retail e-commerce sales for the first quarter of 2011 – adjusted for seasonal variation, but not for price changes – was $46.0 billion, which was an increase of 3.4 percent from the fourth quarter of 2010. This e-commerce sales total comprised approximately 4.5 percent of total retail sales for the first quarter of 2011, which were estimated to be $1.03 trillion, and was a 17.5 percent increase from the total for the first quarter of 2010, which was more than twice the total retail sales increase of 8.6 percent over the same time period. Notably, this growth of the Internet for commerce has actually been happening for years. For example, according to a special report from the Direct Marketing Association that used a different methodology and measurements than the U.S. Census Bureau, sales revenues driven by the Internet in just the U.S. increased from a negligible amount in 1995 to over $50 billion in 2004, with approximately 61 percent of that amount in the business-to-business (B2B)

sector, and were projected to continue to increase at more than 20 percent per year (Direct Marketing Association, 2004, as cited by Schibrowsky, Peltier, & Nill, 2007, p. 722).

As would be expected, companies have responded to the continued growth and importance of the Internet as a sales and marketing channel over the years by allocating additional financial resources to their Internet (online) marketing communications (IOMC) efforts. For example, according to a 2007 report from Forrester Research titled, "U.S. Online Marketing Forecast: 2007 To 2012," U.S. media spending on various IOMC tools (i.e., search engine marketing, online display marketing, e-mail marketing, emerging channels, online video marketing) was projected to grow from approximately $18.4 billion in 2007 to $61.3 billion in 2012, which would be an increase from about 8 percent to 18 percent of all U.S. advertising spending (*Advertising Age*, 2007). Because consumers are spending increasing amounts of their time on the Internet, it is not surprising that firms continue to rapidly expand their use of IOMC in order to target, reach, and communicate with them (Shankar & Batra, 2009). Therefore, due to the number of consumers and businesses globally that utilize the Internet, it is important for companies to fully leverage the online medium and utilize IOMC in order to maximize their overall level of success.

The far-reaching impact of the Internet on consumers and firms is seen by its effect on activities that take place through three types of marketing channels in both the B2B and business-to-consumer (B2C) marketing domains: (1) *communication channels*, whose principal role and functions are to notify and inform buyers and prospective buyers about the availability and attributes of sellers' products and services and to facilitate communication by buyers and prospective buyers to sellers; (2) *transaction channels*, whose principal role and functions are to facilitate economic exchanges between buyers and sellers; and (3) *distribution channels*, whose

principal role and functions are to facilitate physical exchanges (Peterson, Balasubramaniam, & Bronnenberg, 1997). During the first decade of consumer use of the Internet, Prasad, Ramamurthy, and Naidu (2001) aggregated views from various scholars (e.g., Kalakota & Whinston, 1997; Peppers & Rogers, 1999; Venkatraman & Henderson, 1998) stating there were several ways in which the Internet would transform the marketing functions of organizations (with these hypothesized transformations occurring in varying degrees since then), including:

- *Disintermediation* (i.e., elimination of value chain layers);
- *Customer Relations Management* (i.e., substantial strengthening of customer service and support functions);
- *Mass Customization* (i.e., increased capabilities for precise targeting of certain groups or individuals);
- *Sales Force Automation* (i.e., improved productivity and effectiveness of sales force through facilitation of the selective automation of processes related to supporting the field sales force and integration of sales activities into a firm's information structure);
- *Marketing Decision Support Information* (i.e., increased access to an extensive selection of global information resources and the ability to collect important competitive intelligence and customer-related information); and
- *Collaboration and Coordination* (i.e., universal connectivity in synchronous and asynchronous modes that facilitates intra- and interorganizational collaboration and coordination).

Due to the Internet, competition among companies does not only occur in the physical marketplace, like the traditional industrial world, but also in what can be referred to as the "marketspace," with no direct contact occurring between buyers and sellers (Rayport & Sviokla, 1996). As expected, this computer-mediated environment has substantial implications for the transaction of business between buyer and seller. For example, the nature of the transaction is changed because it is based on information about the product or services instead of on its physical appearance or attributes. Moreover, the context of the transaction is changed because it takes place in a computer-mediated environment, with the transaction originating from a

personal computer screen instead of at a physical location, thereby eliminating firms' need for a physical infrastructure (e.g., buildings, machinery) (Hollensen, 2007).

The Internet holds a distinctive position as both a market and a medium and can be utilized to enhance the effectiveness and efficiency of a company's various business functions (e.g., sales, marketing, distribution, etc.), which can lead to increased levels of profitability for a firm and/or to increased levels of satisfaction for customers (Ngai, 2003). Consequently, it is not surprising that the importance of the Internet as a new medium, channel of distribution, and communication and exchange channel to individuals and firms all over the world – from small and medium-sized enterprises (SMEs) only operating in their home country market, to large global or multinational corporations (MNCs) – has only continued to expand since the mid-1990s. Notably, this development has resulted in a substantial expansion of the number of contributions to the extant literature on companies' use of the Internet for exporting purposes – as it is often utilized by SMEs – over the same time period (Amarasena, 2008).

The availability of the Internet as a medium has undoubtedly been an important and valuable development for the business community. As evidenced by some of the figures already mentioned in this section, the extraordinary growth and success of the Internet for marketing and sales purposes is only expected to continue to grow in the future. From a sales and marketing point of view, the medium has been a useful addition to firms' marketing and advertising options by helping them to build awareness and generate leads for products and services, as well as increase sales revenues and profitability. The introduction of the Internet to businesses and consumers, the proliferation of personal computer use, and the ability to digitalize information has resulted in the creation of e-commerce and the development of the Internet marketing concept (Ngai, 2003; Pitt, Berthon, Watson, & Zinkhan, 2002). Although these developments

mean that marketing strategy formulation and implementation, including the use of specific tactics, are more complex, it also means that companies can attain global reach by using the Internet and thus are able to experience and benefit from increased levels of commerce and trade across country borders. In addition, the Internet can also help SMEs narrow the advantages (i.e., "level the playing field") that exist between them and larger firms regarding the marketing and selling globally of products and services (Kotler, 2000; Quelch & Klein, 1996; Saban & Rau, 2005). However, the existence of the Internet also means that companies will face increased competition in the online world, as they now have to contend with international competitors due to the global aspect of e-commerce (Hoffman & Novak, 1996).

Not surprisingly, Internet (online) marketing has had a significant effect on marketing management (Ewing, 2009; Hamill & Gregory, 1997; Sheth & Sisodia, 1999). Moreover, the ability of organizations to select the most effective mix of online and offline marketing channels and tools has developed into a vital issue for marketers because diverse types of Internet (online) marketing are increasingly being utilized by organizations (with different level of success). Furthermore, companies' integration of Internet (online) marketing within their overall marketing strategy has been made even more complicated due to the different current and emerging online applications (e.g., handheld devices, social media), the scarcity of skills, and various measurement issues (Valos, Ewing, & Powell, 2010). Not surprisingly, the Internet has had a substantial effect on numerous firm processes (Jensen, 2008). However, marketing is likely one of the areas within firms most impacted because of the various possibilities and opportunities offered in online communications (Krishnamurthy, 2006; Krishnamurthy & Singh, 2005; Sheth & Sharma, 2005). Therefore, IOMC has developed into a valuable component of companies' marketing communications (promotion) mix (Adegoke, 2004). Notably, while IOMC was once

restricted primarily to company use of their own Web site(s), there are greater possibilities for the use of IOMC today. Based on a review of the extant literature, IOMC is comprised of numerous activities (Chaffey, 2009; Coyle & Gould, 2007; Jensen, 2008; Jensen & Jepsen, 2006; McMillan, 2007; Roberts, 2003; Shimp, 2007; Strauss, El-Ansary, & Frost, 2003). (See "Internet (Online) Marketing Communications" sub-section of the "Research Streams and Concepts" section in Chapter Two for more details.)

It has been claimed in recent years by some that the Internet as an advertising medium is tremendously underutilized in advertising media budgets (McMahan, Hovland, & McMillan, 2009). However, the consensus is that there are increasing amounts of attention being paid by marketers in recent years to certain IOMC tools for marketing and sales purposes (Shankar & Batra, 2009). First, there is social media, which over the years has included prominent Web sites like Facebook, LinkedIn, and MySpace. Although social media has been the focus of marketers for some time, most firms are only still experimenting with how to best utilize it as part of their IOMC mix. Second, there is mobile marketing, which is increasingly being used by firms due to consumers' increasing level of dependence on mobile devices for various needs, including communication (voice and data) and entertainment (e.g., music, photographs) (Shankar & Balasubramanian, 2009). Although social media and mobile marketing are burgeoning IOMC tools, they are only two of the options that firms have with the formulation and implementation of their IOMC mix. As is true of all marketing communications activities, managers must strive to make the best possible decisions in order to enhance their company's level of success. Therefore, additional information that can help them to make the correct decisions with the least amount of difficulty can only be beneficial to not only their firm's IOMC performance but also its overall performance (Shimp, 2007).

This discussion might indicate that the Internet and Internet marketing are not new concepts anymore considering the proliferation of the online medium over the past decade-plus. However, compared to other research areas, it is a relatively new one for researchers and practitioners. Some researchers have even claimed that the Internet is a completely new marketing phenomenon, and actually the new marketing paradigm (e.g., Eid & Trueman, 2002, 2004). Recently, some academic researchers have expressed support for re-evaluating and reconstructing the marketing concept because of changes in the business environment due to the impact of the Internet (Eid & Trueman, 2002; Sheth & Sharma, 2005). Others in the research community state that Internet marketing is "considered a paradigm change in the literature" (Ngai, 2003, p. 33). In addition, one specific important problem for researchers claimed in certain contributions to the literature is that theory is still inadequate for certain areas of Internet marketing, including for B2B international Internet marketing, or B2B IIM (Eid, Trueman, & Ahmed, 2006). Overall, views from the extant literature, including those outlined in this document, provide support for why this dissertation research study was important and could be beneficial to researchers and practitioners.

The Internet and Integrated Marketing Communications

Integration, which involves the presenting of a consistent and coherent message across the different existing marketing communications (promotional) mix elements, has been valuable to the success of organizations for decades. The integration and coordination of assorted messages attempting to depict one distinct image to all stakeholder groups has only become both more valuable and more challenging to attain due to the multiplication of media channels over the years (Kitchen & Burgmann, 2011). Whether an organization utilizes a combination of advertising, direct marketing, personal selling, public relations, and sales promotion, or just one

of these marketing communications mix tools, integration of all the messages in all the media will help them leverage and focus their marketing efforts to better effect and improve their levels of success. This concept, which has been and continues to be a key concept among both researchers and practitioners, is specifically termed *integrated marketing communications (IMC)* and is the coordination of the content and delivery of all marketing communications for a firm's offering, brand, and organization to establish consistency and support its positioning and direction (Burk Wood, 2011).

IMC has been a highly debated, highly researched concept in the extant marketing literature, with a fairly large number of varying definitions for the concept provided by scholars in many contributions to the literature over the years. For example, in 1989, the American Association of Advertising Agencies provided an early definition of IMC as being "a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines – e.g., general advertising, direct response, sales promotion, and public relations – and combines these disciplines to provide clarity, consistency, and maximum communication impact" (Caywood, Schultz, & Wang, 1991, pp. 2-3). More recently, Armstrong and Kotler (2007) defined it as the following: "The concept under which a company carefully integrates its many communications channels to deliver a clear, consistent, and compelling message about the organization and its products" (pp. 366 and G4).

As expected, the value of IMC and integration is due to its potential impact on a market comprised of consumers and/or businesses. This integration strengthens connections with desired images or activities depicted in the communications and sparks instant recognition when individuals in the target audience are exposed to a company's logo or product or brand name.

The overall impact of firm communications impacts the differentiation of its products, as well as the communication of value to potential and existing purchasers in a crowded competitive marketplace. Moreover, it contributes to the degree of influence that organizations may be able to exert on their audiences, whether that influence is to create a favorable brand impression or to encourage the purchase of particular products (Burk Wood, 2011). A number of factors make the carefully planned and coordinated communications that are part of IMC even more important to a firm's marketing success. These factors include: maturing markets, a decline in the effectiveness of mass-media advertising, consumers' perceptions of brand parity, an increase in consumers' choices and information sources, global competition, and changes in channel power (Clow & Baack, 2007).

The Internet and the World Wide Web have undoubtedly changed communications permanently, with the rise of electronic commerce and communication over the Internet resulting in even more urgency for the use of integration by organizations (Pickton & Broderick, 2001). Notably, IMC has been made possible and practical by the Internet and database management, which have also resulted in demand for integration in all organizational areas. Supporters of the IMC concept have attributed its emergence to various changes in the available media over the past couple of decades, including digital television and mobile phones, as well as growth in global competition and rapid developments in technology, including the personal computer (Eagle & Kitchen, 2000; Griffin & Pasadeos, 1998; Hutton, 1996; Kliatchko, 2005; Reid, 2003). Of course, technology can impact IMC from both consumer and marketing perspectives (Kitchen, Brignell, Li, & Spickett-Jones, 2004; Schultz, 1993a).

The Internet, which certainly has impacted IMC, has the capacity to transmit, monitor, and distribute information that is instantaneous and universally accessible. The result is, "there

are technically no local or national firms, only global ones" (Kitchen & Schultz, 2001, p. 85). This is highly significant in terms of a globally integrated marketing communications (GIMC) campaign for any company's product or brand having global reach. The GIMC concept from Grein and Gould (1996), as well as the Internet integrated marketing communications (I-IMC) concept from Coyle and Gould (2007), are important extensions of the IMC concept that comprise an important and essential part of this dissertation research study and thus are discussed in more detail throughout this document (see Chapter Two.)

The Internet and the Global Market

The Internet provides firms with global reach relatively inexpensively (Lituchy & Rail, 2000; Palumbo & Herbig, 1998; Prasad, Ramamurthy, & Naidu, 2001; Yip, 2000), so its importance to their overall marketing strategies is somewhat obvious, especially in regards to targeting, reaching, and communicating with the global market (i.e., both domestic and foreign markets). Online forms of marketing are expected to be important components of the marketing mix and marketing communications (promotion) mix utilized by companies of all sizes, in all industries and sectors, and at all success levels for targeting, reaching, and communicating with audiences worldwide. Moreover, the situation that exists today (which is at the heart of this dissertation research study) is that integration of these components is required due to globalization and the ensuing interdependence between different countries and markets (Kitchen, Brignell, Li, & Spickett-Jones, 2004; Schultz, 1996). Therefore, firm managers have to coordinate the activities of their global and even national brands with the goal of integrating elements of the marketing communications (promotion) mix (Kitchen & Burgmann, 2011). Moreover, with the continued growth of the Internet and e-commerce, both geographical borders dissipate and consumer options increase. This is an ongoing development that currently has and

will continue to have significant implications for companies, especially with the continuous increases in computer ownership and Internet access globally (La Ferle, 2007).

The overall impact of the Internet on organizational activities is substantial, including it providing firms with online access to a global customer base. Therefore, today's firms have an improved opportunity of internationalizing much quicker than they did in the late 1990s, including more rapid market diversification and entry into new foreign markets, especially for digitized products. Arguably, the traditional tradeoff between "richness" (i.e., value and depth of information) and "reach" (i.e., number of potential customers that can be contacted) has disappeared. Due to the Internet, it is possible for companies to quickly contact a sizeable global customer group (i.e., high degree of "reach"), while offering a high "value" of information (i.e., high degree of "richness") at the same time (Evans & Wurster, 2000). However, a global market that turns out to be more transitory (i.e., existing only for short time) through the Internet can result in a customer-driven and focused marketing environment. Technology can enhance marketing communication strategies in this environment, with both conventional advertising techniques and new unconventional marketing practices utilized, such as database marketing and one-to-one communication, among others (Edelman, 2003-2004; Gonring, 1994; McGrath, 2005; Nowak & Phelps, 1994). In general, firms would seem to benefit from the use of the Internet to quickly target, reach, and communicate with the global market due to need for growth opportunities in (foreign) markets. This is especially true of U.S. companies looking to target and succeed in markets less mature than their home country market.

Difficult choices and decisions need to be made and implemented in terms of a firm's IOMC strategies and tactics for targeting, reaching, and communicating with the global market. If the firm tries to reach foreign audiences, the message should be adapted to the cultural

specificity of the foreign market. This issue generates questions about whether integrated IOMC is even possible globally (Gurău, 2008). In addition, along with online changes in the geographic landscape that have occurred and continue to occur (i.e., differing levels of Internet use among countries, with many differing in native languages), there have been and continue to be changes to the national and international demographic environment, such as differences in Internet use among the genders and age groups. All of these changes and shifts that occur require companies to improve their understanding of their customers, existing and prospective, from a global perspective. More specifically, this requires them to ensure that they improve and maintain a high level of online features for communicating and interacting directly with the market (e.g., Web page content, design, and language) in a manner that takes into account cultural differences and cost efficiency, while also ensuring that their logistical abilities allow them make products available and deliverable to customers on a global basis (La Ferle, 2007).

Notably, the Internet impacts firms' strategies by making it possible for them to adapt products and services to individual customer requirements, even across long geographic distances, as long as they possess the correct combination of employee competences and technological development. Additionally, "cocreation" – which involves both companies and their customers working together on aspects of design, product development, and production – is more likely to occur through increased e-marketing usage by companies that results in customers taking an increasingly active role in the fulfillment process. Moreover, the Internet makes the personalization of products easier and more transparent to consumers. After consumers make Internet purchases and assuming companies have the correct technological Web solutions in place, global customers can also be helped at any time of the day, which was not possible in the traditional "bricks-and-mortar" world (Javalgi, Radulovich, Pendleton, & Scherer, 2005).

The importance of a firm's size to its Internet (online) marketing activities for communicating with the global market would seem to have the most relevance to SMEs, which generally utilize the Internet for exporting purposes and have less resources and less options for targeting, reaching, communicating with, and succeeding in foreign markets. Going back to the 1990s, the view by some like Kotler (2000) was that the Internet would decrease the customary importance and value of achieving scale economies, enhancing the affordability of global advertising, and increase the global market reach of smaller firms, with others like Quelch and Klein (1996) stating that the Internet would speed up the internationalization of SMEs. However, although the Internet could enable SMEs to reach the global market, these companies would also have to deal with other organizational, operational, and strategic issues, including the logistics of around-the-clock order-taking, regulatory expertise, and foreign market knowledge, such as having a staff of multilingual employees. The diverse Internet audiences from different global market segments would be another major challenge that the firm would need to address (Hollensen, 2007). Nonetheless, in general terms, Internet technology provides companies with free communication abilities in spite of the time and distance and allows SMEs to communicate internationally with various parties in the same manner as large companies. This is critical for SMEs, which are customarily believed to be resource constrained and deficient in regards to international competitiveness (e.g., Autio, Sapienza, & Almedia, 2000; Bennett, 1997; Evans & Wurster, 1999; Nieto & Fernandez, 2006; Poon & Swatman, 1997). The different parties with which firms can leverage the Internet to develop and engage in communications include new and current importers and suppliers and agents in the value chain (Bennett, 1997; Hamill & Gregory, 1997).

Research in the extant literature has illustrated that the Internet is increasingly utilized by small firms to enhance their level of competitiveness while they also leverage its cost effectiveness for marketing purposes and utilize it for targeting, reaching, and communicating with foreign markets. Thus, as would be expected due to these benefits, small firms that embrace Internet technology can improve their ability to compete in international markets (Bennett, 1997; Hornby, Goulding, & Poon, 2002). For example, research studies conducted in Australia illustrate that the Internet is a low-cost option allowing small companies to present themselves and products in a manner that is as eye-catching and professional as that of large companies (Hornby, Goulding, & Poon, 2002). Therefore, the Internet helps them to improve the succcess of their exporting activities to anywhere in the world, regardless of the business practices, culture, or level of economic development in the foreign market being targeted for exports (Bennett, 1998). By using the Internet for exporting activities, firms can skip the customary phases of internationalization because the Internet provides the potential for the elimination of various export obstacles, including market risks, practical export problems, psychic distance, resource constraints, and trade restrictions. This is extremely valuable to small companies since it allows immediate and instantaneous market entry (Bennett, 1997, 1998). Various effects of the Internet on the global strategy of organizations of all sizes, including their global marketing efforts, in the literature (e.g., Prashantham, 2003; Yip, 2000) are provided in TABLE 1.1.

The Internet is regarded as a global communication medium that provides firms with access to significant amounts of critical market information to assist with the successful implementation of their marketing strategies. Thus, it is also utilized as a source of knowledge for the international activities and actions of small firms and this knowledge base can ultimately

TABLE 1.1 Internet Effects on Global Strategy
(**Source:** Prashantham, 2003, p. 413; Yip, 2000, p. 6)

Aspect of Global Strategy	Internet Effects
Global Market Participation	• Instant global reach • No more one-by-one country rollouts • Have to backfill quickly to provide support
Global Products and Services	The Internet allows companies to be both global and local, and: • Offer some global products and services • Offer some local versions • Offer some personalized content
Global Activity Location	• Reduces need to have local physical presence in many downstream and support activities • Allows virtual networks that concentrate and pool expertise and resources from separate location
Global Marketing	• Makes it easier to build global recognition • Need to offer multi-language Web site • Need to adapt style, not just language
Global Competitive Moves	• Easier to monitor competitors • Can respond more quickly • Need to choose right mix of competitive and cooperative behavior • Establish global standards to pre-empt competition

be leveraged by them to achieve competitive advantage (Amarasena, 2008). Nonetheless, the owners and/or managers of these companies perform an important function in ascertaining the amount of the knowledge that supports and assists the company with its international activities (Bell, McNaughton & Young, 2001; Bell, McNaughton, Young, & Crick, 2003; Loane, 2006).

Prior to the use of the Internet in commercial activities, obtaining export-oriented market information was believed to be extremely valuable to firms' export performance, with procuring and possessing quality market information having a positive impact on the performance of their exporting activities (Toften & Olsen, 2004). Such information is especially important and helps small firms avoid expensive mistakes with their exporting activities as they have to contend with complex and unknown foreign business environments (Craig & Douglas, 2000). Similarly, the Internet is also utilized for performing market research activities because it allows companies to utilize multiple sources (e.g., distributors, suppliers, overseas customers, etc.). Resources such as online surveys and search engines are utilized to obtain this information from these sources, which are deemed cost effective and quick to access (Nguyen & Barrett, 2006). Overall, the benefits of the Internet to small firms include: access to market research, cost cutbacks, image improvement, and increased sales, which eventually can lead to a quicker and more cost-effective entry into international markets (Moini & Tesar, 2005).

Globalization and growth of the global market have resulted in an increase in the level of interconnectedness that exists between countries and have illustrated the importance of an organization having a coordinated system of global management. These global considerations add an additional level of coordination to the IMC concept, with, as is outlined in the GIMC concept introduced by Grein and Gould (1996), the result of this coordination being management of the global market as a whole. Global forces instead of local forces have been cited as

motivating the approach to integration by most firms, with these forces determining the communications tactics as well as the communication strategies for global companies and brands (Kitchen & Schultz, 1999). However, integration is often seen on a regional basis due to the establishment of various trade blocs and agreements that reduce restrictions for cross-border trade and business. Nonetheless, as it does with cross-border trade and business, these types of arrangements should also have an impact on the use of GIMC campaigns and the use of the Internet for targeting, reaching, and communicating with foreign markets. Globalization is valuable for firms in terms of its process, its contingency element, and the various cultural dimensions that inexorably have an impact. Nonetheless, although the implementation and use of GIMC is germane in terms of globalization, it will be a complex process because of the continuously changing and evolving global environment. Therefore, in order for companies to endure in an increasingly global economic environment, it would seem to be essential for their brands to become global (Gould, Lerman, & Grein, 1999).

Globalization is also relevant for firms in regards to the formation of global competition to go along with the existing competition in the domestic market. More specifically and consistent with the creation of sustained competitive advantage as outlined in the resource-based view (RBV) of the firm (e.g., Barney, 1991; Penrose, 1959; Wernerfelt, 1984), many firms will have certain advantages in particular areas that will stop foreign firms from entering and operating in their domestic market. In addition, when competitors that have an established global presence and coordination, it compels companies to begin coordinating their strategies on a global basis so as to diminish any competitive disadvantage that exists (Grein & Gould, 1996). As mentioned in the extant literature (e.g., Kitchen, Brignell, Li, & Spickett-Jones, 2004), strategically oriented integrated brand communications are necessary for firms to succeed in

today's highly competitive business world. Notably, while IMC had focused on the integration of the different promotional disciplines (i.e., vertical coordination) by firms, GIMC added the element of integration across countries (i.e., horizontal coordination) (Grein & Gould, 1996).

LITERATURE OVERVIEW

There are several theories, theoretical models, research streams, and concepts from the extant business literature that informed the topic selection and direction of this dissertation research study. Many of the cited contributions provided the necessary background, content, and empirical or theoretical foundations or antecedent justification for the hypothesized conceptual model of global Internet integrated marketing communications (GI-IMC) strategy that was created and empirically tested. Overall, each of the theories, theoretical models, research streams, and concepts from the extant literature that were leveraged informed and provided value to this dissertation research study, especially the development of the model and its various components (e.g., theoretical constructs and accompanying measurement scales).

Theories and Theoretical Models

Several theories and theoretical models from the extant business literature, especially the broad area of strategic management, provided the necessary theoretical foundations and antecedent justification for the general theoretical framework, the research program framework, and the hypothesized conceptual model that was created and empirically tested in this dissertation research study. They included:

- *Industrial Organization Theory* (e.g., Bain, 1956, 1959; Chamberlin, 1933; Mason, 1939) *and Model of Above-Average Returns* (e.g., Hitt, Ireland, & Hoskisson, 2007);
- *Resource-Based View* (e.g., Barney, 1991; Penrose, 1959; Wernerfelt, 1984) *and Resource-Based Model of Above-Average Returns* (e.g., Hitt, Ireland, & Hoskisson, 2007); and

- *Strategic Fit Paradigm (Environment-Strategy Coalignment)* (e.g., Aldrich, 1979; Chakravarthy, 1982; Jauch & Osborn, 1981; Miles & Snow, 1978; Porter, 1980; Venkatraman & Prescott, 1990).

The definitions of these key theories (or paradigms) are provided in TABLE 1.2 (see Chapter Two for comprehensive reviews of each).

TABLE 1.2 Definitions of Key Theories/Theoretical Models

Theory/Model	Definition	Primary Source(s)*
Industrial Organization (I/O) Theory	A field in economics that builds on the theory of the firm and in which the focus is the strategic behavior of firms, the structure of markets, and the interactions between the two.	Bain (1956, 1959); Chamberlin (1933); Mason (1939)
Resource-Based View (RBV)	It describes the primary determinants of a firm's performance and strategy as being the firm's internal assets or resources. Consequently, the firm's competitive advantage is internally produced from assets that are rare, sustainable, and imperfectly replicable. Therefore, organizational success is not achieved by adaptation to the environment, but in the organization's distinctive resource combinations.	Barney (1991); Collis (1991); Johanson (2009)
Strategic Fit Paradigm (Environment-Strategy Coalignment)	The "fit" between strategy and its context—whether it is the external environment or organizational characteristics, such as structure, administrative systems, and managerial characteristics—has significant positive implications for performance. *(p. 1)*	Venkatraman & Prescott (1990)

** The primary source(s) for the definition – with their contribution used in whole or in part, paraphrased, or adapted, and/or integrated in varying degrees for this research – though the primary source(s) may have also obtained aspects of their definition from other sources.*

Research Streams and Concepts

Several concepts (or topics) from various research streams, especially involving Internet (online) marketing and the integrated marketing communications concept and some of its extensions, informed and were leveraged for the hypothesized conceptual model created (and empirically tested) for this dissertation research study. They included:

- *Internet (Online) Marketing Communications* (e.g., Jensen & Jepsen, 2006; Gurău, 2008; Jensen, 2008);

- *International Internet Marketing* (e.g., Eid, 2005; Eid & Elbeltagi, 2006; Eid & Trueman, 2002, 2004; Eid, Elbeltagi, & Zairi, 2006; Eid, Trueman, & Ahmed, 2002, 2006; Moon & Jain, 2007);
- *Integrated Marketing Communications* (e.g., Caywood & Ewing, 1991; Duncan & Everett, 1993; Nowak & Phelps, 1994);
- *Globally Integrated Marketing Communications* (e.g., Grein & Gould, 1996); and
- *Internet Integrated Marketing Communications* (e.g., Coyle & Gould, 2007).

The definitions of these concepts from relevant research streams, as well as the newly created GI-IMC concept, are provided in TABLE 1.3 (see Chapter Two for comprehensive reviews of each).

Research Gaps

A comprehensive review of the extant literature in the relevant research areas or streams and on the relevant theories and theoretical concepts showed that a gap existed in the literature for marketing strategy research combining all of these research areas and theories. More specifically, no empirical research existed that involved this specific combination of different research areas and theories, while only a few conceptual contributions covered more than one of these areas and theories in some manner, even if only in a cursory fashion (e.g., Coyle & Gould, 2007; Jensen & Jepsen, 2006). Notably, since the GIMC concept at the center of this dissertation research study was introduced by Grein and Gould (1996), there had been limited empirical and conceptual research overtly examining or leveraging the concept (e.g., Chang, 2009; Gould, Grein, & Lerman, 1999; Gould, Lerman, & Grein, 1999; Grein & Gould, 2007; Zvobgo & Melewar, 2011). Therefore, there was a need for further research, empirical and conceptual, on the GIMC concept and its components, overall and in certain circumstances or contexts.

TABLE 1.3 Definitions of Key Concepts

Concept	Definition	Primary Source(s)*
Internet (Online) Marketing Communications (IOMC)	Electronic communications (i.e., online or via the Internet and electronic portable devices) from an organization or company to current or prospective customers for the purposes of communicating about, promoting, and selling goods and services. It consists of multiple communication categories or disciplines and tools, including: • *Internet (Online) Advertising* (e.g., online display advertising; search engine advertising/pay-per-click); • *Internet (Online) Direct Marketing* (e.g., e-mail marketing; microsites; mobile communication marketing via Short-Message Service & Multimedia Messaging Service); • *Internet (Online) Personal Selling* (e.g., live chat; online events; audio/video conferences via Voice over Internet Protocol); • *Internet (Online) Public Relations* (e.g., blogs; electronic newsletters/e-zines; online communities; online events; online games/advergaming; online sponsorships; search engine optimization; social media); • *Internet (Online) Sales Promotion* (e.g., affiliate marketing; online competitions/contests/sweepstakes; online coupons/rebates/premiums); and • *Web Sites* (e.g., organization or company Web site).	Armstrong & Kotler (2007); Chaffey (2009); Coyle & Gould (2007); Jensen (2008); Jensen & Jepsen (2006); McMillan (2007); Shimp (2007)
International Internet Marketing (IIM)	The performance of business activities on the Internet designed to consciously plan, price, promote, and direct the flow of a company's goods and services to current or prospective customers in more than one nation for a profit.	American Marketing Association (2012); Cateora, Gilly, & Graham (2010)

TABLE 1.3 Continued

Concept	Definition	Primary Source(s)*
Integrated Marketing Communications (IMC)	A communications process that entails the planning, creation, integration and implementation of diverse forms of marcom (advertisements, sales promotions, publicity releases, events, etc) that are delivered over time to a brand's targeted customers and prospects. The goal of IMC is ultimately to influence or directly affect the behavior of the targeted audience. IMC considers all touch points, or sources of contact, that a customer/prospect has with the brand as potential delivery channels for messages and makes use of all communications methods that are relevant to customers/prospects. IMC requires that all of a brand's communication media deliver a consistent message. The IMC process further necessitates that the customer/prospect is the starting point for determining the types of messages and media that will serve best to inform, persuade, and induce action. *(pp. 7 & 604)*	Shimp (2007)
Globally Integrated Marketing Communications (GIMC)	A system of active promotional management which strategically coordinates global communications in all of its component parts both horizontally in terms of countries and organizations and vertically in terms of promotion disciplines. It contingently takes into account the full range of standardized versus adaptive market options, synergies, variations among target populations and other marketplace and business conditions. *(p. 143)*	Grein & Gould (1996)
Internet Integrated Marketing Communications (I-IMC)	A two-pronged approach for integrating marketing communications: (a) within the Internet platform and (b) within the overall promotional and marketing mixes. *(p. 69)*	Coyle & Gould (2007)

TABLE 1.3 Continued

Concept	Definition	Primary Source(s)*
Global Internet Integrated Marketing Communications (GI-IMC)	A system of active online promotional management that involves the deliberate targeting of the global market through the integration of marketing communications within the Internet platform and the strategic coordination of Internet global communications in all of its component parts both horizontally in terms of countries and vertically in terms of Internet promotion disciplines. It contingently takes into account the full range of standardized versus adaptive market options, synergies, variations among target populations and other marketplace and business conditions.	Newly Created/Adapted from Grein & Gould (1996) and Coyle & Gould (2007)

** The primary source(s) for the definition – with their contribution used in whole or in part, paraphrased, or adapted, and/or integrated in varying degrees for this research – though the primary source(s) may have also obtained aspects of their definition from other sources.*

Most relevant to this dissertation research study was the finding that Internet marketing to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) was one area in which research was needed. The reason this research focus was needed was that there were very few relevant research contributions to date in which the GIMC concept was leveraged and/or examined in the specific area of Internet marketing. For example, there was Coyle and Gould (2007), a conceptual contribution that included the GIMC concept as one component of the I-IMC concept. Later, there was the narrowly focused contribution from Chang (2009) in which the GIMC concept was leveraged for an empirical examination of the content of leading brands' Web sites in the U.S., Taiwan, and China, with the result being the development of a Web Standardization Model. Nonetheless, related contributions in this area were lacking.

Provided in TABLES 1.4a and 1.4b are details on selected key conceptual and empirical research contributions that were most relevant and valuable to identifying the need and selection of this dissertation research study topic, which has been largely overlooked by researchers. These research contributions are primarily those that involve the examination of Internet marketing (e.g., use of IOMC tools) and strategy (e.g., integration of IOMC tools) in global/international markets (i.e., multiple foreign country markets). These tables also help to illustrate the research gaps that exist and thus the focus of this dissertation research study.

Determining the best use of IOMC, including the formulation and implementation of effective strategies (e.g., integration with other IOMC tools) to target, reach, and communicate with the global market as part of their marketing communications effort creates difficult challenges for companies and industry practitioners. It also raises several interesting questions for marketing scholars. The potential value to firms of constructing a comprehensive IOMC program to target, reach, and communicate with the global market that involves the integration of

TABLE 1.4a Current Research vs. Previous Key Related Research Contributions: Focus and Theoretical Justification/Foundation

RESEARCH CONTRIBUTION	Research Topic Coverage/Focus					Theoretical Foundations/Concepts Cited							Sector Focus		
	Global/International Marketing	*Internet (Online) Marketing Communications*	*Strategy Implementation/ Strategic Management*	*Integration*	*Organizational Performance/ Success Implications*	*Industrial Organization (I/O) Theory*	*Resource-Based View (RBV) Theory*	*Strategic Fit Paradigm (Environment-Strategy Coalignment)*	*Integrated Marketing Communications (IMC)*	*Globally Integrated Marketing Communications (GIMC)*	*Internet Integrated Marketing Communications (I-IMC)*	*Other/None Explicitly Cited*	*Business-to-Business (B2B)*	*Business-to-Consumer (B2C)*	*Both/Not Explicitly Specified*
Coyle & Gould (2007)	X	X	X	X					X	X	X				X
Eid & Trueman (2002)	X	X	X									X			X
Eid & Trueman (2004)	X		X	X	X							X	X		
Eid (2005)	X		X	X	X							X	X		
Eid, Elbeltagi, & Zairi (2006)	X		X	X	X							X	X		
Eid, Trueman, & Ahmed (2002)	X		X	X	X							X	X		
Eid, Trueman, & Ahmed (2006)	X		X	X	X							X	X		
Gurău (2008)	X	X	X	X					X						X
Jensen & Jepsen (2006)		X	X	X					X						X

TABLE 1.4a Continued

RESEARCH CONTRIBUTION	Research Topic Coverage/Focus					Theoretical Foundations/Concepts Cited							Sector Focus		
	Global/International Marketing	*Internet (Online) Marketing Communications*	*Strategy Implementation/ Strategic Management*	*Integration*	*Organizational Performance/ Success Implications*	*Industrial Organization (I/O) Theory*	*Resource-Based View (RBV) Theory*	*Strategic Fit Paradigm (Environment-Strategy Coalignment)*	*Integrated Marketing Communications (IMC)*	*Globally Integrated Marketing Communications (GIMC)*	*Internet Integrated Marketing Communications (I-IMC)*	*Other/None Explicitly Cited*	*Business-to-Business (B2B)*	*Business-to-Consumer (B2C)*	*Both/Not Explicitly Specified*
Jensen (2008)		X		X	X				X						X
Moon & Jain (2007)	X	X	X		X							X			X
Prasad, Ramamurthy, & Naidu (2001)	X	X	X	X	X							X			X
Sheth & Sharma (2005)	X	X	X		X							X			X
Singh & Baack (2004)	X	X	X									X			X
Singh, Furrer, & Ostinelli (2004)	X	X	X		X							X		X	
Singh, Kumar, & Baack (2005)	X	X	X									X		X	
THIS DISSERTATION RESEARCH	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**	**X**			**X**

TABLE 1.4b Current Research vs. Previous Key Related Research Contributions: Research Design, Data Sources, and Data Collected/Analyzed

			Data Sources Used			Data Type Collected/Analyzed			Data/Information Collection Instrument/Method Used						
RESEARCH CONTRIBUTION			*Primary*	*Secondary*	*Not Applicable*	*Longitudinal*	*Cross-Sectional*	*Not Applicable*	*Literature Review (e.g., Conceptual, Meta-Analysis)*	*Experiment/ Quasi-Experiment*	*Survey/ Questionnaire*	*Interview*	*Case Study*	*Content/Document Analysis*	*Other*
Coyle & Gould (2007)	**Research Design**	*Conceptual*			X			X	X						
		Quantitative													
		Qualitative													
Eid & Trueman (2002)	**Research Design**	*Conceptual*			X			X	X						
		Quantitative													
		Qualitative													
Eid & Trueman (2004)	**Research Design**	*Conceptual*													
		Quantitative	X				X				X				
		Qualitative													
Eid (2005)	**Research Design**	*Conceptual*													
		Quantitative	X				X				X				
		Qualitative													
Eid, Elbeltagi, & Zairi (2006)	**Research Design**	*Conceptual*													
		Quantitative													
		Qualitative	X				X					X	X		

TABLE 1.4b Continued

RESEARCH CONTRIBUTION			*Primary*	*Secondary*	*Not Applicable*	*Longitudinal*	*Cross-Sectional*	*Not Applicable*	*Literature Review (e.g., Conceptual, Meta-Analysis)*	*Experiment/ Quasi-Experiment*	*Survey/ Questionnaire*	*Interview*	*Case Study*	*Content/Document Analysis*	*Other*
Eid, Trueman, & Ahmed (2002)	**Research Design**	*Conceptual*			X			X	X						
		Quantitative													
		Qualitative													
Eid, Trueman, & Ahmed (2006)	**Research Design**	*Conceptual*													
		Quantitative	X				X				X				
		Qualitative		X			X						X		
Gurău (2008)	**Research Design**	*Conceptual*													
		Quantitative													
		Qualitative	X				X					X			
Jensen & Jepsen (2006)	**Research Design**	*Conceptual*			X			X	X						
		Quantitative													
		Qualitative													
Jensen (2008)	**Research Design**	*Conceptual*													
		Quantitative	X				X				X				
		Qualitative													

TABLE 1.4b Continued

RESEARCH CONTRIBUTION			*Primary*	*Secondary*	*Not Applicable*	*Longitudinal*	*Cross-Sectional*	*Not Applicable*	*Literature Review (e.g., Conceptual, Meta-Analysis)*	*Experiment/ Quasi-Experiment*	*Survey/ Questionnaire*	*Interview*	*Case Study*	*Content/Document Analysis*	*Other*
Moon & Jain (2007)	**Research Design**	*Conceptual*													
		Quantitative	X				X				X				
		Qualitative													
Prasad, Ramamurthy, & Naidu (2001)	**Research Design**	*Conceptual*													
		Quantitative	X				X				X				
		Qualitative													
Sheth & Sharma (2005)	**Research Design**	*Conceptual*			X			X	X						
		Quantitative													
		Qualitative													
Singh & Baack (2004)	**Research Design**	*Conceptual*													
		Quantitative													
		Qualitative	X				X							X	
Singh, Furrer, & Ostinelli (2004)	**Research Design**	*Conceptual*													
		Quantitative	X				X				X				
		Qualitative													

TABLE 1.4b Continued

RESEARCH CONTRIBUTION			*Primary*	*Secondary*	*Not Applicable*	*Longitudinal*	*Cross-Sectional*	*Not Applicable*	*Literature Review (e.g., Conceptual, Meta-Analysis)*	*Experiment/ Quasi-Experiment*	*Survey/ Questionnaire*	*Interview*	*Case Study*	*Content/Document Analysis*	*Other*
Singh, Kumar, & Baack (2005)	**Research Design**	*Conceptual*													
		Quantitative													
		Qualitative	X				X							X	
THIS DISSERTATION RESEARCH	**Research Design**	*Conceptual*													
		Quantitative	**X**				**X**				**X**				
		Qualitative													

all IOMC tools would appear to be an important and worthy topic of study. More specifically, it would help scholars and practitioners to identify and understand the forces and factors that impact why companies, when attempting to target, reach, and communicate with the global market, integrate IOMC tools, how they integrate these tools, the degree of integration, and the subsequent impact on organizational performance.

The list of previous research in the broad area of Internet marketing and the various relevant research streams and theories and theoretical concepts leads to identification of the primary research gap being examined in this study: examination of the integration of IOMC for targeting and communicating with the global market based largely on the GIMC and I-IMC concepts. GIMC is a concept that with only a few exceptions (e.g., Chang, 2009; Coyle & Gould, 2007; Gould, Lerman, & Grein, 1999; Zvobgo & Melewar, 2011) has been largely ignored by the research community, especially as part of empirical research focused on the Internet medium. Moreover, no research was found to have even attempted to empirically validate the GIMC construct. With only a couple of exceptions – i.e., aforementioned conceptual contribution from Coyle and Gould (2007) and empirical contribution from Chang (2009) – application of the GIMC concept to IOMC is virtually nonexistent in the extant literature. Most importantly, no studies were identified that have comprehensively and exclusively examined the specific phenomenon and research context used in this dissertation research study.

Overall, combining the marketing sub-areas of Internet (online) marketing, IMC, GIMC, I-IMC, and global/international marketing, as well as the broad area of strategy, to examine this dissertation resesearch topic was important and necessary in order to advance the body of knowledge in this area. The importance of the Internet and IOMC to firms as part of their marketing efforts, whether targeting domestic or foreign markets, has been established over the

past couple of decades. This has led to increased attention in the literature (see comprehensive literature reviews from Ngai (2003) covering the 1987-2000 period and Schibrowsky, Peltier, and Nill (2007) extending the review to include the 2001-2004 timeframe). However, a considerable number of gaps still exist in the body of knowledge, including related to the examination of Internet marketing and the use of IOMC by companies for targeting, reaching, and communicating with the global market. This dissertation research study helps to fill some of these research gaps.

RESEARCH PURPOSE

The broad purpose or objective of this dissertation research study was to examine the general phenomonen of companies' strategy formulation, strategy implementation, and performance of Internet (online) marketing communications (IOMC) when they attempt to target, reach, and communicate with the global market (i.e., both domestic and foreign markets). One focus of the examination ended up being the creation of a new concept, global Internet integrated marketing communications (GI-IMC), which primarily includes and combines selected elements of the globally integrated marketing communications (GIMC) concept from Grein and Gould (1996) and the Internet integrated marketing communications (I-IMC) concept from Coyle and Gould (2007), and is focused on the global integration of the various IOMC tools utilized by firms. The other focus was to operationalize the concept as a theoretical construct measuring the degree of GI-IMC strategy implementation by firms and include it in a hypothesized conceptual model for empirical examination, with the model including various relevant internal (i.e., firm related) and external (i.e., environment related) characteristics, forces, and factors identified as impacting firms GI-IMC strategies and ultimately performance. The hypothesized conceptual model was then measured and empirically analyzed, in whole or in part,

based on the perspectives of qualified industry practitioners who are current managers or at least employees in the marketing function of U.S. companies and are involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market.

The purpose of the dissertation research study was to benefit both researchers and practitioners. For researchers, its purpose was to advance the body of knowledge in the broad area of Internet marketing and ignite a new research stream among researchers interested in examining the use of IOMC by companies for targeting, reaching, and communicating with the global market, including the newly created GI-IMC concept. For practitioners, its purpose was to assist their efforts at formulating and implementing their firms' IOMC strategies and activities and their attempts to and success with targeting, reaching, and communicating with the global market. Moreover, it was to help practitioners identify internal and external characteristics, forces, and factors that can impact their firms' global IOMC strategy formulation and implementation, including the integration within and among the various IOMC elements and across country borders, as well as the success of its IOMC efforts. The focus of this dissertation research study is especially important to small and medium-sized businesses or enterprises (SMEs), which need to effectively leverage the Internet for their marketing activities due to its global reach at a low cost (e.g., Quelch & Klein, 1996; Palumbo & Herbig, 1998; Saban & Rau, 2005; Yip, 2000). Overall, by investigating the use of IOMC among U.S. firms of all sizes for targeting, reaching, and communicating with the global market, a contribution was made to an emerging theory of Internet marketing, integrated marketing communications (IMC), and GIMC that will benefit researchers. At the same time, a contribution is made to practitioners and their efforts to effectively target, reach, and communicate with the global market by utilizing the

Internet medium and embracing the GIMC and I-IMC concepts and the newly created GI-IMC concept in order to increase the success of their companies' IOMC activities for targeting, reaching, and communicating with the global market.

Overall, a multidisciplinary, multi-theoretical approach was taken with this dissertation research study. The hope at the outset was that this approach would result in findings that were unique, interesting, and significantly advanced the body of knowledge for both academic researchers and practitioners. Ultimately, the purpose of this research was to offer a contribution that has lasting value for peer-reviewed research and marketing practice, including advancing theory and the research stream and helping firms to improve their IOMC performance when attempting to target, reach, and communicate with the global market.

Phenomenon Statement

The formal phenomenon statement for this dissertation research study developed through a comprehensive review of the relevant extant literature was:

> *Companies' formulation and implementation of a global Internet integrated marketing communications (GI-IMC) strategy and their resulting performance due to their efforts to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) based directly and/or indirectly on the strategy and identified relevant internal and external forces and factors.*

Research Objectives and Questions

The general objective of this dissertation research study was to understand the strategy formulation, strategy implementation, and performance of IOMC by firms when they attempt to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. The primary objectives for this research, along with the accompanying research questions, are as follows:

(1) To empirically test theoretical propositions generated from the relevant extant literature and theory regarding the implementation of a global Internet integrated marketing communications (GI-IMC) strategy by companies (aka firms), including whether it contributes positively to overall company performance, and specifically:

a. identify the different internal and/or external force(s) and factor(s) that may impact GI-IMC strategy implementation and global IOMC performance;

b. determine whether and how selected identified internal and/or external force(s) and factor(s) impact GI-IMC strategy implementation and global IOMC performance;

c. establish whether and how GI-IMC strategy implementation impacts the effectiveness of IOMC efforts for reaching and communicating with the global market and whether and how it impacts overall company performance; and

d. discover whether and how the effectiveness of IOMC efforts for reaching and communicating with the global market impacts overall company performance.

Accomplishing these research objectives might help answer the following questions:

1. What is the impact of selected identified internal and/or external forces and factors on companies' (a) GI-IMC strategy implementation and (b) global IOMC performance?

2. What is the impact of companies' GI-IMC strategy implementation on (a) the effectiveness of IOMC efforts for reaching and communicating with the global market and (b) on overall company performance based on various performance measures?

3. What is the impact of the effectiveness of companies' IOMC efforts for reaching and communicating with the global market on overall company performance based on various performance measures?

(2) To test the validity of various newly created or adapted constructs and revalidate existing constructs included in the hypothesized conceptual model of GI-IMC strategy by empirically testing their newly created, adapted, or existing measurement scales under the specific context and circumstances being utilized for this research study.

Accomplishing this research objective might help answer the following questions:

1. What are the dimensions and components of the newly created, adapted, or existing theoretical constructs in the hypothesized conceptual model of GI-IMC strategy?

2. What is the construct reliability of the newly created, adapted, or existing theoretical constructs in the hypothesized conceptual model of GI-IMC strategy based on factor analysis of the theoretical constructs' newly created, adapted, or existing measurement scales?

3. What is the construct validity of the newly created, adapted, or existing theoretical constructs in the hypothesized conceptual model of GI-IMC strategy based on various forms of validity (e.g., face or content validity, convergent validity, discriminant validity) used to evaluate the theoretical constructs' newly created, adapted, or existing measurement scales?

RESEARCH CONTRIBUTION

In general terms, this dissertation research study can help to extend the existing theory and research on Internet (online) marketing communications (IOMC) strategy for targeting, reaching, and communicating with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. It attempted to do this through the development of a hypothesized conceptual model for global Internet integrated marketing communications (GI-IMC) strategy. The model was then empirically and quantitatively examined with a sample of qualified industry practitioners who are current managers or at least employees in the marketing function of U.S. companies and are involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market. By using and/or adapting existing theoretical constructs and measurement scales or developing new theoretical constructs and measurement scales where necessary (e.g., *GI-IMC Strategy Implementation*, *Global Online Navigational Effectiveness*, *Global Internet Marketing Performance*) and empirically examining the selected forces and factors hypothesized to impact the formulation and implementation of a GI-IMC strategy and the success of these efforts, this dissertation research study can add to an emergent understanding of IOMC from a firm and managerial perspective for targeting and

communicating with the global market. By formulating then empirically testing the hypothesized conceptual model generated to explain GI-IMC strategy implementation (including the integration and coordination of various IOMC elements on a global basis) from the perspective and perception of practitioners (e.g., managers and other qualified individuals in the marketing function), it is also the only known quantitative research study with this specific focus. It is also the only research contribution that involved the conceptualization of all of the specific different concepts described in this document in a single comprehensive research program framework.

The general theoretical framework presented in this dissertation research study, which is based on the *strategic fit paradigm (environment-strategy coalignment principle)* and its various foundational theories (i.e., *industrial organization theory*, *resource-based view*), is potentially valuable for future research efforts. In addition, the comprehensive GI-IMC research program framework, which is based on the general theoretical framework and on an extensive review of the extant literature in multiple business disciplines, includes a myraid of potential forces or factors that are hypothesized to impact the use and implementation of a GI-IMC strategy – e.g., *internal forces*, such as firm characteristics, and *external forces*, such as environment characteristics. The creation of the research program framework not only allowed for the identification of selected relevant forces and factors being empirically examined in this study but also allowed for the identification of additional ones that can be examined in future empirical research. Overall, this dissertation research study not only adds to the body of knowledge but also should have a substantial theoretical and managerial impact and provide a foundation for future research efforts by researchers.

Implications for Researchers

This dissertation research study has the potential to provide a myriad of future research directions in many different sub-areas of IOMC. From a researcher or theoretical perspective, the study tests aspects of several theories, theoretical models, and theoretical concepts and contributes to knowledge about the utilization and role of IOMC in the global performance of firms. Along with the empirical results, the extensive conceptual work that was conducted as evidenced by the general research framework, general theoretical framework, and comprehensive research program framework generated and presented can provide a foundation for many divergent research directions and focuses in business research, including the areas of Internet marketing and global/international marketing. The ultimate goal and result will hopefully be to further advance the body of knowledge in this relatively new but increasingly important topic area of Internet marketing and IOMC. The contributions of this dissertation research study will hopefully have this impact, and assist many academic researchers with selecting future research focuses, including the construction of elaborate research programs and the testing of various concepts and theories that will expand and advance the body of knowledge.

Implications for Practitioners

This dissertation research study has several implications for industry practitioners, especially company managers in the marketing function. It has the potential to provide practitioners with important information that can assist them with the formulation, implementation, and evaluation of their IOMC strategies on a global basis. It does this by identifying relevant forces or factors that are hypothesized to impact the formulation and implementation of a GI-IMC strategy and, directly or indirestly, the brand performance and success of these efforts, then empirically examining the impact of those forces or factors

expected to have the largest impact and thus be most important, which can provide insights for practitioners.

For industry practitioners involved with their companies' Internet (online) marketing activities, this dissertation research study provides input on how their companies can formulate and implement their IOMC strategies to effectively target, reach, and communicate with the global market and improve their performance. Moreover, industry practitioners can leverage the measurement scales that are utilized for their own research, including benchmarking and analyzing their IOMC efforts and performance. It has the potential to provide substantial value to small and medium-sized enterprises (SMEs), which, unlike larger enterprises (or firms), often do not possess the necessary resources, capabilities, and/or acumen to use offline or tradititional marketing strategies and tactics to easily target foreign markets. Moreover, a focus was intentionally placed on the performance outcome in this dissertation research study so that it would have additional value to practitioners, who obviously need to focus on their organization's success with their marketing strategy and tactical decisions, including those involving the use of IOMC for targeting, reaching, and communicating with the global market.

Overall, it seems reasonable to declare that this dissertation research study addresses a multitude of important issues that are being faced by management in firms of all sizes, in all industries and sectors, including the business-to-business (B2B) and business-to-consumer (B2C) sectors. The specific objectives and potential contributions are provided and described in other sections that follow, along with various relevant contributions and theories and theoretical concepts in the extant literature that were already briefly discussed but will be discussed in comprehensive detail in Chapter Two. These previous contributions in the extant literature are presented and discussed in order to provide a background of how this dissertation research study

advances current knowledge based on previous contributions to the stream of research, while the relevant theories and theoretical concepts are first presented and discussed in order to provide the requisite theoretical foundations and antecedent justification.

DISSERTATION ORGANIZATION

This chapter, Chapter One ("Introduction"), includes a background of the topic and phenomenon being examined in this dissertation research study: strategy formulation, strategy implementation, and performance of Internet (online) marketing communications (IOMC) by companies (aka "firms") when they attempt to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. More specifically, the focus is global Internet integrated marketing communications (GI-IMC), including the importance of this newly created concept. The purpose of the research, a phenomenon statement, research objectives and questions, and key terms, along with their definitions, are provided. Moreover, relevant theories and theoretical models from the extant literature in multiple disciplines are identified and leveraged to serve as the theoretical foundation for the general theoretical framework, the research program framework, and/or the hypothesized conceptual model created and/or empirically examined at least partially in this dissertation research study. They include: industrial organization (I/O) theory, the resource-based view (RBV), and the strategic fit paradigm (environment-strategy coalignment). In addition, various relevant research streams and concepts from conceptual and empirical research in the extant literature are described and examined in detail. They include: IOMC, international Internet marketing (IIM), integrated marketing communications (IMC), globally integrated marketing communications (GIMC), and Internet integrated marketing communications (I-IMC). Based on a comprehensive review of these theories, theoretical

models, research streams, and concepts, specific research gaps are identified that this study was undertaken to fill, whether in part or in whole. Lastly, the potential implications of this dissertation research study to both academic researchers and marketing practitioners, especially managers, are described and presented at the end of this chapter.

Chapter Two ("Literature Review, Theoretical Foundations, and Model Development") includes a general research framework, general theoretical framework, and research program framework that informs and provides guidance for this dissertation research study (as well as potential future research studies). The chapter also includes a stated context for this study and an in-depth and comprehensive review of the relevant contributions from the extant literature that provides the necessary empirical and theoretical foundation for the frameworks and hypothesized conceptual model that were developed. Research hypotheses for relationships believed to exist between model components, which includes the *market orientation* concept (construct), are provided. This is followed by a brief discussion on the research focus and scope.

Chapter Three ("Research Methodology") includes the research methodology for the planned testing of the hypothesized conceptual model presented in Chapter Two, including both of its sub-components (i.e., measurement and structural models) as well as a justification for the quantitative research approach that was taken. The information provided for the planned research methodology at the outset of the research study includes the following for one or more of the different stages of data collection and analysis (i.e., pre-test, pilot test, main test):

- Research design
- Data collection procedure, such as the construction, design, and implementation of the survey instrument (i.e., online questionnaire)
- Definitions and descriptions of all independent (exogenous) and dependent (endogenous) variables, marker variable (construct), and control variables
- Sampling frame, sampling plan, and all measurement scales (whether newly created, adapted, or existing) to measure all theoretical constructs in the model

- Data analysis methodology, including examination of the reliability and validity of all theoretical constructs and measures to determine the existence of data collection/measurement bias and error
- Factor anaysis approach using structural equation modeling (SEM), with the measurement model empirically analyzed
- Empirical testing of all research hypotheses in the structural model using SEM, as well as fit of the model based on multiple fit indices
- Details on the post-hoc analysis that was conducted

Chapter Four ("Data Analysis and Findings") presents the results of the quantitative research outlined in the previous chapter, including a detailed analysis of all findings for all rounds of data collection for the pre-test, pilot test, and main test. The results of various statistical tests using SEM are presented, along with analyses of the unidimensionality, reliability, and validity of the measures for all theoretical constructs. Finally, Chapter Five ("Discussion and Conclusions") includes a discussion of findings from the empirical analysis of the hypothesized conceptual model (and other versions and variations of the measurement and structural models), including conclusions drawn from the analysis of data and detailed potential implications for marketing researchers and practitioners. This final chapter also includes a discussion and presentation of the study's contribution, limitations, and directions for future research.

CHAPTER TWO: LITERATURE REVIEW, THEORETICAL FOUNDATIONS, AND MODEL DEVELOPMENT

CHAPTER OVERVIEW

This chapter includes a comprehensive background of the theory and literature providing the necessary foundation for this dissertation research study. An extensive review of the literature from multiple research areas that was conducted and integrated is discussed and integrated, with the objective being to develop the theory and identify the research hypotheses that are focused on the broad phenomenon being conceptualized and empirically examined: strategy formulation, strategy implementation, and performance of Internet (online) marketing communications (IOMC) by companies (aka "firms," "businesses," "enterprises") when they attempt to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. The various theory and research from the extant literature in divergent disciplines were leveraged to:

- Create a general research framework to broadly guide the focus and direction of the study;
- Provide the necessary theoretical foundations to conceptualize the general theoretical framework (and ultimately the research program framework and hypothesized conceptual model) at the heart of the empirical examination;
- Inform the research through an examination of the relevant research streams and concepts;
- Develop the comprehensive research program framework that provides a foundation for this and future research efforts; and
- Develop the hypothesized conceptual model and its research hypotheses (to be subsequently examined empirically).

Overall a new concept, global Internet integrated marketing communications (GI-IMC), was generated from these efforts, with various forces (factors) impacting companies' formulation, implementation, and performance of a GI-IMC strategy identified and included in the newly created research program framework. The framework subsequently guided the creation

of the hypothesized conceptual model to be empirically examined for this dissertation research study.

Multiple components of this dissertation research study are presented and described in this chapter. The creation of the general research framework was based on research and scholarly contributions in the area of business strategy and on the strategic management (planning) process, which, along with the broad areas of marketing and communication, are at the heart of the study. The theoretical foundations – and thus the creation of the general theoretical framework, as well as the research program framework – were primarily based on the integration of multiple theories and theoretical models, including industrial organization (I/O) theory and model of above-average returns, the resource-based view (RBV) and model of above-average returns, and the strategic fit paradigm (environment-strategy coalignment). In addition, the hypothesized conceptual model that was empirically examined had the RBV as its theoretical justification and foundation. The research streams and concepts comprehensively reviewed and leveraged from the extant literature included: Internet (online) marketing communications (IOMC), international Internet marketing (IIM), integrated marketing communications (IMC), globally integrated marketing communications (GIMC), and Internet integrated marketing communications (I-IMC). The result of the review, integration, and synthesization of all of the theories, models, concepts, and research streams from the extant literature was the creation of the new GI-IMC concept, the GI-IMC research program framework, and the hypothesized conceptual model for GI-IMC strategy implementation. As part of this effort to generate the research program framework and conceptual model, selected research hypotheses positing the relationships between the key components of the model, which includes the market orientation

concept (construct), were identified and presented. This chapter concludes with an explanation of the research context that was adopted.

RESEARCH FRAMEWORK

A general research framework was generated at the beginning of this dissertation research study, with *business strategy* providing the foundation of the framework. Therefore, a brief and general review of *business strategy* and the s*trategic management (planning) process* from various contributions to the extant literature and textbooks are provided below.

Business Strategy

It is difficult to find a universally accepted definition in the extant literature for *business strategy*. This is due in large part to the fact that understanding of the concept has evolved substantially since the *strategy* term was introduced to the business and management fields in the 1960s. In a pioneering contribution to the strategy research discipline, Chandler (1962) defined strategy as "the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals" (p.13). Likewise, another early contribution from Ansoff (1965) viewed *strategy* as "decision rules and guidelines" required by a firm for its "orderly and profitable growth" (p.103). However, more recent contributions to the strategy literature recognize that a strategy can be more than a plan and involve more than simply formal planning (Johnson & Scholes, 2002). Specifically, a strategy can also be a ploy, a pattern, a position, or a perspective, depending on the context of discussion, instead of merely a plan (Mintzberg, 1987). With their more recent contribution, Hitt, Ireland, and Hoskisson (2007, p. 4) focused on objectives, defining *strategy* as

"an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage."

Findings from Hofer (1975) and Hofer and Schendel (1978) provide support for strategy being hierarchical in nature and consisting of three levels of strategies (i.e., at multiple levels within an organization): (1) *corporate strategies*, which focus on market or industry selection and the allocation of resources among each of them; (2) *business strategies*, which highlight the utilization of unique and distinctive competencies and can be seen when a multi-business corporation has multiple business units; and (3) *functional strategies*, which complement higher level business and corporate strategies and can include various functional area strategies such as marketing strategy, financial strategy, manufacturing strategy, research and development (R&D) strategy, etc. (Swamidass & Newell, 1987; Varadarajan & Jayachandran, 1999). Marketing strategy has been regarded as marketing activities and decisions associated with the gaining and sustaining of competitive advantage (Porter, 1980, 1985). In addition, the focus of marketing strategy has been viewed as the attaining of competitive advantage through the following actions: building of relationships with various vital constituencies, such as customers, partners, and channel members; providing the appropriate products; recognizing the specific timing for needed modifications to both products and relationships; and the utilization of adequate resources to realize the choice of these products and relationships (Sudharshan, 1995). Notably the value of a particular international (or global) marketing strategy is determined by its potential for enhancing business performance (Samiee & Roth, 1992).

Strategy formulation has been described as including the matching of the environmental conditions that exist with the different organizational capabilities and resources possessed by a company (Dilts & Hanlon, 2002). Perceptions of the environment that is believed to exist are

expected to have a large impact on the strategic choices made by company managers when trying to attain fit between the environment and chosen strategy (Bourgeois, 1980; Dickson & Weaver, 1997; Downey & Slocum, 1975; Elenkov, 1997). Therefore, it is perceptions about reality (i.e., objective environment), not necessarily the reality that exists, that influences strategic behavior (Shaver & Scott, 1991).

Strategy theorists have wanted to generally draw a distinction between strategy formulation (i.e., content) and strategy implementation (i.e., process), as well as develop a connection between strategy and organizational performance (Gupta & Lonial, 1998; Rumelt, 1991; Swamidass & Newell, 1987; Prescott, Kohli, & Venkatraman, 1986). In the case of the latter connection, Rumelt, Schendel, and Teece (1994) indicated that one of the fundamental issues at the core of strategic management is why certain companies continually achieve higher levels of performance than others. A suitable answer would deal with how the company utilizes its organizational capabilities and aligns them with its various strategies. A variety of researchers have concentrated on the issue of organizational capabilities and emphasized their influence on a company's strategy and therefore on its performance (e.g., Barney & Arikan, 2001; Barney & Hesterly, 1996; Child, 1972; Gupta & Govindarajan, 1984; Rajagopalan & Spreitzer, 1997).

A firm can achieve competitive advantage by leveraging its unique skills and resources to employ a value-creating strategy that its competition cannot employ as effectively (Barney, 1991). Moreover, it is considered a sustainable competitive advantage when the deterioration of the advantage is resistant to the actions of the competition (Porter, 1980). The primary issue in the area of strategy is the way in which companies attain and maintain competitive advantage (Teece, Pisano, & Shuen, 1997). *Strategy* includes the various activities and decisions that allow

a business included as part of a firm's business portfolio to attain and maintain a competitive advantage and to sustain or improve its performance (Varadarajan & Jayachandran, 1999).

Strategic Management (Planning) Process

Strategic management is a group of managerial decisions and actions that determines an organization's long-run performance (Wheelen & Hunger, 2006). A large number of strategy scholars have come to the agreement that for certain strategic decisions, there is first a formation (or prechoice) stage of strategic activity, which is followed by an evaluation (or postchoice) stage (Fredrickson, 1983). Thus, researchers have usually acknowledged the existence of a two-phase model of the strategic choice process and given primacy to internal explanations for differences in strategy formation (Judge & Zeithaml, 1992). Nonetheless, there have been many divergent depictions of the strategic marketing and strategic management components and processes in the academic literature and textbooks. The contributions to the body of knowledge that primarily informed the components and/or structure of the general research framework that was generated through this dissertation research study included: (1) Armstrong and Kotler (2007); (2) Coulter (2005); and (3) Hunger and Wheelen (2003).

Each of these three contributions offered similar but slightly different four-part conceptualizations of the marketing or strategic management process that takes place in companies. Armstrong and Kotler (2007) divided management of the marketing process into four parts (or functions): (1) *analysis*, (2) *planning*, (3) *implementation*, and (4) *control*. Coulter (2005) stated that the continuous strategic management process is comprised of four major elements (or basic steps): (1) *situation analysis*, (2) *strategy formulation*, (3) *strategy implementation*, and (4) *strategy evaluation*. Notably, Step No. 1 included scanning of both the internal organizational environment and the external environment. Hunger and Wheelen (2003)

provided their own version of the strategic management process, with their version comprised of four distinct steps (or elements): (1) *environmental scanning*, (2) *strategy formulation*, (3) *strategy implementation*, and (4) *evaluation and control*.

General Research Framework

The just-described models and processes were integrated to serve as a basic foundation for the general research framework developed to guide this dissertation research study (see FIGURE 2.1).

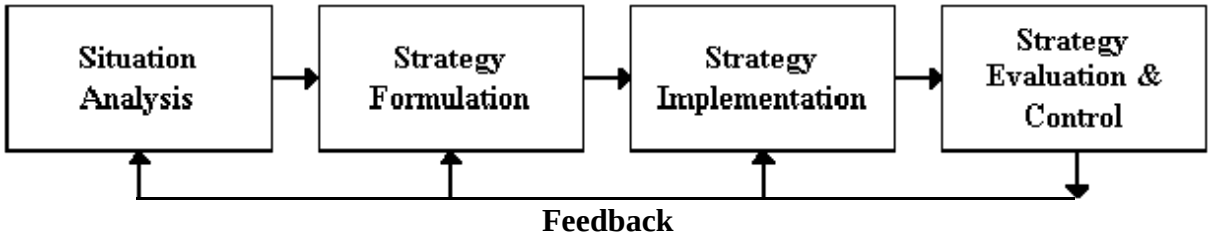


FIGURE 2.1 General Research Framework

THEORETICAL FOUNDATIONS AND FRAMEWORK

Research demonstrates that both the external (industry) environment and the internal assets have an impact on the company's performance over a period of time (Hawawini, Subramanian, & Verdin, 2003). Therefore, in order to construct a mission and vision, then to select any potential strategies and to decide how to implement them, companies leverage both the *industrial organization (I/O) model of above-average returns* and *resource-based model of above-average returns* (Douglas & Ryman, 2003; Makhija, 2003). These models actually complement each other in that the former (i.e., I/O model) is focused on what is happening outside the firm, while the latter (i.e., resource-based) is focused on what is happening inside of the firm. Nonetheless, successful formulation and implementation of strategic actions by

companies occurs only when they properly utilize both of the models (Hitt, Ireland, & Hoskisson, 2007).

Organization theory (OT) is built upon many different perspectives and provides a broad range of interesting and valuable points of view, including the resource-based view (RBV), as well as agency theory, contingency theory, institutional theory, knowledge-based view, strategic choice theory, and systems theory, among others. The application of these and other OT theories (e.g., I/O theory) to a certain phenomenon frequently offers an improved level of knowledge and understanding (Ketchen & Hult, 2007). More specifically, although many of these theoretical approaches may differ fairly substantially in focus, they all focus in varying degrees on the organization-environment relationship, such as the link between the organization and environment. However, the alternative theories (e.g., I/O theory, RBV) may differ in regards to what forces (factors) are impacting each component (Child, 1997; Hatch, 2006).

To illustrate the differences between a couple of the divergent major and conflicting theoretical approaches being utilized in concert for this dissertation research study, one can look at previous research in the extant business research literature. For example, Zúñiga-Vicente, de la Fuente-Sabaté, and Suárez-González (2004) utilized the I/O theory and the RBV of the firm in their examination of strategic group membership, with the original concept of "strategic groups" put forth by Hunt (1972). First, I/O theory has been utilized as part of a research focus on mobility barriers (e.g. Caves & Ghemawat, 1992; Caves & Porter, 1977; Hatten & Hatten, 1987; Porter, 1980) in order to examine and explicate the disparities in performance among different strategic groups, with the primary principle of I/O theory being that between-group difference in performance surpass the within-group variations due to these mobility barriers. Second, the RBV of the firm from the strategic management literature (e.g., Barney, 1991; Wernerfelt, 1984)

focuses on various firm-specific factors that are controllable management decision variables and presents the notion of "barriers to imitation," "causal ambiguity," and "isolating mechanisms" (Lippman & Rumelt, 1982; Reed & DeFillippi, 1990) to examine and explicate the disparities in performance among firms within strategic groups. The chief assumption of this approach is that within-group variations in performance surpass between-group variations because of these internal factors.

Overall, several theories and theoretical models from the extant business literature, especially the broad area of strategic management, provided the necessary theoretical foundations and antecedent justification for the general theoretical framework, the research program framework, and/or the hypothesized conceptual model created (and empirically tested) for this dissertation research study. They included:

- *Industrial Organization Theory* (e.g., Bain, 1956, 1959; Chamberlin, 1933; Mason, 1939) *and Model of Above-Average Returns* (e.g., Hitt, Ireland, & Hoskisson, 2007);
- *Resource-Based View* (e.g., Barney, 1991; Penrose, 1959; Wernerfelt, 1984) *and Resource-Based Model of Above-Average Returns* (e.g., Hitt, Ireland, & Hoskisson, 2007); and
- *Strategic Fit Paradigm (Environment-Strategy Coalignment)* (e.g., Aldrich, 1979; Chakravarthy, 1982; Jauch & Osborn, 1981; Miles & Snow, 1978; Porter, 1980; Venkatraman & Prescott, 1990).

The *strategic fit paradigm*, which is also known as the *environment-strategy coalignment principle*, is the primary theoretical perspective being adopted for this dissertation research study. The other related theories and theoretical models listed above – i.e., *I/O theory* and the *I/O model of above-average returns*, and the *RBV* and *resource-based model of above-average returns* – are consistent with the components of the *strategic fit paradigm*. Overall, all three theories, theoretical models, or theoretical perspectives provided the foundation for the general theoretical framework and the research program framework, while the RBV was leveraged for

the hypothesized conceptual model.

A key reason for the selection of the *strategic fit paradigm* is because *Internet (online) marketing communications (IOMC)* can be conceptualized as a strategic response by company management to the interaction that takes place between internal and external forces. Therefore, the strategy and performance of IOMC when attempting to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) can be examined through the general framework of strategic management. Although the *strategic fit paradigm* has been alternatively termed *environment-strategy coalignment* (e.g., Venkatraman & Prescott, 1990) and *strategy-environment coalignment* (e.g., Cavusgil & Zou, 1994) in the extant literature, all future references in this document will use the term *environment-strategy coalignment*. Additional information on each of the theories and theoretical models are provided in the sub-sections that follow, with the general theoretical framework provided at the end of this section.

Industrial Organization Theory and Model of Above-Average Returns

Industrial organization (I/O) is a field in economics in which the focus is on the strategic behavior of firms, the structure of markets, and the interactions between the two (Bain, 1956, 1959; Chamberlin, 1933; Mason, 1939), which in the end will impact company performance (Schmalensee, 1985). In regards to the field of marketing, I/O is focused on the strategic marketing behavior of marketing organizations, the structure of the markets in which they operate, and the interactions that occur among marketing strategy and market structure. Moreover, the synergy that exists between marketing strategy and the market structure provides the crucial opportunity for companies to improve their market performance (Hult, 2011). The I/O approach, which attributes a firm's performance in international markets to its external market position, is one of the major theoretical approaches utilized in international marketing research

along with other approaches such as the RBV and transaction cost analysis (Zou, Fang, & Zhao, 2003). One opinion expressed in the extant international marketing literature is that strategy is formulated as a company's intentional response to the environment that exists in the external market (e.g., Cavusgil & Zou, 1994; Katsikeas, Samiee, & Theodosiou, 2006; Özsomer & Simonin, 2004; Sousa & Bradley, 2008).

Two examples of basic *I/O theory* that have relevance to this dissertation research study are the *Structure-Conduct-Performance (SCP) Paradigm* (e.g., Mason, 1939) and the *Strategy-Structure-Performance (SSP) Paradigm* (e.g., Chandler, 1962). Basic I/O theory includes the *SCP (Structure → Conduct → Performance) Paradigm* (or approach), which has been called "the most widely accepted approach to industrial organization analysis" (Wirth & Bloch, 1995, p. 16). Mason (1939) is often credited with formalizing the SCP paradigm, while Bain (1951) is credited as the first researcher to utilize the paradigm in a large sample, cross-sectional study. According to the SCP paradigm, market (or industry) performance is shaped by the conduct of the firms in that market, while that conduct is shaped by assorted market structure variables. Variables related to market structure are usually considered to be exogenous (i.e., independent variables) to the specific market being studied because the majority of SCP analyses are static analyses in which the basic conditions that influence market structure are assumed to remain constant (e.g., business attitudes, price elasticity of demand, rate of growth, technology, etc.), while conduct and performance variables are considered to be endogenous (i.e., dependent variables) (Wirth & Bloch, 1995).

Regarding the different components of the SCP paradigm, multiple variables are generally considered to be important in regards to defining market *structure* (Wirth & Bloch, 1995), including: number of buyers and sellers in the market; degree of product differentiation

that exists in the market; degree to which companies wanting to enter an industry confront barriers to market entry and exit; degree to which market firms are vertically integrated; and conglomerateness (i.e., extent to which competitors in the market are owned by large economic conglomerates with substantial financial resources). Moreover, *conduct* concerns companies' market behavior in regards to pricing (i.e., whether prices are established independently or in collusion with other companies), as well as product and advertising strategies and research and innovation (R&D), with the focus on these latter areas determining firm spending levels in these areas (Ferguson & Ferguson, 1994). Investment in production facilities and legal actions were also identified and recognized as *conduct* variables (Scherer & Ross, 1990). Lastly, *performance* in the market is determined by various important market performance variables, including: firm profitability; production and allocative efficiency (i.e., degree to which firms are not misusing limited resources and degree to which they are producing the desired quantity, quality, and mix of goods needed to maximize the welfare of consumers); and degree to which firms play a role in generating stable full employment and creating equitable income distribution (Ferguson & Ferguson, 1994; Scherer & Ross, 1990).

Overall, consistent with the SCP paradigm or approach, the combined or aggregate actions by companies in an industry determines the market success of the industry in developing products and services for its customers. The market actions of the various companies rely on the different actors who establish the competitiveness of the specific market. The competitiveness of the specific market is then based on innovations, technology, and marketing strategy so the marketing organization plays a key role. Moreover, based on established or classical logic, the marketing organizations within a specific industry are identical or indistinguishable from one another in regards to the market resources that they control. Nonetheless, if resource

heterogeneity arises, it will probably only be temporary because market resources are extremely mobile. Therefore, marketing strategies among the various companies competing in the same industry are similar, consistent, or homogenous since the marketing actions of one company are easily observed and replicated by other industry companies (Hult, 2011).

Basic I/O theory also includes the *SSP (Strategy → Structure → Performance) Paradigm* (or approach), which focuses on connections that exist between corporate strategy (e.g., degree of diversification) and firms' administrative structure (e.g., functional vs. divisional forms) (Chandler, 1962). The SSP paradigm predicts that a firm's strategy, formulated with regards to various factors in the external environment, produces the development of organizational structure and processes (Galbraith & Nathanson, 1978; Galunic & Eisenhardt, 1994; Miles & Snow, 1978). Those firms with aligned strategy and structure will not only be expected to perform at their coveted level but also will be expected to perform better than competitors who lack the same degree of strategic fit since the SSP approach posits that alignment between administrative structure and firm strategy will have positive implications for firm performance (e.g., Chandler, 1962; Galbraith & Kazanjian, 1986; Miles & Snow, 1984; Siggelkow & Levinthal, 2003).

Researchers have conducted a comprehensive amount of research about the relationship between corporate strategy and company administrative structure (e.g., Amburgey & Dacin, 1994). However, rapid improvements in information and communication technologies (e.g., Internet and broadband technologies) have made new kinds of technology-mediated interactions feasible (Geoffrion & Krishnan, 2003). The result of these advances is that companies can alter the manner in which they organize and conduct transactions within and across company and industry boundaries (Mendelson, 2000). Therefore, organizational design has shifted from the firm's administrative structure to the structural organization (or architecture) of its exchanges.

Consistent with this shift, researchers have noticed that value creation is increasingly taking place beyond conventional company boundaries (e.g., Dyer & Singh, 1998; Gulati, Nohria, & Zaheer, 2000).

Current thought has been focused on the need for firms to match their strategy and structure. The alignment, or fit, of strategy and structure is deemed a baseline requirement for organizational performance (Galbraith & Kazanjian, 1986; Miles & Snow, 1978). Actually, a minimal fit is seen as a requirement for the survival of companies (Miles & Snow, 1984). In addition, more recent research contributions to the extant literature emphasize that external and internal contingency factors need to be considered by firms when they develop and deploy their updated and revised strategies (Galunic & Eisenhardt, 1994; Miller, 1988; Porter, 1980, 1985; Stimpert & Duhaime, 1997).

In the international marketing literature, selected research has focused on the foundation of I/O theory, which posits that the external environment creates pressure on firms to which they need to react. For example, Zou and Stan (1998) indicated that exporters who respond effectively to their respective external environments by formulating and implementing a suitable strategy would achieve higher levels of performance. The different strategy factors often examined as impacting performance include adapting the different marketing mix elements to cater to the needs of local markets, the different types of channels, and the different channel relationships (Zou, Fang, & Zhao, 2003). However, Zou, Fang, and Zhao (2003) also suggested that the I/O framework is only focused on the effect of a firm's specific strategy and its external environment on firm performance and assigns little importance to the influence of firms' distinctive internal capabilities, including marketing capabilities, on a firm's performance. A firm's internal

capabilities and their impact on firm performance are the focus of the *Resource-Based View* (e.g., Barney, 1991; Penrose, 1959; Wernerfelt, 1984).

I/O Model of Above-Average Returns

The I/O model of above-average returns is a model utilized by some firms to accumulate the information needed to formulate its mission and vision and then to choose and determine how to implement its strategies. According to the model, a firm's strategy is seen as a collection of actions, commitments, and decisions that are developed based on the features of the particular industry in which the company has chosen to compete (Hitt, Ireland, & Hoskisson, 2007). Therefore, in general terms, the model has an external perspective or focus and explains the external environment's dominant influence on a firm's strategic actions, with it mostly focusing on industry structure or attractiveness of the external environment rather than a company's internal characteristics (e.g., Bowman & Helfat, 2001; Edelman, Brush, & Manolova, 2005; Seth & Thomas, 1994; Shamsie, 2003). This focus on external focuses is consistent with other organization theory (OT), such as institutional theory, which is focused on how external forces guide the actions of organizations (DiMaggio & Powell, 1983).

The I/O model of above-average returns came about due in part to the belief that existed from the 1960s through the 1980s that the external environment was the primary determinant of strategies chosen by firms for success (Hoskisson, Hitt, Wan, & Yiu, 1999). The model describes the main influence of the external environment over a firm's strategic actions, with it indicating that the industry in which a firm decides to compete has a larger impact over its performance than do the choices and decisions made by managers inside their organizations (Bowman & Helfat, 2001). Specifically, firm performance is thought to be principally influenced by an assortment of industry properties, including barriers to market entry, degree of concentration of

firms in the industry, diversification, economies of scale, and product differentiation (Seth & Thomas, 1994; Shamsie, 2003).

The I/O model of above-average returns (see FIGURE 2.2), which challenges firms to find the most attractive industry in which to participate, has four core assumptions (Hitt, Ireland, & Hoskisson, 2007). First, the external environment is believed to create various constraints and pressures that determine the specific strategies that would produce above-average returns. Second, most firms that compete within a specific industry or within a particular segment of that industry are believed to control comparable strategically germane resources and to follow comparable strategies given those resources. Third, resources utilized for the implementation of strategies are believed to be extremely mobile across firms, so any differences in resources that may well develop between firms will be momentary. Fourth and last, decision makers within organizations are assumed to be rational and committed to performing their duties and responsibilities in the best interest of the firms, which they demonstrate with their attempts at maximizing profits (Seth & Thomas, 1994). Due to the fact that the majority of firms are believed to possess similar important resources that are mobile across firms, performance normally can be improved only when a firm operates in the industry with the highest profit potential and ascertains how to utilize their resources for implementing the specific strategy necessitated by the structural characteristics of the industry (Edelman, Brush, & Manolova, 2005).

As presented in FIGURE 2.2, the five steps or stages of the I/O model of above-average returns, with their respective descriptions, include the following as provided by Hitt, Ireland, and Hoskisson (2007):

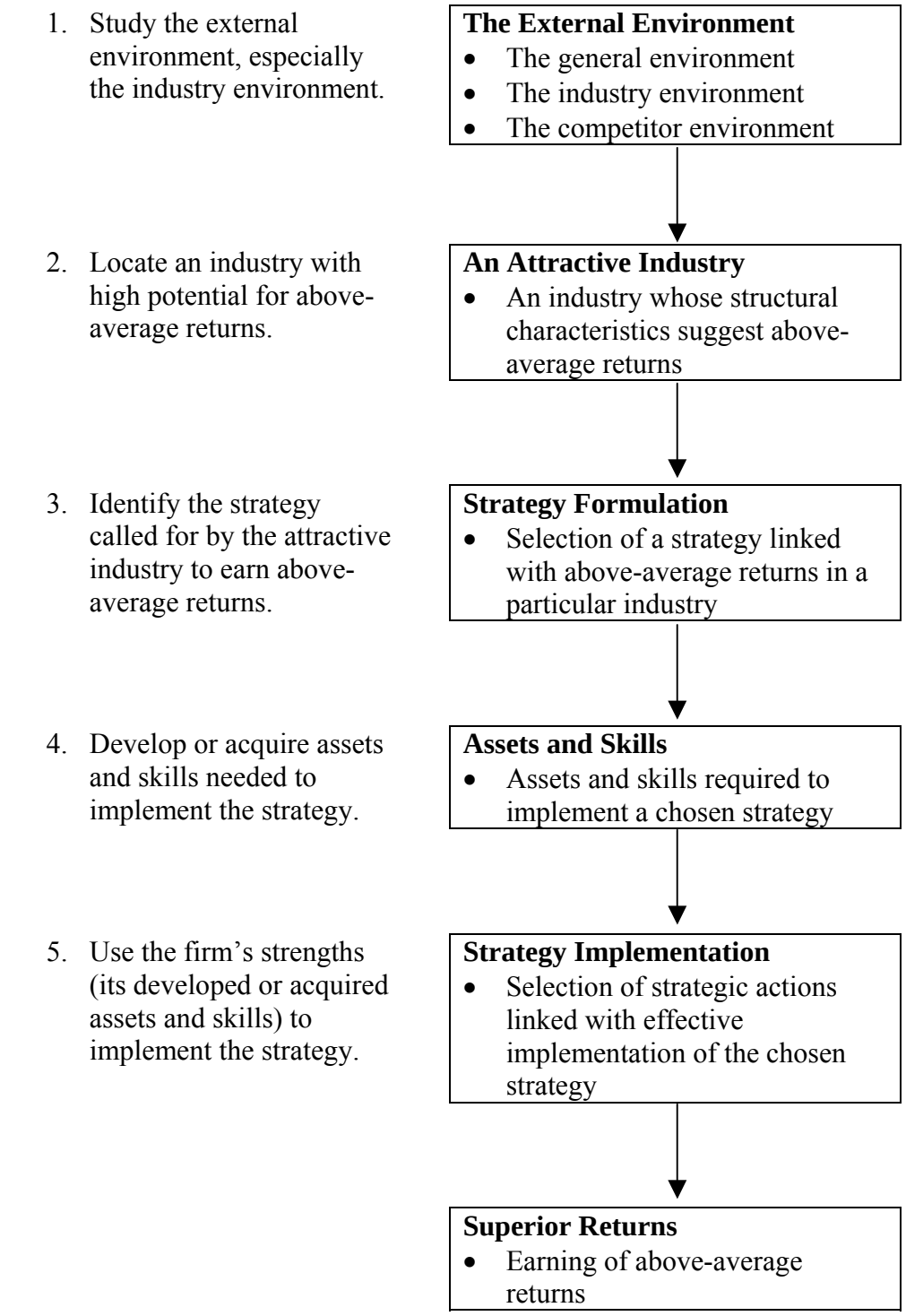


FIGURE 2.2 The Industrial Organization Model of Above-Average Returns
(**Source:** Hitt, Ireland, & Hoskisson, 2007, p. 16)

(1) Study the various segments of the external environment, especially the industry environment ("The External Environment").
(2) Locate an industry with high potential (i.e., structural characteristics) for above-average returns ("An Attractive Industry").
(3) Identify the strategy called for by the attractive industry to earn above-average returns (i.e., "Strategy Formulation").
(4) Develop or acquire assets and skills needed to implement the strategy (i.e., "Assets and Skills").
(5) Use the firm's strengths (i.e., its developed or acquired assets and skills) to implement the strategy (i.e., "Strategy Implementation").

Regarding the first step or stage, the various segments include: (a) the *general environment*, with its environmental segments of the demographic segment, economic segment, political/legal segment, sociocultural segment, technological segment, and global segment); (b) the *industry environment*, such as those included in the five forces of competition model from Porter (1980, 1985); and (c) the *competitor environment*, which includes various components to be analyzed by the firm as part of its competitor analysis, such as competitors' future objectives, current strategies, assumptions about the industry, and capabilities (i.e., strengths and weaknesses), as well as monitoring *complementors* (i.e., network of firms that sells complementary goods or services or are compatible with the focal firm's own products or services). The end result of a firm performing well in the first and each of the remaining steps or stages of the model is the earning of above-average returns ("Superior Returns"). Therefore, the I/O model of above-average returns implies that returns are principally established by external characteristics or factors instead of by the firm's distinctive internal capabilities and resources (Hitt, Ireland, & Hoskisson, 2007).

The I/O model is supported by research in the extent literature showing that the industry in which firms operate, as well as firm actions and characteristics, both account for a statistically significant amount of firm profitability (McGahan, 1999; McGahan & Porter, 1997). These

results indicate that both firm characteristics and the environment impact the level of firm profitability. Therefore, a relationship between the environment and the firm's strategy probably exists, which impacts the firm's performance (e.g., Henderson & Mitchell, 1997; Oliver, 1997; Stimpert & Duhaime, 1997).

Resource-Based View and Model of Above-Average Returns

The term *resource-based view* (RBV) was initially utilized by Wernerfelt (1984), who expanded on the ideas and concepts provided in Penrose's theory of the growth of the firm, which viewed firms as a broader collection of resources (Penrose, 1959). More specifically, the RBV of the firm (e.g., Barney, 1991; Penrose, 1959; Wernerfelt, 1984) imagines the firm as a group of strategic resources that are applied or heterogeneously distributed across multiple firms (Barney, 1991) to obtain a sustainable competitive advantage and superior performance (Peteraf, 1993; Wernerfelt, 1984). Therefore, resource heterogeneity and resource mobility are the two core assumptions of the RBV (Barney, 1991), which makes the export market context one that is especially suited for application of the theory (Zou, Fang, & Zhao, 2003). In addition, a main principle of the RBV is its direct linkage to firm performance due to strategic actions and competitive advantage (Ketchen, Hult, & Slater, 2007). It describes the primary determinants of a firm's strategy and performance – including its international marketing performance (Williamson, 1985; Zou & Cavusgil, 2002) – as being the firm's internal assets or resources, with the firm's competitive advantage internally produced from assets that are valuable, rare, and difficult to replicate, and have no strategically comparable or equivalent substitutes (Barney, 1991). Therefore, according to the RBV, firms are distinctive in terms of the collection of resources that they accrue over time, and organizational resources are considered the best sources of competitive advantage (Collis, 1991). Consequently, organizational success is not achieved by

adaptation to the environment, but in the organization's distinctive resource combinations (Johanson, 2009). Moreover, the RBV maintains that industries, by themselves, are not financially practical or rational because the performance differences that exist are often larger within industries compared to between industries (Rumelt, 1991).

In broad terms, two associated types of resources are essential for firms to create a competitive advantage: (1) *assets*, and (2) *capabilities* (Day, 1994; Dierickx & Cool, 1989). *Assets* are the resource endowments that a firm has accrued (e.g., investments in facilities), while *capabilities* are the complex collection of skills and accrued knowledge, employed through organizational processes, that allow the firm to coordinate its activities and effectively and efficiently utilize its assets (Day, 1994; Teece, Pisano, & Shuen, 1997). Capability is what unites or links assets and allows them to be utilized in an advantageous manner (Day, 1994). Capabilities are distinctive capabilities or competencies when they support a firm's market position that is not only valuable but also difficult for competitors to match (Zou, Fang, & Zhao, 2003). However, capabilities only offer the possibility of creating a competitive advantage (Barney, 1991).

The RBV has actually been utilized in a myriad of situations, including for examination of the performance implications of the internal assets of a firm more precisely categorized as *tangible assets*, *intangible assets*, and *capabilities* (Barney, 2001). *Intangible assets* are considered more complex and difficult to define and value than are *tangible assets* so they provide barriers to duplication (Clulow, Gerstman, & Barry, 2003). *Intangible assets* (e.g., client trust and reputation) are challenging to imitate because they are produced by "accumulated firm-specific activities" (Fahy, 2000, p. 98). *Capabilities* frequently exhibit the characteristics of "causal ambiguity," which means there are problems in recognizing the resources that are

producing the outcomes (Clulow, Gerstman, & Barry, 2003). As would be expected, researchers recommend that organizations develop their strategies around their most important resources and capabilities (Grant, 1991).

Leveraging previous research contributions, Barney (1991) classified the numerous possible firm resources into three categories or groups: (1) *Physical capital resources* (Williamson, 1975), (2) *Human capital resources* (Becker, 1964), and (3) *Organizational capital resources* (Tomer, 1987). Each of these resources were defined as follows by Barney (1991, p. 101):

(1) *Physical capital resources*: "the physical technology used in a firm, a firm's plant and equipment, its geographic location, and its access to raw materials."
(2) *Human capital resources:* "the training, experience, judgment, intelligence, relationships, and insight of individual managers and workers in a firm."
(3) *Organizational capital resources*: "a firm's formal reporting structure, its formal and informal planning, controlling, and coordinating systems, as well as informal relations among groups within a firm and between a firm and those in its environment."

Barney (1995) later expanded this classification so firm resources and capabilities could be categorized into four different categories or groups: (1) *financial*, (2) *physical*, (3) *human*, and (4) *organizational*. Consistent with this categorization, the extant literature illustrates that firm assets have been categorized in a variety of different ways, including physical, intangible, and financial resources (Chatterjee & Wernerfelt, 1991), marketing skills and management capabilities (Clulow, 2005; Ghoshal & Bartlett, 1990), and organizational, social, and human capital (Wright, Dunford, & Snell, 2001). The aggregate impact of these different types of assets increases the uniqueness of firms (Fahy, 2000) because this synergistic impact would result in an improved competitive position when compared to the firm's position when the assets operated separately (Barney, 2002).

The RBV, which attributes a firm's performance in international markets to internal organizational resources like its marketing capabilities or competency, is one of the major theoretical approaches utilized in international marketing research along with other approaches such as I/O theory and transaction cost analysis (Zou, Fang, & Zhao, 2003). There have actually been an increasing number of international marketing studies completed using the RBV of firms (e.g., Calantone, Kim, Schmidt, & Cavusgil, 2006; Dhanaraj & Beamish, 2003), with Knudsen and Madsen (2002) even suggesting that the RBV of firms has become the principal paradigm utilized in international marketing research. Notably, Calantone, Kim, Schmidt, and Cavusgil (2006) are among the researchers who leveraged both the RBV and I/O theory as theoretical foundations for their research (as was done with this dissertation research study).

In today's business world and current electronic business environment, knowledge creation and innovation result in physical assets being less valuable to the value creation activities of firms. Therefore, it is challenging for firms to achieve competitive advantage through possession of physical assets because they are resources that can easily be replicated by the competition (Cartwright & Oliver, 2000; Dunning & Wymbs, 2001). A firm's ability to manage knowledge has been proposed to be a key source of firm-specific assets in the RBV. Madhok and Phene (2001) have claimed that this ability is implicit, causally ambiguous, and difficult and challenging to copy or replicate because it is particular to the firm's activities. Under the RBV of the firm, important elements that generate synergies that enhance firm advantages compared to the competition include: export marketing knowledge and experience, market information, and business and social networks (Madhok & Osegowitsch, 2000; Madhok & Phene, 2001; Rutashobya & Jaensson, 2004).

An early influential research stream that examined the interaction between firms and their internal situation based itself on the *structure-conduct-performance (SCP) paradigm* put forward by Bain (1956) and Mason (1957). It proposes that the strategies implemented by firms can potentially reduce competition in an industry and therefore help firms to attain higher levels of performance. Porter (1979, 1980, 1985, 1990) took a different approach from the SCP paradigm by developing several models that firms can leverage to select and implement particular strategies that will produce above normal economic performance. These models included a model of generic industry structure and environmental opportunities, a five forces model of environmental threats, and the strategic group concept. This approach by Porter emphasized the vital function that managers can play by utilizing the strategies rooted in these models to improve firm performance and helps in further understanding the heterogeneity in firm performance. Nonetheless, there are significant limitations with these models, including their inability to explicate intra-industry (or intra-group) heterogeneity (Barney & Hesterly, 1996) and their lack of consideration of distinctive abilities and skills that firms may offer to an industry (Barney, 1995).

Contrary to the SCP-based approaches, the RBV of the firm takes into account all the capabilities and resources controlled by a firm that allow it to formulate and implement various strategies. The theoretical roots of the RBV are located in the fields of economics and sociology, and it is constructed from the early research contributions on unique and distinctive competencies, Penrosian economics, Ricardian economics, etc. (Barney & Arikan, 2001). Wernerfelt (1984), Rumelt (1984), and Barney (1986a, 1986b) put forth the fundamental principles of this early RBV, which was later followed by the theory of invisible assets (Itami, 1987) and competence-based theories (Prahalad & Hamel, 1990). As a reminder, firm

capabilities and resources according to the RBV are categorized into four types: (1) *financial resources*, (2) *physical resources*, (3) *human resources*, and (4) *organizational resources*. However, there are also four crucial assumptions that underlie this resource-based approach (Barney, 1991): (1) firms are profit-maximizing entities, (2) managers are constrained to be rational, (3) capabilities and resources and can diverge substantially across firms, and (4) these differences can be stable. These assumptions are significantly different from the assumptions that underlie the SCP-based approaches. Specifically, they specify that capabilities and resources can be heterogeneously distributed over time, and that heterogeneity can persist due to the barriers to entry and due to the essential attributes of certain firm capabilities and resources (Barney & Hesterly, 1996).

Certain resources are substantially more valuable or important than other resources. For example, common or widespread resources such as cash and market access are in the possession of numerous organizations. However, possession of "strategic" resources by an organization will provide the organization with an advantage over its competitors that do not posses such resources in the achievement of certain ongoing and constant results or outcomes (Barney, 1991; Chi, 1994). Therefore, Barney (1991) believes that a firm's resources and capabilities can create sustained competitive advantage for them under the resource-based approach. However, to accomplish this, the capabilities and resources of a firm need to be: valuable in order to allow a firm to take advantage of its environmental opportunities and/or to neutralize any threats that it faces, rare among its competitors (current or potential), expensive to imitate or reproduce, and lacking close strategic substitutes. The logic behind this view implies that firms should initially look inward; identify their own capabilities and resources that are rare, valuable, non-substitutable, and expensive to imitate; and then locate any markets in which those resources can

be utilized. Based on a voluntaristic orientation, managers under this approach have the freedom to employ their strategic choices under bounded rationality constraints in order to achieve strategic parity; maintain competitive advantages; and identify, nurture, and sustain capabilities and resources that function as sources of competitive advantage (Barney & Arikan, 2001).

The RBV of the firm visualizes the marketing organization as a collection of strategic marketing resources that are heterogeneously distributed across various firms or marketing organizations and ingrained in an equilibrium-seeking process that is rooted in a marketplace where perfect competition exists (Hult, 2011). In addition, Wernerfelt (2005) stated that the RBV "is based on the premise that firms differ, even within an industry. The differences occur in the firms' resources, and the main theory is that a firm's strategy should depend on its resources—if a firm is good at something, the firm should try to use it" (p. 17). One key marketing insight that has been discussed about the RBV and its application to marketing research involves the importance of marketing actions and alignment with other aspects of the firm's marketing apparatus. Specifically, strategic marketing resources only have prospective value, which in the end is only realized (or not) based on actions and behaviors on the part of the firm or organization, as well as alignment with other valuable aspects or components of the marketing organization and/or the marketing strategy (e.g., Hult, 2011; Ketchen, Hult, & Slater, 2007).

Resource-Based Model of Above-Average Returns

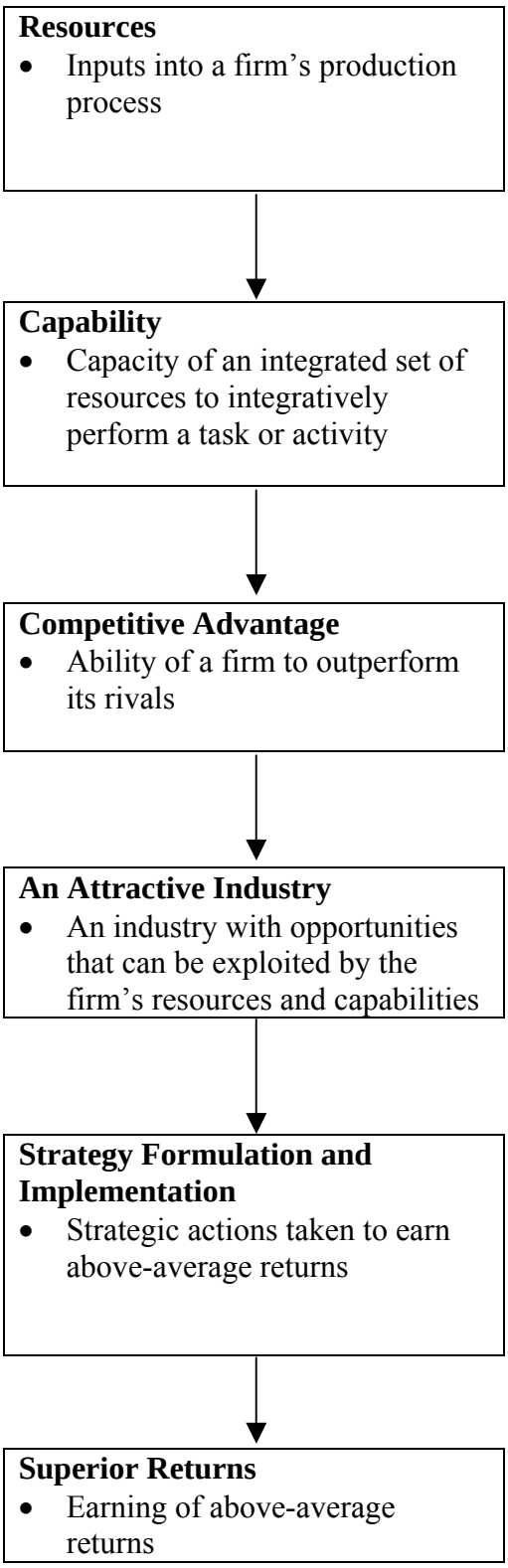
The resource-based model of above-average returns is a model utilized by some firms to accumulate the information needed to formulate their mission and vision and then to choose and determine how to implement their strategies. It is from the widely cited and known area of resource-based theory (or the RBV) of firms, has an internal perspective or focus, and states that differences in firms' performances are due primarily to their unique resources and capabilities

rather than structural characteristics of the industry, with firms subsequently acquiring different resources and developing unique capabilities (e.g., Bansal, 2005; Barney, 1986a, 1986b; DeCarolis, 2003; Douglas & Ryman, 2003; Hawawini, Subramanian, & Verdin, 2003; Makhija, 2003; Penrose, 1959; Schoemaker & Amit, 1994; Wernerfelt, 1984; Zott, 2003).

The resource-based model of above-average returns assumes that individual organizations are a group of unique *resources*, which are inputs into a firm's production process (e.g., capital equipment, skills of individual employees, patents, finances, talented managers) (Hitt, Ireland, & Hoskisson, 2007) and *capabilities*, which are the capacities for a set of resources to perform a task or an activity in an integrative manner, with them needing to be managed dynamically because they change over time (Blyler & Coff, 2003). Firm resources by themselves may not produce a competitive advantage for a firm (Priem & Butler, 2001; Teng & Cummings, 2002) and are often organized into three general categories: (1) *physical*, (2) *human*, and (3) *organizational capital* (Hitt, Ireland, & Hoskisson, 2007). Resources actually have a higher probability of becoming a source of competitive advantage for a firm when they become capabilities (Blyler & Coff, 2003). When resources and capabilities are a source of competitive advantage for a firm, they are called *core competencies*, which are often observable as organizational functions, like marketing (Hitt, Ireland, & Hoskisson, 2007). Overall, the *uniqueness* of a firm's resources and capabilities are the foundation of its strategy and its ability for earning above-average returns (Hitt, Ireland, & Hoskisson, 2007).

The resource-based model (see FIGURE 2.3) depicts differences in firms' performance across time as being due mostly to their unique capabilities and resources instead of the industry's structural characteristics. In addition, the assumption is made in this model that firms obtain different resources and develop distinct and unique capabilities due to how they combine

1. Identify the firm's resources. Study its strengths and weaknesses compared with those of competitors.



2. Determine the firm's capabilities. What do the capabilities allow the firm to do better than its competitors?

3. Determine the potential of the firm's resources and capabilities in terms of a competitive advantage.

4. Locate an attractive industry.

5. Select a strategy that best allows the firm to utilize its resources and capabilities relative to opportunities in the external environment.

FIGURE 2.3 The Resource-Based Model of Above-Average Returns
(**Source:** Hitt, Ireland, & Hoskisson, 2007, p. 18)

and utilize the resources; that capabilities and resources are not extremely mobile across firms; and that the differences in capabilities and resources are the foundation of competitive advantage (Bansal, 2005).

As presented in FIGURE 2.3, the five steps or stages of the resource-based model of above-average returns, with their respective descriptions, include the following as provided by Hitt, Ireland, and Hoskisson (2007):

(1) Identify the firm's resources, and examine its strengths and weaknesses compared with those of competitors ("Resources").
(2) Determine the firm's capabilities, including what the firm does better than its competitors because of the capabilities ("Capability").
(3) Ascertain the potential of the firm's resources and capabilities in terms of serving as a competitive advantage ("Competitive Advantage").
(4) Locate an attractive industry, with opportunities that can be taken advantage of by the firm based on its specific resources and capabilities ("An Attractive Industry").
(5) Select a strategy that provides the firm with the best opportunity to use its resources and capabilities relative to opportunities that exist in the external environment ("Strategy Formulation and Implementation").

Regarding the first step or stage, the resources include both *tangible resources*, which are assets that can be observed and quantified (e.g., manufacturing plants, product equipment) and *intangible resources*, which are assets that normally are deeply ingrained in the firm's history and have been collected over time (e.g., managerial knowledge, capabilities). The *intangible resource* of *knowledge* has actually lead to the creation of what is termed the *knowledge-based view*, which is a derivative of the RBV that concentrates on how wisdom can behave as a strategic resource (e.g., Grant, 1996). This view achieved standing among the research community because it explained knowledge as the critical resource of the firm since the success of the firm's strategy relied on how successfully it utilized its various knowledge assets. Various researchers have actually proposed that knowledge is the critical resource of the firm using the theoretical explanations provided by the RBV of the firm (e.g., Grant, 1996; Spender, 1996). The

four types of *tangible resources* are financial, organizational, physical, and technological, while the three types of *intangible resources* are human, innovation, and reputational (e.g., Wernerfelt, 1984). The end result of a firm performing well in the first and each of the remaining steps or stages of the model is the earning of above-average returns ("Superior Returns"). Therefore, the resource-based model of above-average returns implies that the firm's distinctive internal capabilities and resources principally establish returns, not the various external characteristics or factors (Hitt, Ireland, & Hoskisson, 2007).

In contrast to the I/O model of above-average returns, which is employed for identifying an attractive industry, the resource-based model proposes that the firm's selected strategy should permit it to utilize its competitive advantage in an attractive industry. The end result of a firm performing well in the steps or stages of the model is the earning of above-average returns. Therefore, the resource-based model of above-average returns implies the firm's unique internal capabilities and resources, instead of external characteristics or factors (e.g., industry's structural characteristics), are the primary causes of a firm earning superior or above-average returns (Hitt, Ireland, & Hoskisson, 2007).

Some capabilities and resources simply cannot serve as the foundation for firms to achieve competitive advantage. However, as mentioned previously in this section, those capabilities and resources that are rare, valuable, costly to imitate, and non-substitutable can serve in this role (Barney, 2001; De Carolis, 2003). Regarding resources, they are: *rare* when few, if any, current and potential competitors possess them; *valuable* when they provide a firm with the ability to take advantage of opportunities or counteract threats that exist in its external environment; *costly to imitate* when other firms either are unable to procure them or are at a cost disadvantage in procuring them in comparison to the firm that already has them in their

possession; and *non-substitutable* when no structural equivalents exist. However, because many resources can either be imitated or substituted over a period of time, it is challenging for firms to attain and sustain a competitive advantage based solely on resources (Zott, 2003). Nonetheless, when these four criteria are met, capabilities and resources develop into core competencies (Hitt, Ireland, & Hoskisson, 2007).

Strategic Fit Paradigm (Environment-Strategy Coalignment)

Strategic fit is a respected theoretical paradigm included within various theories of organizational adaptation (Zajac, Kraatz, & Bresser, 2000). It is related to the efficiency with which the organization's resources and capabilities are aligned with the opportunities and threats in the environment (Andrews, 1980) and the success of the organization's chosen implemented strategy in particular environments (Chandler, 1962; Schwartz & Davis, 1981). A fundamental assumption of the strategic fit perspective or concept is that strategy is the predominate concept and that implementation elements are acquired in the context of the particular strategy (Venkatraman & Camillus, 1984). Notably, strategic fit has actually served as a key building block or organizing concept for theory construction in multiple business and management research areas (e.g., Aldrich, 1979; Andrews, 1980; Fry & Smith, 1987; Galbraith, 1977; Katz & Kahn, 1966; Lawrence & Lorsch, 1967; Thompson, 1967; Van de Ven & Drazin, 1985; Venkatraman & Prescott, 1990; Woodward, 1965). More specifically, it has taken on a core position in both strategic management research (e.g., Chakravarthy, 1982; Jauch & Osborn, 1981; Miles & Snow, 1978; Miles, Snow, Meyer, & Coleman, 1978; Snow & Miles, 1983; Venkatraman & Camillus, 1984) and organizational studies (e.g., Fry & Smith, 1987; Venkatraman & Prescott, 1990). Most important and relevant to the focus of this dissertation research study is that strategic fit is ubiquitous in not only such disciplines as strategic

management but also in strategic and international or global marketing (e.g., Calantone, Garcia, & Dröge, 2003; Cavusgil & Zou, 1994; Gatignon & Xuereb, 1997; Hultman, Robson, & Katsikeas, 2009; Hurley & Hult, 1998; Katsikeas, Samiee, & Theodosiou, 2006; Schilke, Reimann, & Thomas, 2009; Slater & Narver, 1994a; Vorhies & Morgan, 2003; Xu, Cavusgil, & White, 2006; Zou, Fang, & Zhao, 2003).

The concept of *coalignment* (aka *congruency*, *contingency*, *fit*, *matching*) between a company's strategies and the external context (i.e., environment) is an important and crucial one that has emerged in the strategy research discipline over the years. Numerous research studies in the management literature have focused on this issue, both theoretically and empirically (e.g., Bluedorn, Johnson, Cartwright, & Barringer, 1994; Bourgeois, 1980; Rajagopalan & Spreitzer, 1997; Venkatraman, 1989; Vennkatraman & Prescott, 1990). In addition, multiple studies have identified various environmental constructs and variables (e.g., Prescott, 1986; Sharfman & Dean, 1991; Venkatraman & Prescott, 1990) and environmental profiles (e.g., Porter, 1980; Venkatraman & Prescott, 1990).

The *environment-strategy coalignment principle* originated from the *Structure-Conduct-Performance (SCP) paradigm* (e.g., Mason, 1939) and relies on two premises: (1) organizations are reliant on their internal and external environments for resources (Pfeffer & Salancik, 1978); and (2) organizations can manage this reliance by formulating and maintaining strategies (Hofer & Schendel, 1978). The paradigm is often advanced as being a strategic framework with universality or generalizability despite it being obtained nearly entirely from observing and analyzing economies in the West, which have stable, market-based economies unlike other parts of the world (Lukas, Tan, & Hult, 2001). In basic terms, the strategic fit paradigm asserts an

interaction occurs between strategy and the environment in which it is being implemented, creating a dynamic and ever-changing coalignment process (Miller, 1988).

Researchers have suggested for many years that attaining the appropriate fit between the organization and the environment has performance implications. For example, Chandler (1962) contended that the shift of business strategy needed to be accompanied by structural adjustments in order to be successful, while Hofer (1975) posited that development of business unit strategy needed to be aligned with the product life cycle in order to be successful. Overall, there is agreement among many researchers that the "fit" between the implemented strategy and its environmental situation or context – whether it is the external environment (e.g., Anderson & Zeithaml, 1984; Bourgeois, 1980; Hambrick, 1988; Hitt, Ireland & Stadter, 1982; Hofer, 1975; Jauch, Osborn, & Glueck, 1980; Prescott, 1986) or organizational characteristics, including administrative systems (Galbraith & Nathanson, 1978; Lorange & Vancil, 1977), managerial characteristics (Gupta & Govindarajan, 1984), structure (Chandler, 1962; Rumelt, 1974), and organizational culture (Schwartz & Davis, 1981) – has considerable positive consequences for the performance of firms (Venkatraman & Prescott, 1990). Therefore, the central proposition or belief of the strategic fit paradigm is actually that environment-strategy coalignment has positive consequences for organizational performance (e.g., Aldrich, 1979; Chandler, 1962; Ginsberg & Venkatraman, 1985; Hofer, 1975; Katsikeas, Samiee, & Theodosiou, 2006; Porter, 1980; Prescott, 1986; Venkatraman & Prescott, 1990; Zajac, Kraatz, & Bresser, 2000). The foundation of this proposition or belief is based on the view that a firm's performance will be negatively impacted if the strategic allocation of its resources is in conflict (or not in alignment) with the specific environmental circumstances that it faces. This important and instinctively appealing suggestion has been the conceptual and theoretical foundation for many research studies

examining the performance implications of matching the implemented strategy with the environment (e.g., Anderson & Zeithaml, 1984; Bourgeois, 1980; Cavusgil & Zou, 1994; Hofer, 1975; Hitt, Ireland, & Stadter, 1982; Jauch, Osborn, & Glueck, 1980; Katsikeas, Samiee, & Theodosiou, 2006; Prescott, 1986; Xu, Cavusgil, & White, 2006; Zou & Cavusgil, 2002; Zou, Fang, & Zhao, 2003). This includes various more narrowly defined sub-areas of marketing, such as international marketing (e.g., Xu, Cavusgil, & White, 2006) and export marketing (e.g., Katsikeas, Samiee, & Theodosiou, 2006), with many research findings providing at least some support for good "fit" between the implemented strategy and the environmental situation or context (i.e., good environment-strategy coalignment) positively impacting performance (e.g., Griffith & Myers, 2004; Katsikeas, Samiee, & Theodosiou, 2006; Pangarkar & Klein, 2004; Xu, Cavusgil, & White, 2006; Zou, Fang, & Zhao, 2003). These findings are consistent with ones in the strategic management literature (e.g., Luo & Park, 2001; Venkatraman & Prescott, 1990).

The *strategic fit paradigm* is based on the principle that there is a preferred strategic response for a particular series of environmental conditions (cf. Harvey, 1982). Overall, the primary question that must be answered by any research on strategic fit is, according to Venkatraman and Prescott (1990), whether a company "that aligns its strategic resource deployment to the specific requirements of its environmental context (i.e., achieve an acceptable level of environment-strategy coalignment) perform(s) significantly better than a business unit that does not achieve the requisite match" (p. 1). Therefore, the strategic fit paradigm usually views the organizational environment as an exogenous construct over which there is limited control on the part of companies. The organizational environment is believed to establish the strategy formulation context.

Strategy is the primary factor in the environment-strategy link over which management has direct control (cf. Mintzberg, 1973). The *situation specific view*, the *universal view*, and the *contingency view* are the three primary views of strategic alignment or "fit" (Hambrick & Lei, 1985). The *situation specific view* is derived from the perspective that there are never two identical environmental settings so every strategy is unique. The *universal view* is derived from the perspective that there are actually universal business strategies that are appropriate in all environmental settings. Lastly, the *contingency view* posits that particular environmental profiles correspond with specific strategic profiles. Over the years, multiple scholars have been convincing with their claims that research attempting to examine the impact on performance by environment-strategy coalignment should utilize the *contingency view* if it wants to have the largest impact and make the most substantial contribution to the body of knowledge (e.g., Hambrick, 1983; Hambrick & Lei, 1985; Miller, 1987; Pinder & Moore, 1979). This has prompted subsequent researchers to follow suit and adopt the contingency view in their empirical research studies (e.g., Lukas, Tan, & Hult, 2001).

The primary theme in the majority of contingency studies is that effectiveness is enhanced based on a superior fit between the organization and its environment. In early contingency research, the organization–environment relationship was described with such phrases as *congruent with*, *contingent upon*, or *matched with* (Venkatraman & Prescott, 1990). Aldrich (1979) was an advocate and proponent of this type of approach, suggesting that organizations must either improve their fit with the environment or experience failure. In order to explain changes in organizational forms (i.e., specific configurations of goals, boundaries, and activities), he focused on the nature and distribution of resources in an organization's environment, with organizations attempting to shift toward a superior fit with the environment

through the necessary change process. Ultimately, this process would allow the organization to implement strategic choices that created a superior fit between the organization and the environment. This contribution by Aldrich (1979) was one of many contributions to the body of knowledge that helped to advance the strategic fit paradigm and environment-strategy coalignment concept.

Hrebiniak and Joyce (1985) stressed that the adaptation process is a dynamic one, with an organization potentially altering its position due to changes in the external environment or selection of strategy. However, managers are still capable of implementing their organization's chosen strategies by having control over scarce resources, though the impact and nature of the specific actions would fluctuate based on the particular organization-environment circumstances that exists. This stance on the concept of fit was consistent with the one put forth by Miles and Snow (1984), who defined "fit" as a process or state that involved a dynamic search that wanted to match or align the organization with its external environment and therefore to position internal resources in a manner to provide for the alignment. The basic alignment is regarded as being strategy, with the internal arrangement regarded as being the management process and organizational structure.

Hrebiniak and Joyce (1985) put forth a framework that included four primary potential "fits": (1) minimal, (2) tight, (3) early, and (4) fragile. Leveraging previous research by Snow and Hrebiniak (1980), they came to the conclusion that if organizations were to survive in a competitive environment, they would need to at least attain *minimal fit*, though this would not ensure excellent performance by the organization. However, organizations attaining *tight fit* could attain superior performance, though it was not simple to achieve and it involved intricate and long processes. Miles and Snow (1984) came to the conclusion that the exceptional

performance of successful U.S. firms examined in previous research (e.g., Drucker, 1969; Peters & Waterman, 1982) was due to the firms achieving tight fit both internally and externally, with all members at all levels of the organization – from front office to top managers – having a strong understanding of the organization's strategy, structure and management process and their roles and responsibilities in helping the organization attain its goals.

The prospect of a decline or weakening in the degree of organization-environment fit is a constant concern for organizations due to the fact that the environment is dynamic and always shifting and changing. Therefore, organizations need to adapt their strategies, structures, and/or processes to address any changes in the environment. Nonetheless, organizations may be incapable or averse to adapting to severe environmental changes, which could eventually result in the loss of fit. Moreover, a reduction in the degree of fit may not only be caused by changes in the external environment but organizations' internal processes could initiate or prompt the decrease (Miles & Snow, 1984). For instance, company managers may not make the necessary managerial and structural alterations to match the intentional changes in strategies, which could result in the loss of fit.

General Theoretical Framework

The *strategic fit paradigm* or the *environment-strategy coalignment principle* – with support provided by *I/O theory* and the *I/O model of above-average returns*, and the *RBV* and the *resource-based model of above-average returns* – was primarily leveraged to construct the theoretical framework used for this dissertation research study. The decision to use the strategic fit paradigm was made, in part, based on seminal research from Grein and Gould (1996) introducing the *globally integrated marketing communications (GIMC)* concept. In their contribution, they provided a list of "Forces for Coordination Across Countries and Disciplines"

(see TABLE 2.9 in the "Research Streams and Concepts" section that follows this section), which was comprised of forces both internal and external to companies. The resultant general theoretical framework of *global Internet integrated marketing communications (GI-IMC)* strategy based on the *strategic fit paradigm (environment-strategy coalignment principle)* is provided in FIGURE 2.4.

The general theoretical framework proposes that a GI-IMC approach or strategy is contingent on (or aligned with) *internal forces*, such as firm characteristics (e.g., structure, management), and *external forces*, such as external environment characteristics (e.g., industry, market). Subsequently, the performance of the firm's global Internet marketing efforts is dependent on the use (or degree) of GI-IMC implementation and firm characteristics (e.g., a firm's ability to implement the selected approach or strategy). The hypothesized conceptualization in the framework hypothesizes that the links are mediated by a GI-IMC approach or strategy, which emphasizes the central role of marketing strategy in affecting a firm's performance of an IOMC strategy when attempting to target, reach, and communicate with the global market (i.e., both domestic and foreign markets). The reason for this is that a firm must modify its IOMC strategy for the global market due to the context it faces as defined by firm characteristics and external environment characteristics. By doing this, a firm can achieve environment-strategy coalignment and the ensuing positive performance.

The general theoretical framework in FIGURE 2.4 includes three important overt and subtle elements. First, the units of analysis underlying the framework are products (i.e., goods, services, and goods-and-services combinations) and brands for which the respondent's firm uses IOMC to promote and sell to the global market. Depending on the specific company, the products and brands that can be promoted to the global market via IOMC untilized at the

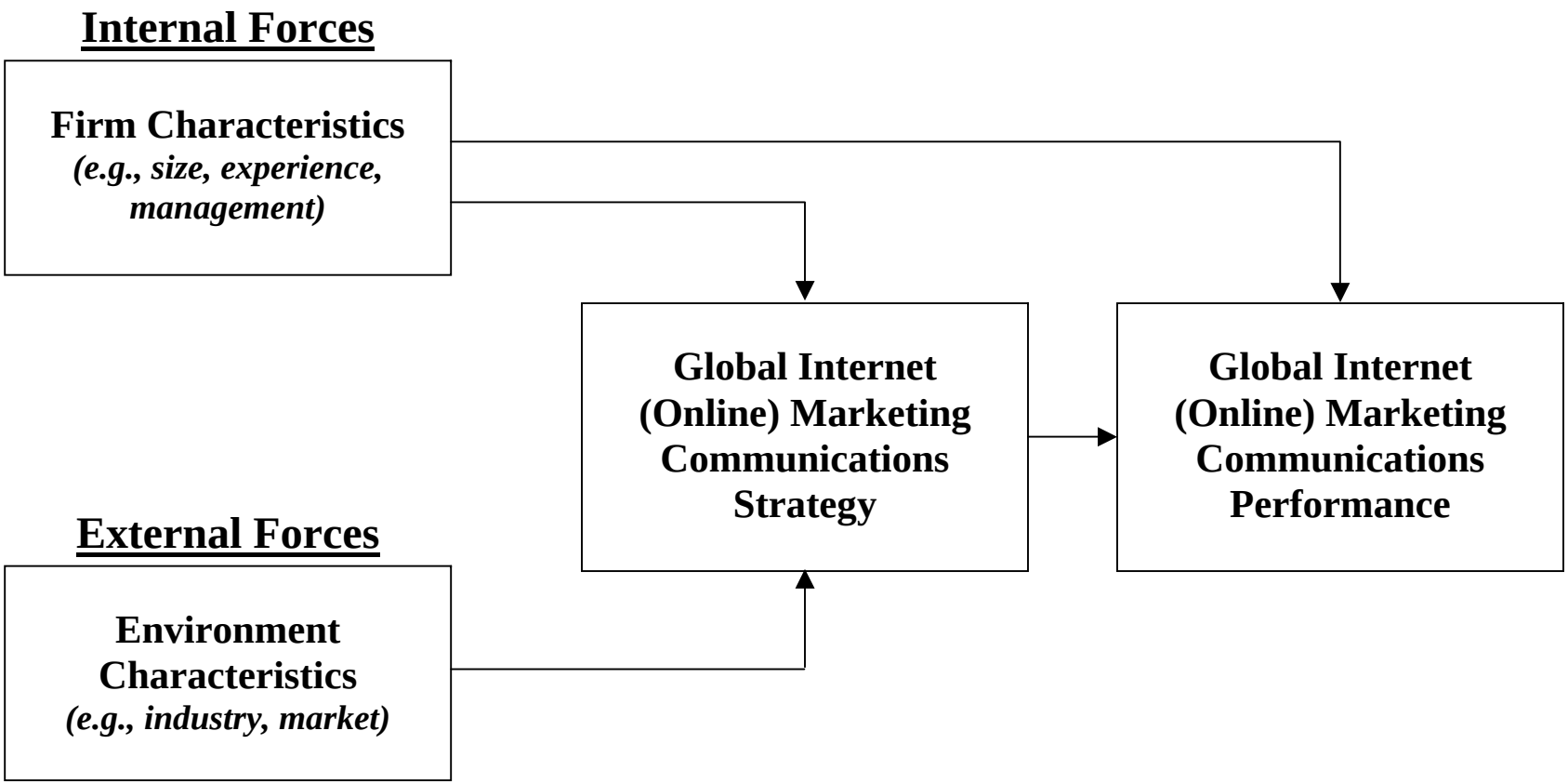


FIGURE 2.4 General Theoretical Framework

Strategic Business Unit level (i.e., subsidiary or division) or Corporate level (i.e., whole company), though the IOMC activities are implemented at the Functional level (i.e., marketing department for whole company or strategic business unit). Second, the framework hypothesizes that performance of a firm's IOMC strategy when attempting to target, reach, and communicate with the global market includes both economic and strategic issues or considerations. Third, the theoretical framework is presented in broad, general terms, with a GI-IMC approach or strategy, internal forces, and external forces characterizing wide-ranging categories of different variables. This is because the research on the specific topic that is the focus of this dissertation research study is lacking in regards to identifying certain constructs or measures for the hypothesized conceptualization. Thus, no *a priori* testable conceptual model is assumed and additional operationalization of the framework is accomplished through the conceptual and empirical research described and reported in this dissertation research document.

RESEARCH STREAMS AND CONCEPTS

Several concepts or topics from various research streams, especially involving Internet (online) marketing and the integrated marketing communications concept and some of its extensions, informed and were leveraged for the research program framework created and the hypothesized conceptual model created and empirically tested in this dissertation research study. They included:

- *Internet (Online) Marketing Communications* (e.g., Jensen & Jepsen, 2006; Gurău, 2008; Jensen, 2008);
- *International Internet Marketing* (e.g., Eid, 2005; Eid & Elbeltagi, 2006; Eid & Trueman, 2002, 2004; Eid, Elbeltagi, & Zairi, 2006; Eid, Trueman, & Ahmed, 2002, 2006; Moon & Jain, 2007);
- *Integrated Marketing Communications* (e.g., Caywood & Ewing, 1991; Duncan & Everett, 1993; Nowak & Phelps, 1994);
- *Globally Integrated Marketing Communications* (e.g., Grein & Gould, 1996); and

- *Internet Integrated Marketing Communications* (e.g., Coyle & Gould, 2007).

A review of selected relevant literature for each of these concepts (or topics) is provided in this section and its various sub-sections.

For clarification purposes, the terms *integrated marketing communication* (without an 's') and *integrated marketing communications* (with an 's') are utilized in the extant literature and academic textbooks on integrated marketing communications (IMC), often without any clarification provided for differences that may exist between the use and meaning of the similar terms. However, a distinction has been made by some academics (e.g., Jackson, 1987; van Riel, 1995) regarding the use of the word *communication* (without an 's'), which refers to the integration of the integrated communication function, or *communications* (with an 's'), which refers to the integration of methods, has been taken with previous research (Luck & Moffatt, 2009). This distinction was believed to provide clarity and consistency to the IMC concept (Jackson, 1987). The attempt was made with this dissertation research document to primarily utilize the latter term *communications* (with an 's') for IMC (and the other extensions of the IMC concept listed above) because the primary focus of this research is on the integration of methods. But the former term *communication* (without an 's') will be utilized when referencing the integration of the integrated communication function. Nonetheless, the specific version of the term utilized will also depend on the version used by scholars and researchers in the extant literature cited for this dissertation research study since they may or may not have made the same distinction between *communication* (without an 's') and *communications* (with an 's').

Regarding the *globally integrated marketing communications (GIMC)* concept, Grein and Gould (1996) overtly specified their definitions for *integration* and *global* or *global strategies* in order to improve clarify and to avoid or minimize confusion among readers of their seminal

article introducing the GIMC concept. This was necessary because *integration* was defined as "coordination across disciplines" in the communications literature and "coordination of subsidiaries in different countries" in the global strategy literature. Therefore, they utilized *integration* to refer to "coordination across disciplines" and *global* or *global strategies* to refer to "coordination across countries" (p. 145). This same approach was utilized throughout this entire dissertation research document.

Internet (Online) Marketing Communications

Electronic communication (EC) has been the focus of research published in the extant literature arguably since the 1970s (Bannon, 1993; Grudin, 2005). Due to increased reliance on EC and the exchanging of products and services electronically through e-commerce, there has understandably been a renewed interest and focus on behavioral issues relating to EC (Graham, 2004; Kim, Barua, & Whinston, 2002).

Much of the research on these behavioral issues has been focused directly or indirectly on whether barriers for effective communication are produced or eliminated when an EC medium is utilized instead of a face-to-face medium. The arguments and empirical research results published in the extant literature has provided support for both views regarding the efficacy of EC, with some finding that barriers were created (Daft, Lengel, & Trevino, 1987; Graetz, Boyle, Kimble, Thompson, & Garloch, 1998; Kahai & Cooper, 2003) and others finding that the effect of those barriers on media choice and task outcomes is indeterminate (Dennis & Kinney, 1998; El-Shinnawy & Markus, 1998; Miranda & Saunders, 2003). Various researchers have claimed that EC media may both produce and eliminate barriers for effective communication simultaneously, which is a claim that has actually been integrated into multiple theoretical frameworks (Nunamaker, Dennis, Valacich, Vogel, & George, 1991). This position is consistent

with EC media being used extensively by organizations and individuals in today's world even though EC media stifle components of face-to-face communication (Kock, 2007).

While this belief does not refute the fact that barriers do exist, it is consistent with the perception that EC tools may eliminate key constraints to successful communication despite the barriers that they also present to communication (Trevino, Daft, & Lengel, 1990). For instance, support for asynchronous communication (i.e., not having a constant time interval between communications), which is provided by EC tools like e-mail, is perceived as also creating obstacles to the rapid exchange of ideas (Graetz, Boyle, Kimble, Thompson, & Garloch, 1998). However, asynchronous communication also provides advantages, such as allowing for geographically distributed groups of collaborators and others to engage in communication (Warkentin, Sayeed, & Hightower, 1997). This describes one of the benefits of using Internet (online) marketing communications (IOMC) on a global basis.

Usage and Comparison to Offline Tools

As posited by Kierzkowski, McQuade, Waitman, and Zeisser (1996) soon after the introduction of the Internet to the general public for use by consumers and businesses, the "build it and they will come" model has been inadequate for an organization to effectively maximize its online success due to the clutter that has only increased since those early days of the publics use of the medium. Therefore, the activity of online marketing is more complicated and requires more planning than an organization simply placing an advertisement online, which has been a view first posited during these early days of the Internet. The early framework from Kierzkowski, McQuade, Waitman, and Zeisser (1996) that is still valid today provided five elements that were thought to be critical factors for organizational success with its online marketing activities: (1) attract users; (2) engage users' interest and participation; (3) retain users

and ensure they return to an application; (4) learn about their preferences; and (5) relate back to them to provide the sort of customized interactions that represent the true "value bubble" of digital marketing (pp. 12-13). Nonetheless, the role of online marketing communications as part of the marketing mix is continuously evolving (Shankar & Hollinger, 2007).

Each and every potential way in which communications can occur and thus information can be disseminated can be broken down into two categories: (1) how much control the user has in distributing the communications, and (2) the degree to which the communication is created by the user (Bordewijk & van Kaam, 1986). Jensen and Jepsen (2006) used the resulting four types of communications – (1) *transmission*, (2) *consultation*, (3) *registration*, and (4) *conversation* – to illustrate how different Internet (online) marketing communication tools could be classified into these types (see TABLE 2.1).

TABLE 2.1 Types of Communication and Online Marketing Communications Tools
(**Source:** Jensen & Jepsen, 2006, p. 23)

	Communication produced by marketer	***Communication produced by user***
Distribution of communication controlled by marketer	*TRANSMISSION* Display Advertising Search Engine Marketing Microsites	*REGISTRATION* FAQ-pages Brand communities Tracking and online survey data Web personalization
Distribution of communication controlled by user	*CONSULTATION* Websites, e-mail and other online pull-media, viral marketing	*CONVERSATION* Non-marketer Websites User-driven online communities

The contents of this table provide evidence of the similarities and differences between online media and offline (traditional) media. For example, television is mostly a medium that utilizes the "transmission" type of communication, the telephone utilizes the "conversation" type of communication, and books and other publications utilize the "consultation" type of communication. Thus, it requires multiple media to achieve multiple types of communications in the offline environment. This can also occur with online communication media, which facilitates communication similar to offline communication media, such as online display advertising and search engine marketing facilitating "transmission" communication like an offline broadcast medium such as television. Nonetheless, there are differences between online and offline communications, too. Most notably, a communicator (e.g., an organization) can accomplish all four types of communications through the Internet (i.e., one medium), as shown in TABLE 2.1. For example, in one activity or effort, a marketing organization could transmit information to its prospective and/or existing customers, offer the change for consultation to take place, register a click through, and permit the prospective or existing customer to communicate and correspond with other prospective and/or existing customers in an Internet forum, such as a message board or a blog (Jensen & Jepsen, 2006). Moreover, online communications facilitates communication to take place between many senders and receivers (Hoffman & Novak, 1996).

Traditional communication procedures have been altered by the rapid development of the Internet since the 1990s (Blattberg & Deighton, 1991). This is due to three co-existent features that distinguish the Internet from other communication channels (Gurău, 2008, p. 173):

- *Interactivity:* The Internet provides numerous interactive communication possibilities, serving both as an interface and an agent of communication (i.e., allowing and facilitating direct interaction between people and software applications).
- *Transparency:* The information published on the Internet can be accessed and viewed by all Internet users, except if the information is purposely protected.

- *Memory:* The Internet is a channel utilized for both transmitting and storing information (i.e., published information remains online, in network's memory, until it is removed).

According to Gurău (2008), these different features are changing the behavior and description of online audiences, which means that companies need to adapt their marketing communication activities and practices to accommodate how audiences obtain and utilize information. For audiences, this includes their:

- *Connection to organizations*, with organization representatives involved with sending an organization's message just a single click away from the audience, who can engage the representatives;
- *Connection to each other*, with fellow audience members one click away, which facilitates the discussion and debate of the organization's activities among the audience without the organization's knowledge;
- *Access to other information*, with audience members able to access myriad sources of information using the Internet; and
- *Ability to pull information*, with audience members able to ignore certain messages from organizations and only capture the information that meets their interests and needs.

Each of these ways that audiences obtain and utilize information impacts organization's marketing communications practices. For example, regarding the audiences' *connection to each other*, all Internet users are communicators, with organizations just one part of the online network (Shankar & Malthouse, 2007). In addition, in the case of the *ability to pull information*, companies not only need to place information where audiences can locate it, but the information also needs to be customized or customizable (Rowley, 2001, 2004).

Consequently, the Internet user has more control over the communication process and can be more proactive compared to the traditional customer. This is seen by their ability to: search, select and access information without difficulty (e.g., using search engines, intelligent agents, etc.); contact online organizations or other individuals (e.g., using e-mail, online chat, discussion forms, etc.); and state their opinions in a visible and lasting manner (e.g., creating and

storing online content) (Gurău, 2008, p. 174). From the perspective of organizations, Internet (online) marketing communications can be updated in a relatively easy manner and can be arranged so that the user has the ability to control the distribution of communication from the marketer. The user can also shift between marketers in a relatively easy fashion (Jensen & Jepsen, 2006). In addition, the recipient of the IOMC has more control over when and where they receive or retrieve the information due to freedom from spatial and temporal restrictions in the online environment (Bauer, Grether, & Leach, 2002). To summarize, the shared characteristics of Internet (online) marketing communications include the following (Jensen & Jepsen, 2006, p. 25):

- *Freedom from temporal and spatial restrictions* (i.e., information can be accessed at any time no matter one's physical location);
- *Hypertextuality* (i.e., information can be updated frequently and inexpensively, while links can facilitate seamless movement between locations);
- *Interactivity* (i.e., information received or obtained dependent on input to computer);
- *Many-to-many communication* (i.e., direct and immediate communication between many people); and
- *Personalization* (i.e., individualized information and communication transferred at sustainable cost).

Overall, the characteristics of online communications are superior to any existing individual offline media channel (Hoffman & Novak, 1996). However, the online environment provides challenges as well as opportunities for an organization with its marketing communication efforts. For example, the transparency of the Internet results in all audiences having access to online information and highlights the necessity of organizations having consistency in all aspects of their online marketing communication efforts, including planning, design, implementation, and control (Hart, Doherty, & Ellis-Chadwick, 2000). Moreover, the amount and variety of information, interpretations, and sources obtainable in the online environment can cause issues with a firm's management of its corporate identity and image.

Specifically, firm messages have to be adapted to each targeted audience's degree of interpretation and understanding, but conversely needs to articulate the same core organizational values so as to present a consistent organizational image (Grönroos, 2004). Plus, the competing messages from other organizations, governmental agencies, or individuals, among others, need to be considered and accommodated in a manner that results in a positive outcome for the firm (Hoey, 1998). The Internet actually has features that result in two contradictory inclinations: (1) online marketing messages need to be customized or adapted to deal with the fragmentation of audiences and communication contexts; but (2) the interactivity, memory, and transparency of the Internet requires consistent communication and coherence of the transmitted meaning (Gurău, 2008).

Although the Internet has had a huge influence on myriad company processes, marketing is arguably one of the primary areas impacted because of the various Internet (online) communication possibilities (Krishnamurthy, 2006; Krishnamurthy & Singh, 2005; Sheth & Sharma, 2005). Therefore, IOMC has become a key component of companies' promotional mixes (Adegoke, 2004). In addition, the responsibility of those practitioners conducting Internet marketing activities is to choose a mix of the available IOMC tools to reach and communicate with the target audience. At one time, this primarily involved the use of the corporate Web site, but that is only one of many IOMC choices available to companies today (e.g., Chaffey, 2009; Coyle & Gould, 2007; Jensen, 2008; Jensen & Jepsen, 2006; McMillan, 2007; Roberts, 2003; Shimp, 2007; Strauss, El-Ansary, & Frost, 2003). While the Internet can be considered to be the primary online communication channel, there are actually an assortment of online applications or modalities of communication that can be aggregated and utilized as an online communication-mix (e.g., e-mail, Web site, discussion forums, etc.). The divergent online communication

channels or tools diverge in terms of their degree of interactivity, memory, selectivity, and transparency, with organizations needing to take these dimensions into account when determining the appropriate communication mix for each of its targeted audience (Gurău, 2008).

Typologies and Categorizations of Tools

Marketers can utilize the various Internet (online) marketing tools to attempt to increase the level of closeness they have with their customers and increase the value of their products in the minds of targeted audiences (Heinen, 1996). The Internet provides organizations with an additional marketing communications channel to notify customers of product benefits and help them with their buying decisions (Chaffey, 2009). The recognized marketing promotion tools (e.g., advertising, direct marketing, personal selling, public relations, sales promotion) have been augmented by the development of Internet technology, which has provided organizations with the ability to communicate with many customers (Harridge-March, 2004).

The proliferation of available IOMC tools has prompted researchers in recent years to develop various typologies and categorizations schemes for these tools, including ones offered by: (1) Jensen and Jepsen (2006); (2) Coyle and Gould (2007); (3) McMillan (2007); (4) Shimp (2007); (5) Jensen (2008); and (6) Chaffey (2009). Although there are some similarities and overlapping content for each of these typologies and categorization schemes, they do differ in regards to the various details that are offered, including the breadth and degree of comprehensiveness provided by each.

The typology put forth by Jensen and Jepsen (2006) included four different disciplines (i.e., Online Advertising, Online Public Relations and Publicity, Online Sales Promotions, Online Relationship Communications), as well as 15 different Internet (online) communication tools (which they termed simply “online marketing communications, or OMC) categorized into

the disciplines. The disciplines included in this typology, which all provide different communication functions, incorporated the three classical disciplines of advertising, public relations, and sales promotion. These core disciplines have been mainstays in IMC research going back to the contribution by DeLozier (1976). This makes the typology from Jensen and Jepsen (2006) one that marketers find simple to comprehend, though they included online direct marketing as part of the "Online Relationship Communications" discipline instead of as a separate discipline in their classification because they claimed that online direct marketing simply did not serve a special function. As for "personal communications," they also did not consider that to be a distinct discipline for various reasons, such as the majority of descriptions of online marketing communications not including online personal selling and some more recent IMC research omitting personal selling (e.g., Kitchen & de Pelsmacker, 2004). Instead "Online Relationship Communications" was offered as the fourth and final discipline and included the tools that were attributed to personal communications in the past. Overall, the typology provided by Jensen and Jepsen (2006) was offered as providing a sufficiently comprehensive picture of OMC and supplying practitioners with the ability to improve their results (see TABLE 2.2).

Coyle and Gould (2007) offered the "Internet Promotion Mix" (see TABLE 2.3) that included various online vehicles (i.e., Destination Web Sites, Banner Advertising, E-Mail Marketing, Online Sponsorships, Short-Message Service Marketing) with the different kinds of marketing messages communicated through the use of each vehicle (e.g., branding, direct response, public relations). Each of the online advertising vehicles has various strengths, which are valuable for organizations to know when formulating their Internet promotion mix and utilizing multiple messages as part of their Internet marketing communications strategy, especially one that follows the Internet integrated marketing communications (I-IMC) approach.

TABLE 2.2 An Online Marketing Communications Typology and Related Tools
(**Source:** Jensen & Jepsen, 2006, p. 31)

Discipline	Tools
Online Advertising	• Display advertising • Search engine optimization • Microsites
Online Public Relations and Publicity	• Online media relations • Online sponsorships • Online events • Viral marketing
Online Sales Promotion	• Online competitions, coupons, samples, contest and sweepstakes • Affiliate programs • E-learning • Context-based services
Online Relationship Communications	• Direct e-mail • Web personalization • Online communities • Online games

TABLE 2.3 Internet Promotion Mix: Integrated Communication Within Online Vehicles
(**Source:** Coyle & Gould, 2007, p. 76)

Vehicle	Kinds of Marketing Messages
Destination Web Sites	Virtually unlimited—branding; direct response; public relations; product/service information; sales promotion; employment information; franchise information; stockholder information
Banner Advertising	Branding; direct response
E-Mail Marketing	Branding; direct response; public relations; product/service information; sales promotion
Online Sponsorships	Branding; direct response; public relations; product/service information; sales promotion
Short-Message Service Marketing	Currently limited to interactive/direct-marketing promotion entertainment like voting, sweepstakes, games, shopping, and maps

McMillan (2007) provided a "Typology of Internet Advertising" in which the various forms of Internet advertising were categorized based on the marketer's purpose for using that specific form (i.e., initiate contact, inform and/or refer, facilitate direct interaction, facilitate transaction), as well as the location of the advertising (i.e., on a nonadvertiser site vs. advertiser-controlled site). This typology, with it providing a summary of assorted types of available Internet advertising, was developed through a review of the extant academic literature, as well as interviews with practitioners. There are two dimensions of Internet advertising provided in this typology: (1) location, and (2) purpose. The former dimension deals with whether the Internet advertising is placed online in a location where the advertising organization has primary control (e.g., corporate Web site) or whether it is placed online in a location where the advertiser does not have primary control (e.g., news organization Web site). The latter dimension deals with the purpose of the advertising, including whether it is being conducted to initiate contact, inform and/or refer, facilitate direct interaction, or facilitate transaction. Overall, this typology is constantly undergoing revision due to the development of new forms of Internet advertising (e.g., virtually "invisible" product placements, highly intrusive rich media) that are for helping organizations achieve some of the aforementioned purposes (see TABLE 2.4).

Shimp (2007) offered a simple list of different Internet advertising formats that are utilized by organizations, without the details provided in other contributions by Chaffey (2009), Jensen and Jepsen (2006), Coyle and Gould (2007), McMillan (2007), and Jensen (2008). Of this list of Internet advertising formats, search engine advertising is believed to comprise a plurality (i.e., approximately 40 percent) of all advertising on the Internet (see TABLE 2.5).

TABLE 2.4 Typology of Internet Advertising
(**Source:** McMillan, 2007, p. 20)

Purpose	Location: Nonadvertiser Site	Location: Advertiser-Controlled Site
Initiate Contact	• Small-format ads (buttons, tiles, hyperlinks, audio-only) • Listing (online directory listings, search engine optimization) • Paid placement (search engines, content sponsorship, online game sponsorship, paid placement in Web sites)	• Spam
Inform and/or Refer	• Banner ads (includes flash, contextual, expandable, floating, frames) • Externally validated content (reviews, rankings, news articles)	• Opt-in client e-mail • E-newsletters • Newsgroups • E-cards • Consumer endorsements • Bulletin Boards
Facilitate Direct Interaction	• Large format ads (pop-ups, pop-unders, interstitials, site takeovers, rich media such as streaming video)	• Brand Web sites • Chat rooms • Blogs • Fantasy communities • Online games • Webcasts
Facilitate Transaction	• Alliance sites w/e-commerce opportunities and often purchases on a pay-per-click basis • Other forms of embedded content designed to obtain customers (e.g., coregistration)	• E-commerce (shopping sites, microsites) • Controlled direct marketing (job boards, online coupons, online sweepstakes, shopping cart promotions)

TABLE 2.5 Internet Advertising Formats
(**Source:** Shimp, 2007, p. 442)

- Web Sites
- Display or Banner Ads
- Rich Media Formats
  - *Pop-Ups*
  - *Interstitials*
  - *Superstitials*
  - *Video Ads*
- Web Logs
  - *Blogs*
  - *Podcasts*
- E-Mail
  - *Opt-in Versus Spam*
  - *E-Zines*
  - *Wireless E-Mail Advertising*
  - *Mobile Phones and Text Messaging*
- Search Engine Advertising
  - *Keyword-Matching Advertising*
  - *Content-Targeted Advertising*
- Advertising via Behavioral Targeting

Jensen (2008) provided 13 different OMC tools within five different OMC disciplines or categories: (1) Online Advertising; (2) Online Relationship Communication; (3) Online Interactive Communication; (4) Online Public Relations; and (5) Mobile Communication (see TABLE 2.6).

Chaffey (2009) provided a categorization scheme that, along with 10 traditional (offline) marketing communications techniques, identified six main types of online marketing communications techniques (aka digital media channels) for e-commerce: (1) *Search Marketing*; (2) *Online Public Relations*; (3) *Online Partnership*; (5) *Interactive Ads*; (5) *Opt-In E-Mail*; (6) *Viral Marketing*. Various online marketing communications tools are listed for both individual online and offline techniques (see FIGURE 2.5). Each of the techniques provided were identified as being used for e-commerce and, from an e-commerce context, having the objective of acquiring new Web site visitors (i.e., "build traffic").

Overall, in the aggregate, these different typologies provided in this section include most of the IOMC tools available to companies when attempting to reach and communicate with the global market (i.e., both domestic and foreign markets), though the tools are constantly evolving and changing.

International Internet Marketing

Internet marketing (IM) has been declared by some scholars to be the new marketing paradigm (e.g., Eid & Trueman, 2002, 2004; Hoffman, Novak, & Peralta, 1999). Much of the literature in the early years of the IM has treated IM as an entirely new phenomenon (Eid & Trueman, 2002). The result is that some researchers have put forth the belief that there have been few attempts by researchers incorporate the research on the impact of IM into the extant

TABLE 2.6 Online Marketing Communication Disciplines and Tools

*(**Source:** Jensen, 2008, pp. 503-508)*

Discipline	Tools
Online Advertising	• Online display advertising (e.g., banners or video advertising) • Search engine optimization (SEO) / Search engine marketing (SEM) • Online affiliate programs
Online Relationship Communication	• E-mail direct marketing • Online situation or location-based services • Online e-learning towards sales staff, distributors or customer
Online Interactive Communication	• Online competitions, coupons, samples or lotteries • Campaign sites (microsites) (e.g., towards specific target groups) • Online games
Online Public Relations	• Online PR and media relations • Online viral marketing
Mobile Communication	• Mobile marketing via Short-Message Service (SMS) and Multimedia Messaging Service (MMS) • Mobile phone homepages (WAP or 3G)

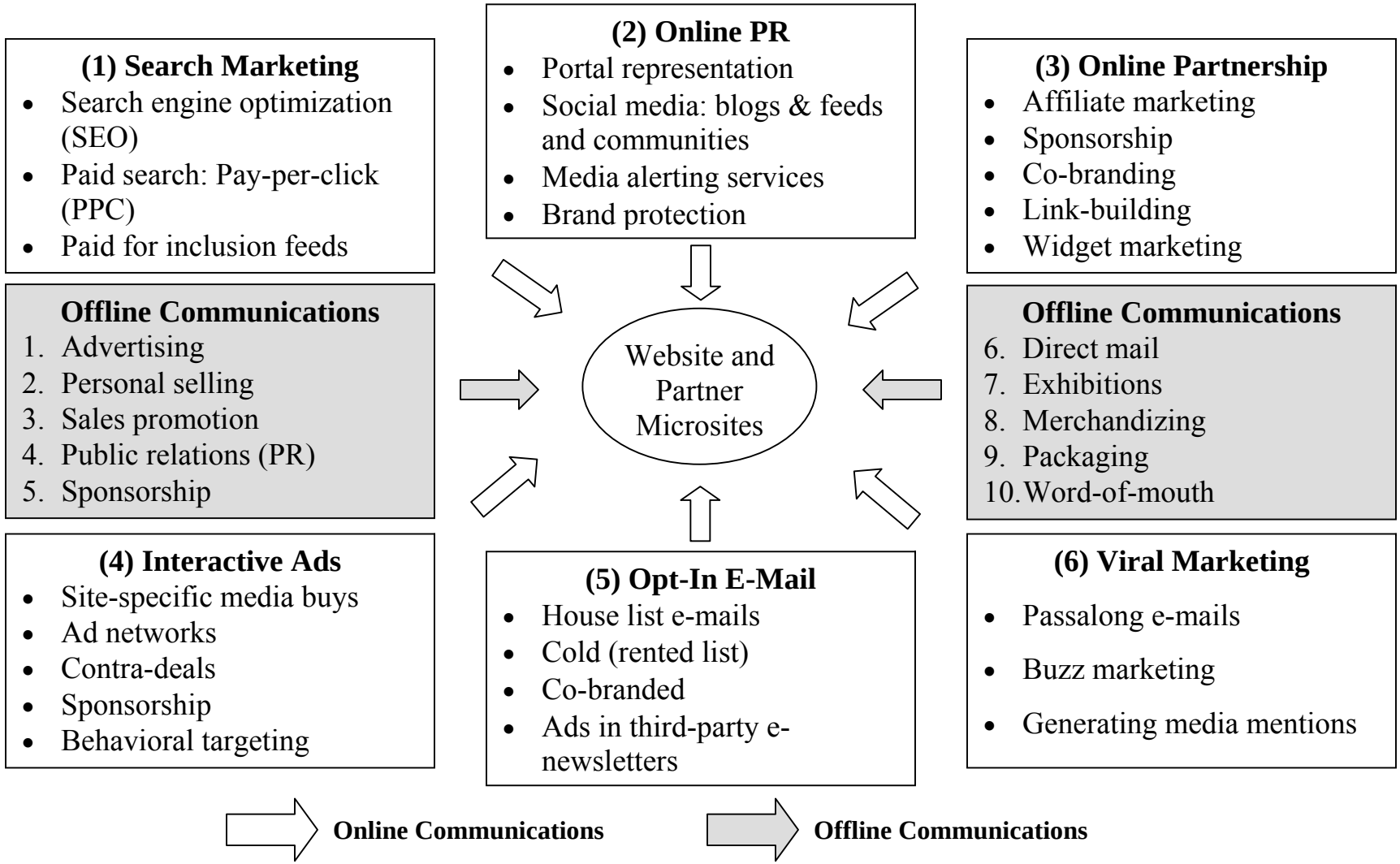


FIGURE 2.5 Online and Offline Communications Techniques for E-Commerce
(**Source:** Chaffey, 2009, p. 499)

knowledge, while studies on the influence of IM, including additional research into international Internet marketing (IIM), were lacking in the first decade or so following the initial use of the Internet by most organizations and consumers (Eid, Elbeltagi, & Zairi, 2006). Of the research during this time specifically related to IIM, the primary focus has been on how the Internet is utilized, barriers and drivers to its utilization, and the manner in which they can be overcome by organizations (e.g., Eid & Elbeltagi, 2006; Hamill & Gregory, 1997; Morgan-Thomas & Bridgewater, 2004). Notably, there has been extra attention paid to identifying and understanding the factors that can improve the implementation of Business-to-Business (B2B) IIM so that companies can ameliorate their risk and attain their desired level of success (Avlonitis & Karayanni, 2000; Eid & Trueman, 2002, 2004; Hamill & Gregory, 1997; Quelch & Klein, 1996).

Internet as International Medium

The Internet as an international medium provides firms and consumers with many opportunities and thus creates the need for IIM to be utilized by firms. For example, it has the capacity to substantially decrease the normal limitations that exist with attempts to engage in commerce internationally, such as geographical borders and time zone differences (Quelch & Klein, 1996). Moreover, the reach of the Internet is extraordinary, as it allows for companies located in the U.S. market to connect with individuals and organizations in markets all over the world, including markets distinctly different culturally and in geographic proximity like South Africa (Moodley, 2003), and allows for individuals and organizations to connect with each other any time of the day and any day of the week (Ju-Pak, 1999). Other opportunities that exist with conducting international marketing online include the capacity for offering information and pricing customized or tailored to the specific audience, quicker diffusion of new products, improved ability to maximize the success of niche products, enhanced market research on the

global market, and, for small and medium-sized enterprises (SMEs), the ability to compete with large multinational corporations (MNCs). The various challenges include increased competition from global competitors (including now those SMEs), the ability to engage in global branding, regulatory issues, and the ability to supply appropriate content and service to consumers on a local level but through a global medium (Quelch & Klein, 1996).

Most of the articles in the extant literature going back to the 1990s that have examined the opportunities and challenges with international characteristics of e-commerce have continually supported the fact that merely putting up a Web site online does not suggest that an organization will succeed in global markets (Cutitta, 2001; Hanrahan & Kwok, 2001; Sheldon & Strader, 2002). For example, according to La Ferle (2007), differences that exist in consumer characteristics (e.g., motivations for being online, online preferences) and differences that exist across infrastructures (e.g., distribution channels, telecommunications) result in many challenges for firms attempting to participate in international and global e-commerce.

Regarding differences in consumer characteristics, including online motivations and preferences, culture differences play an important role, as evidenced by multiple contributions to the extant literature over the years. For example, cultural preferences have been found to differ based on a myriad of factors, including colors, currency, language, symbols, communication styles (i.e., verbal vs. visual), and the importance of quality and trust issues, among others (Hanrahan & Kwok, 2001). Support for this finding was earlier provided by Ju-Pak (1999), who analyzed Web ad content across multiple countries (i.e., U.S., UK, and South Korea) and determined that there were substantial cross-national differences with creative strategy and information cues for consumer products but less for online service advertising. This meant that it would be more appropriate to use standardized online advertisements (i.e., matching ads across

country markets) for online service advertisements. Lynch, Kent, and Srinivasan (2001) offered additional support when, using a sample taken from across 12 different countries, they found in their study of online influences of shopping behavior that although quality, trust, and positive feelings toward a Web site assisted with determining site loyalty and purchasing intention, the degree of importance varied by the product category (e.g., high-touch vs. low-touch products) and region (e.g., North America vs. Western Europe). Two later studies illustrated the importance of cultural preferences and differences. Blake and Neuendorf (2004) involved the creation and testing of a framework for evaluation the cross-cultural appeal of Web site, with the empirical examination involving the use of a multicultural sample from several countries (i.e., U.S., Austria, Canada, Iran, Taiwan), and the results showing national differences in the appeal of various Web sites based on 20 site features (e.g., ease of ordering, product selection, downloading speeds, etc.), along with individual-level differences (e.g., stronger demand for various site features from North American users). Singh and Baack (2004) examined the cultural neutrality or sensitivity of Web sites in the U.S. and Mexico, finding that there were substantial cultural differences regarding the portrayal of values across Web sites and the distinction between gender roles displayed by country.

Regarding differences in infrastructure, countries vary in the penetration rates of computers, Internet access, and access speeds, as well as the number of online service providers and transportation capabilities for product deliveries, among other infrastructure issues, all of which can have a significant impact on the online behavior of consumers (La Ferle, 2007). Cutitta (2001) provided support for this claim, suggesting that the fast Internet connection speeds that existed in the U.S. at the time did not exist in many other countries and, therefore, Web designers needed to take into account the divergent access and connection speeds that existed

globally when producing Web pages for global audiences. In one of the multiple studies in the extant literature focusing on the impact of culture on online motivations and consumer preferences conducted across different countries, La Ferle, Edwards, and Mizuno (2002) conducted research that involved the combination of culture and infrastructure issues, finding that culture explicates a substantial amount of the variance that exists in Internet diffusion rates across 50 different countries. Specifically, although they recognized that certain aspects of the infrastructure impacted penetration rates, they also demonstrated that certain countries with similar infrastructure but differing significantly based on measures of culture (e.g., U.S. and Japan based on various cultural dimensions like individualism and masculinity) varied significantly in rates of innovation adoption. There is also the infrastructure issue of foreign payments, which has been found to differ by country, with most Americans possessing at least one credit card and thus having the ability to make online purchases via credit card (Sheldon & Strader, 2002). However, in other cultures (e.g., Japan), credit cards are not a popular form of payment and thus it is necessary for companies to offer additional methods of payment to Web site visitors (Bandyopadhyay, 2001; Hanrahan & Kwok, 2001).

Various managerial issues exist for firms attempting to conduct international e-commerce. According to Sheldon and Strader (2002), they include: (1) internationalization issues (e.g., appearance, content), (2) transportation issues (e.g., customs, delivery); (3) financial issues (e.g., exchange rates, foreign payments); and (4) legal issues. All of these issues except for No. 4 have already been discussed briefly in this section. As for legal issues, it may not be feasible for organizations to be familiar with the different laws and moral standards that exist in each country where a Web site could be visited, but they do need to have familiarity with this information for those countries that will account for a substantial amount of their revenues. For example, some

countries restrict the amount of nudity, the use of men and women in advertisements, or the use of religious symbols (Frith & Mueller, 2003; Mueller, 2011), while some countries have laws regarding the manner in which personal information is collected from consumers, such as members of the European Union (EU) through its Data Protection Directive, which regulates the processing of personal data within the EU (Sheldon & Strader, 2002).

One final issue regarding the use of the Internet when attempting to target, reach, and communicate with the global market is the impact of the situation that exists within a country market, such as its level of maturity. For example, companies need to deal with developed and emerging markets differently. According to Bandyopadhyay (2001), marketers need to concentrate on disseminating information instead of generating transactions in emerging markets due to the likelihood of connectivity constraints (i.e., lack of infrastructure, high telecommunication costs) and difficulties with conducting financial transactions and product delivery. Moreover, marketers must take actions that build relationships with those high-context consumers that exist in many emerging markets, and target businesses and/or wealthy consumers that are both more likely to have access to the Internet as well as the financial means to make purchases.

Main Related Research Streams and Directions

The literature reviewed for this section was for IM in both a domestic and international context (i.e., IIM in the case of the latter), but will mostly focus on IIM. Like is mentioned in Chapter One with broader terms like *Internet marketing* and *online marketing*, among others, there are multiple terms for the use of the Internet as part of an organization's marketing efforts to reach and communicate with international and global markets. They may also be considered slightly different concepts but are often used interchangeably and in a similar context to IIM in

the extant literature and in academic textbooks. These other terms utilized by various scholars in multiple research areas and disciplines include: *international online marketing* (e.g., White, 1997) and *international e-marketing* (e.g., Krishnamurthy & Singh, 2005; Sheth & Sharma, 2005), among others.

As would be expected, the significant growth of the Internet among industry and practitioners has resulted in the technology and medium becoming a key area of interest for academic researchers and thus increasingly the focus of increased amounts of research projects on an assortment of IM sub-areas. Therefore, the literature in the exciting and burgeoning topic area has only continued to expand. For example, according to a study from Ngai (2003) on IM research, 270 journal articles (or approximately 19-20 articles per year) on IM were published in 46 journals from 1987 to 2000 in three specific areas: (1) marketing; (2) economics, business, and management; and (3) information systems (IS) and information technology (IT). The vast majority of the IM articles (258, or 95.6 percent of the 270) actually occurred in the last five years that were analyzed (1996-2000) as part of Ngai's study. These articles were classified into five different categories and 21 subcategories:

(1) ***IM environment*** (i.e., consumer behavior; legal, political, and economic issues; ethics and social responsibility);
(2) ***IM functions*** (i.e., management, planning, and strategy; retailing; channels of distribution; market structure; physical distribution; pricing; product; sales promotion; advertising; sales management);
(3) ***Special IM applications*** (i.e., industrial; international and comparative; services);
(4) ***IM research*** (i.e., theory and philosophy of science; research methodology; IT); and
(5) ***Other topics*** (i.e., educational and professional issues; general IM).

According to a follow-up study by Schibrowsky, Peltier, and Nill (2007) – which utilized a slightly different research methodology and updated and extended Ngai's study by including articles from the 2001-2004 period along with the 1987-2000 timeframe – the number of IM

articles published in peer-reviewed journals increased to 169 articles in 2004 from only three articles in 1995. The latter study actually indicated that a total of 902 IM articles were published from 1992 through 2004, including a total of 639 IM articles published from 2001 through 2004. This was an average of 160 per year and an increase of more than 830 percent over the annual average from 1987 through 2000.

The specific direction of future IM research is not as obvious or clear-cut due to the uncertainty and disagreement among the research community over the role and significance of the Internet medium. For example, some researchers have argued that new technologies, including the Internet, will alter marketing and change it from how we see it today (Holbrook & Hulburt, 2002), while others in the research community have argued that the Internet is simply a growing and developing marketing channel and will end up in the marketing mixes of some but not all organizations (McCole, 2004).

IM research can be categorized into four specific research streams, each with a slightly different focus (Moon & Jain, 2007): (1) consequences of the Internet for marketing, what specific factors push adoption of IM, and the impact of IM on consumers and customers; (2) investigation of the repercussions of the Internet for international marketing and the particular benefits of IM for firms of different sizes; (3) examination of the determinants of IM adoption by exporting firms and the opportunities generated by the Internet for these firms, especially SMEs; and (4) study of the influence of IM activities on the export performance of firms due to the improvement of customer relations, marketing competencies, and marketing orientation.

Regarding the first research stream (i.e., consequences of the Internet for marketing, what specific factors push adoption of IM, and the impact of IM on consumers and customers), research from Peterson, Balasubramanian, and Bronnenberg (1997) and Ching and Ellis (2004)

were notable contributions, with the former study offering a framework for understanding impacts of the Internet on consumer marketing efforts, while the latter study focused on identifying the specific factors that influence the implementation of e-commerce by SMEs. Nonetheless, this stream was not primarily focused on IIM.

Regarding the second research stream (i.e., investigation of the repercussions of the Internet for international marketing and the particular benefits of IM for firms of different sizes), Quelch and Klein (1996) compared and spoke about the various opportunities and difficulties that both large firms and SMEs can experience with the use of the Internet (e.g., reducing economies-of-scale advantages held by larger firms in an industry was a potential benefit for SMEs). Special attention was paid to the consequences of the medium on global markets and the development of new products, as well as the value to firms of obtaining assistance and support from foreign governments. Soon afterwards, White (1997) studied international online marketing of foods to U.S. consumers, including the reactions of U.S. consumers to the use of the Internet medium by firms marketing specialty food products, and determined that U.S. Web sites were viewed much more favorably than the international Web sites on nearly all measures used. In addition, Hamill (1997) and Hamill and Gregory (1997) pushed for improved understanding of IIM and examination of the extent to which the Internet provides SMEs with a low-cost entry to global markets. Later, Palumbo and Herbig (1998) published research about the use of the Internet to reach and communicate with international markets, including the various marketing issues that companies will experience in a global environment accessed this way, while Samiee (1998) took a look at the limitations of the Internet as well as its functions in international marketing. Notably, the latter study focused on the functional (i.e., marketing program and process issues, such as customer content and data management) and structural (i.e., foreign

market's culture, information infrastructure, language, and legal/regulatory system) barriers that exist and actually reduce the Internet's acceptance and implementation by companies with their international marketing efforts. Finally, Eid and Trueman (2002) touched on the impact of IIM on the marketing mix and posited the necessity for a fresh marketing paradigm.

Regarding the third research stream (i.e., examination of the determinants of IM adoption by exporting firms and the opportunities generated by the Internet for these firms, especially SMEs), Bennett (1997) was an early contributor, conducting a survey study in which substantial divergences were found to exist between those firms using the Internet and those not using the Internet. This included differences based on the individual appraisals by participants of firms' IT literacy, the use of a local representative in the foreign market (e.g., subsidiary or agent), and the amount of experience in years that the firm had been conducting exporting activities. Utilization of the Internet for international marketing activities by SMEs that conduct exporting activities was then the focus of a case study by Moen, Endresen, and Gavlen (2003). Song (2004) examined factors that impact exporting SMEs in regards to their intentions to leverage the Web for their exporting activities and found that these smaller firms, especially if their employees were more knowledgeable about the Internet, had greater intent to make use of IIM. Firm, industry, and product characteristics were also taken into consideration due to their impact on exporters' decision to use the Internet for various sales and marketing activities (e.g., customer support, transactions, etc.). Song also specified that firms overly reliant on channel members for distribution were more likely to engage in IIM activities, but other researchers disagreed (e.g., Bennett, 1997; Morgan-Thomas & Bridgewater, 2004). Empirical results from Moon and Jain (2007) also differed from Song's assertion.

Regarding the fourth research stream (i.e., study of the influence of IM activities on the export performance of firms due to the improvement of customer relations, marketing competencies, and marketing orientation), the notable contribution was from Prasad, Ramamurthy, and Naidu (2001), which presented and found support for their conceptual model. Their model posited that firms improve their export performance by including Internet technologies as part of their marketing actions due to the resultant increased impact of market orientation on its marketing competencies. Additionally, the use and contribution to firm success of virtual export channels (VECs) by exporting firms was the focus of a study from Morgan-Thomas and Bridgewater (2004). They not only found that less-experienced exporting firms benefited more from Internet export channels than more-experienced exporting firms, but also that the more Internet experience and technological capabilities possessed by a firm, the more likely they were to successfully use Internet export channels.

In addition to these four research streams, researchers have sometimes overtly focused their IIM research on either the business-to-business (B2B) and business-to-consumer (B2C) domains. Although some researchers have examined IIM in a B2C context (e.g., Peterson, Balasubramanian, & Bronnenberg, 1997; Singh, Kumar, & Baack, 2005; White, 1997) and some in both B2C and B2B contexts (e.g., Samiee, 1998), there has been a primary focus on its use in the B2B sector, with multiple researchers conducting in-depth studies to obtain a better understanding of B2B IIM, including the critical success factors for its implementation (e.g., Avlonitis & Karayanni, 2000; Chan & Swatman, 2000; Damanpour, 2001; Duggan & Deveney, 2000; Eid, 2005; Eid & Elbeltagi, 2006; Eid & Trueman, 2004; Eid, Elbeltagi, & Zairi, 2006; Eid, Trueman, & Ahmed, 2002, 2006; Furnell & Karweni, 1999; Gogan, 1996-97; Hamill & Gregory, 1997; Hoffman, Novak, & Peralta, 1999; Honeycutt, Flaherty, & Benassi, 1998;

Karayanni & Baltas, 2003; Karayanni & Avlonitis, 2005; Lynn, Lipp, Akgün, & Cortez, 2002; Mattila, Karjalouto, & Pento, 2003; Porter, 2001; Quelch & Klein, 1996; Scullin, Fjermestad, & Romano, 2004). Critical success factors have been defined as the areas or functions where things must go correctly to ensure successful competitive performance by organizations (Butler & Fitzgerald, 1999; Guynes & Vanecek, 1996). However, though the attempts have been made through some of this research to identify the full range of different critical success factors for B2B IIM, little of this research has offered strong theoretical support for the factors they identified. Some of the aforementioned contributions from researchers and practitioners have involved the presentation of a substantial amount of these critical success factors derived from individual experiences (e.g., Avlonitis & Karayanni, 2000; Chan & Swatman, 2000; Damanpour, 2001; Duggan & Deveney, 2000), while others have examined only one or a selected few of the primary facets of B2B IIM, such as security and successful relationships (e.g., Furnell & Karweni, 1999; Scullin, Fjermestad, & Romano, 2004) and culture and the technological infrastructure (e.g., Gogan, 1996-97). This research gap for a comprehensive examination of the critical success factors for B2B IIM was the motivation for some of the research from Eid and his various research partners over the past decade (e.g., Eid, 2005; Eid & Elbeltagi, 2006; Eid & Trueman, 2004; Eid, Elbeltagi, & Zairi, 2006).

Because most transactions that occur on the Internet are in the B2B domain (Eid & Elbeltagi, 2006), a focus on the B2B sector is not surprising. The results of the above B2B IIM research studies have stated that organizations need to understand how to identify the various critical factors that influence the B2B IIM implementation process and deal with them effectively to alleviate risk and fulfill the possibilities of IM (Eid, Elbeltagi, & Zairi, 2006). Nonetheless, many of the research studies do not overtly or definitively make the B2B/B2C

distinction, likely because it was not a critical factor for the particular direction that was being taken with the specific research. However, most of the IIM research in the extant literature appears to focus on the B2B sector.

Integrated Marketing Communications

Advertising, direct marketing, sales promotions and public relations are communications disciplines that have existed for decades. Companies used to manage each separately, with separate objectives, goals, and budgets (Belch & Belch, 1995). However, these previously independent tools are now being coordinated under the strategy or concept in marketing known as integrated marketing communications (IMC), which is designed to improve the effectiveness and consistency of marketing communications. It includes all business-to-business (B2B), business-to-consumer (B2C), channel, customer, and internal and external communications (Clow & Baack, 2007). Critical to the issue of IMC is that the consumer does not view advertising, public relations, sales promotion, and various other marketing techniques and tools as distinct and separate elements (Yeshin, 1998). The IMC concept is a phenomenon in which the barriers that have existed between the main marketing communication disciplines are breaking down (Schultz, Tannenbaum, & Lauterborn, 1993a). By removing these barriers, IMC focuses on the objective of helping to build relationships with customers instead of simply the traditional marketing communications goals of persuasion and brand-building (Hutton, 1996).

At the heart of the IMC approach is the careful coordination of all marketing communications components being utilized by an organization in order to make certain that they all communicate collectively in one (or a single) voice, which will strengthen and reinforce the main organizational or brand message (Shimp, 2007). The IMC concept has been considered to be a significant marketing management issue due to the perceived effectiveness of organizations

integrating the various marketing communications tools – or marketing communications mix components (i.e., advertising, public relations, direct marketing, sales promotion, and personnel selling) – at their disposal for maximizing impact of their communications on targeted audiences (Kotler, 2000; Schultz & Kitchen, 1997). With the four types of communication of consultation, conversation, registration, and transmission (Bordewijk & van Kaam, 1986), integration of tools and channels needs to occur in order to facilitate all four (Jensen & Jepsen, 2006). By accomplishing this, the effectiveness of the communication should be enhanced. This is at the heart of what marketers attempt to accomplish with their integration of all marketing communications tools, including both online and offline vehicles.

IMC's customer focus, which has the goal of growing and retaining customers, transcends advertising and promotion, as it considers more than simply customers since many other stakeholders are involved, such as channel members, employees, media, and suppliers. Moreover, it takes into consideration that there are multiple other types of messages that affect brand decisions, though some have put forth the notion that one of the primary problems of IMC has been its concentration on advertising or promotion management. IMC actually has enough flexibility and adaptability to pertain to multiple audiences, products, and services, as it emphasizes communications and its core concepts of cultivating profitable relationships and building brand equity for both marketers of products and marketers of services (Luck & Moffatt, 2009).

The communication that took place between customers and companies used to be one-way, from the marketer to the consumer (Schultz, 1993b). However, today's customers are armed with marketplace knowledge so they do not need to wait to receive communications and information from companies. They are informed and will make demands and influence the

information they receive, including promotional materials like advertisements, so marketers will need to respond to these changes. To formulate effective marketing communication strategies, marketers are required to formulate marketing communication plans with the consumer as the starting point before working backward toward the product or service. It is essential that information about customers, their wants and needs, and other background information be procured during the planning process. This is referred to as an *outside-in* approach in the IMC literature (e.g., Hartley & Pickton, 1999; Kitchen, 2005; Schultz, 1993b, 1996; Stewart, 1996).

Based on the discussion on IMC provided in this section, there are some potential issues with conducting research that includes the multifaceted IMC concept. Specifically, there are possible difficulties and complications due to the potential for the IMC concept to impact and be impacted by so many aspects of a company. Therefore, it was necessary to describe the boundaries of IMC at the outset of this dissertation research, following an approach taken and advocated by Lee and Park (2007) with their efforts to further develop the IMC concept conceptually within the boundaries of the marketing communications mix and develop measures of IMC at the operational level.

Some contend that all marketing functional areas must be part of any examination of IMC because it basically affects all aspects of marketing (Pickton & Hartley, 1998; Stewart, 1996). However, the result is, despite the appeal of this conceptual approach, the boundaries of the IMC construct and the study may be extended so significantly that it might create methodological problems, including the development and use of practical measures for IMC and related constructs in this study (e.g., globally integrated marketing communications, or GIMC; Internet integrated marketing communications, or I-IMC). Therefore, as was done by Lee and Park (2007) to deal with this issue, one can confine the boundaries of IMC to the marketing

communications mix and its various components, such as advertising, sales promotion, public relations, the Internet, and direct marketing (which are called "channels," "disciplines," "functions," "media", or "tools" in the IMC literature). This approach is conceptually consistent with the description and meaning of the IMC construct since the objective of IMC is to maximize the efficiency of marketing communications efforts with the targeted audience by effectively managing selected communications mix components and messages instead of trying to manage all facets of the company's marketing management. (This approach is also taken with this dissertation research study, where applicable, with the focus primarily on Internet (online) marketing communications.)

Theoretical and Conceptual Foundation

A contentious debate has materialized in recent years in regards to the merits and validity of IMC. IMC critics argue that it is not apparent whether IMC is a theoretical concept, general idea, management technique, or simply rhetoric (Zvobgo & Melewar, 2011). Some IMC critics who do not believe that there is a solid theoretical foundation for the IMC concept have called it a management "fashion," saying that it lacks academic content and rigor and its justification is based on rhetoric (Cornelissen & Lock, 2000; Cornelissen, 2001). A *management fashion* can be described as a fairly transitory collective belief that is distributed by management fashion setters (Abrahamson, 1996). Others claim that IMC simply repurposes the extant marketing theory by using different terminology (Spotts, Lambert, & Joyce, 1998). McArthur and Griffin (1997) and Hutton (1996) are among the scholars who have maintained that IMC is simply repackaged traditional marketing and advertising that is given a different title, and, thus, does not have many implications for management. Over the years, due to the fact that a good number of academics and practitioners misunderstand the concept, some of these IMC critics have even declared the

death of the concept (Drobis, 1997-1998).

Regardless of the criticisms, many IMC proponents believe that the concept is an innovative approach for a company to organize and improve their marketing activities and build brand equity (Duncan, 2002; Schultz, 1996; Schultz, Tannenbaum, & Lauterborn, 1993b), with some even believing that IMC is crucial if organizations want to effectively implement their marketing communications activities (Caywood & Ewing, 1991; Gonring, 1994). Certain researchers even believe that firms can achieve competitive advantage through IMC (Caywood & Ewing, 1991). However, even some proponents of IMC (e.g., Duncan, 2002; Hartley & Pickton, 1999) have declared that IMC is not a new concept but have argued that integration has not been attained in the past due to the fact that the processes and technology have either not facilitated it or not been in existence to facilitate it (Duncan, 2002).

Some have noted that IMC is still a young discipline that requires development of its theoretical foundations, along with the demonstration of its effectiveness in practice by marketing practitioners (e.g., Dewhist & Davis, 2005; Phelps & Johnson, 1996). Despite this explanation and subtle plea for patience on the part of researchers, certain supporters of the concept have expressed their concerns over its current state during the debate over IMC in the literature. For example, some (e.g., Gould, 2000; Schultz & Kitchen, 2000a) have stated that IMC may not yet be a theory but believe that it is an evolutionary field in its early stages of development, which is consistent with the types of concerns being lodged against the concept by critics. Specifically, some claim that this is not an uncommon occurrence for many new management or marketing concepts, such as IMC (Gould, 2000). In addition, Duncan (2002) has stated that the ideas and practices contained within IMC need to be examined critically and continually challenged during the continued evolution of IMC.

Over the years, while the theoretical debates about the IMC concept took place, IMC became the main method utilized by companies for the planning, formulation, and implementation of their marketing communication programs and activities. Marketers at many firms, along with advertising agencies, are adopting the IMC paradigm and formulating and executing integrated communication programs that employ an assortment of actions for communicating with their identified target markets and audiences (Belch & Belch, 2004; Duncan, 2002; McArthur & Griffin, 1997). The movement by companies and practitioners to embrace the IMC viewpoint has been cited as one of the most important shifts in advertising, marketing, and promotion (Moriarty, 1994), as well as the key communications change and development of the closing stages of the 20th century (Kitchen, Brignell, Li, & Spickett-Jones, 2004).

The shift by firms toward IMC is being motivated by multiple forces (factors) including the: progression or shift from mass marketing to micromarketing; fragmentation of consumer markets and media audiences; quick development and growth of database marketing; increased utilization of public relations and sales promotions; and increase of new media and options for reaching and connecting with consumers, such as the Internet and various digital and wireless devices. The development and use of new technologies by consumers, such as personal video recorders (PVRs), are impacting the traditional advertising model for television and causing marketers to rely on nontraditional media, such as event sponsorships, product placements, and assorted forms of "advertainment," including short films made available on the Internet (Bianco, 2004). Therefore, as marketers attempt to determine the appropriate manner in which to transmit the correct message to the correct individual at the appropriate time, they are focusing on approaches that transcend advertising and the conventional marketing communication methods

that are concentrated on the use of mass media. This includes the use of Internet (online) tools for marketing purposes, including as part of an IMC program, which is a specific research focus that has been receiving increased attention from scholars in recent years (e.g., Coyle & Gould, 2007; Jensen & Jepsen, 2006).

Some researchers in the academic literature have contended that IMC is the basis of new customer-focused marketing efforts by companies to establish, preserve, and grow relationships with customers and other stakeholders (Duncan & Moriarty, 1998). Nonetheless, in spite of the increasing popularity of IMC over the past decade plus, research and theory development in this research area is still limited and inadequate. In actuality, certain researchers have been critical of the IMC concept from a scholarly perspective, claiming that it needs a better and agreed-upon definition, formal theory construction and research, and has only a temporary influence (Cornelissen & Lock, 2000; Cornelissen, 2001). Nonetheless, more attention has recently been paid to IMC theory development with the objective of offering a better definition for it, as well as what it does and how it can be utilized to direct the development and implementation of marketing communication programs (S. Gould, 2004; Kitchen, Brignell, Li, & Spickett-Jones, 2004). However, to date, there has been an insufficient amount of formal theory construction regarding IMC (Nowak & Phelps, 1994).

Multiple researchers have developed and offered several models and conceptualizations of IMC (e.g., Duncan, 2002; Duncan & Caywood, 1996; McGrath, 2005; Schultz, Tannenbaum, & Lauterborn, 1993a). Nonetheless, most of the extant literature on IMC deals with topics such as debates and discussions regarding its definition, advantages, acceptance, and measurement (Swain, 2004). In addition, empirical research on IMC has been focused principally on issues such as the degree to which companies have implemented IMC, accountability and leadership for

IMC, and obstacles to the implementation of IMC (Kim, Han, & Schultz, 2004; Kitchen & Schultz, 1999; Swain, 2004).

A body of literature has suggested that the IMC concept is based on three theoretical foundations that offer the opportunity to marketers to enhance the relationship power of their brands with consumers. Specifically, a strategy employing messages that are executed consistently across all elements or vehicles of a brand's marketing mix and that cultivate an ongoing consumer-brand relationship dialogue will improve consumer appeal. The three foundations actually have their origin in other research disciplines, including social psychology and cognitive psychology (McGrath, 2005).

The first foundation proposes that IMC is derived from an ongoing dialogue between consumers and marketers (Duncan, 1994, 2002; Schultz, 1998; Stewart, 1996). This dialogue is considered to be a relationship between the two parties, which experiences organic changes (e.g., growth, dormancy, decline). As a result of this solid, two-way relationship, marketers can increase the value of their brands in the minds of consumers if they effectively create and nurture these types of relationships, which can involve marketers actively searching for and retaining information about consumers (e.g., market research, databases, etc.) and consumers doing the same in regards to the brand (e.g., receive and process marketing communications messages, analyze how basic brand attributes and benefits are suited to own self-concept, etc.). IMC can assist by promoting consistency in a brand's interaction with consumers, creating a stronger relationship (Schultz, Tannenbaum, & Lauterborn, 1993b).

The second foundation of IMC proposes that message consistency across all elements of the marketing mix, especially throughout all marketing communications messages, is critical. This message consistency has been termed "one-voice" and "seamless" communications and

"involves maintaining a clear and consistent image, position, message and/or theme across all marketing communications disciplines or tools" (Phelps & Johnson, 1996, p. 162). The need for the high degree of consistency required for IMC in which the brand message is relatively more consistent in its message and execution across all of the marketing communications elements that are utilized will more likely result in the brand message being processed successfully by consumers (Schultz, 1996).

The third and last foundation of IMC proposes that all aspects of a brand's relationship with a consumer need to be taken into account, not just the traditional marketing communication mix elements such as advertising, direct marketing, personal selling, public relations, and sales promotion (Duncan, 1994, 2002; Schultz & Kitchen, 2000a; Schultz, Tannenbaum, & Lauterborn, 1993b; Stewart, 1996). This approach is due to the fact that these traditional marketing communication mix elements are not mutually exclusive vehicles and thus the coordination of messages across them may minimize their weaknesses but jointly maximize their unique strengths (Peltier, Mueller, & Rosen, 1992). Some researchers have even stated that exclusively focusing on only these traditional promotional vehicles can actually have negative implications for a company's total marketing communications efforts (e.g., DeLozier, 1976). Overall, advocates of the IMC concept propose that the concept can be implemented successfully only if all marketing mix elements are coordinated and a consistent brand message is integrated across the full range, from the brand's name and physical attributes to pricing, distribution, and the traditional promotional tools (e.g., Shimp, 1990).

McGrath (2005) proposed an IMC conceptual framework focusing on two of the three foundations of IMC: (1) integration of multiple vehicles, and (2) consistency of message. However, it omitted the first foundation of IMC mentioned, consumer-marketer dialogue. A two-

dimensional diagram with a three-level continuum (Low, Moderate, High) on both axes that displayed the interaction of the integration of multiple vehicles and the consistency of the message was provided. The former was represented by the horizontal axis and the latter was represented by the vertical axis (see FIGURE 2.6).

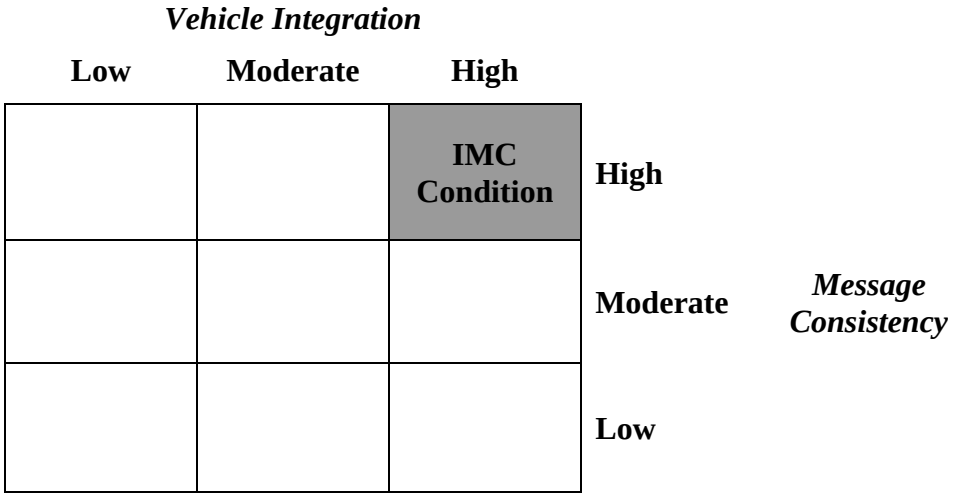


FIGURE 2.6 A Proposed Integrated Marketing Communications Conceptual Framework
(**Source:** McGrath, 2005, p. 62)

Based on the IMC literature, the IMC concept would best be represented by the position in the farthest upper right hand corner of the two-dimensional diagram, which is a "High" degree of message consistency and "High" degree of vehicle integration (i.e., "High" degree of message consistency across all of the different marketing vehicles being utilized by a firm).

Following the contribution from McGrath (2005), Lee and Park (2007) identified a four-dimensional conceptualization of IMC based on their review of the IMC definitions and the conceptual meanings in the extant IMC literature: (1) unified communications for consistent message and image; (2) differentiated communications to multiple customer groups; (3) database-centered communications for tangible results; and (4) relationship fostering

communications with existing customers. The first dimension ("unified communications for consistent message and image") references the various marketing communications activities meant by companies to generate the preferred product position in its target market. The unified messages delivered through various channels of communication produce a clear and consistent message, with differentiated communications developed and implemented for different customer groups within the target market in divergent stages of the purchasing process (i.e., the second dimension of "differentiated communications to multiple customer groups"). Regarding the third dimension (i.e., "database-centered communications for tangible result"), the communication is designed based on the message receiver's perspective, with databases utilized for attaining a maximum selective reach by the firm with its targeted marketing. These database-centered communications are meant to produce the customer's behavioral responses and subsequently the tangible result (e.g., increases in sales or customer retention rates). As for the fourth dimension (i.e., "relationship fostering communications with existing customers"), IMC can play an important role in helping to foster close relationships with existing customers in order to increase customer retention rates and produce tangible results for the company, such as increased profitability (Lee & Park, 2007).

In recent years, various researchers have not only analyzed and presented alternative definitions of IMC but also tried to identify its specific constructs (Kitchen, Brignell, Li, & Spickett-Jones, 2004; Kliatchko, 2005; Schultz & Schultz, 2004). Kerr, Schultz, Patti, and Kim (2008) provided a list of eight key constructs of IMC, as identified through a review of the literature and the research streams, including: (1) strategic integration, (2) message integration, (3) synergy, (4) brand equity, (5) multiple audiences, (6) managing contact points, (7) relationship building, and (8) continuous, circular, and responsive. In addition, Luck and Moffatt

(2009) identified seven key themes that are interdependent and connected through strategic communications based on a review of the IMC literature: (1) communication, (2) branding, (3) relationship management, (4) cross functional planning, (5) integration, (6) synergy, and (7) market orientation.

Internet (Online) Environment

In general, researchers and practitioners have acknowledged IMC as a valuable and acceptable manner of implementing and executing marketing communication (Jensen, 2008). Both the general IMC literature and the more specific online literature acknowledge that Internet (online) marketing communications (IOMC) includes multiple actions and activities (e.g., Belch & Belch, 2004; Chaffey, 2009; Coyle & Gould, 2007; Duncan, 2002; Jensen, 2008; Jensen & Jepsen, 2006; McMillan, 2007; Pickton & Broderick, 2001; Roberts, 2003; Shimp, 2007; Strauss, El-Ansary, & Frost, 2003). Nonetheless, in spite of the acknowledged relationship between the Internet and IMC – including the impact of the former on the latter – a small number of studies have examined the particular opportunities and requirements for IMC in the online environment (Durkin & Lawlor, 2001; Reich, 1998), though there have been some notable contributions to the extant literature in recent years (e.g., Coyle & Gould, 2007; Gurău, 2008).

It is important that organizations integrate various IOMC disciplines and tools with traditional (offline) disciplines and tools. The challenge for organizations is determining and accomplishing the correct mix between the online and offline marketing communications to accomplish their goals, such as using offline advertising to generate awareness for online entities (e.g., Web sites) or utilizing online advertising to enhance the overall success of an organization's marketing and advertising efforts. There are even many more ways that IOMC and offline marketing communications can be integrated by organizations. For example,

organizations can utilize offline media relations initially but then follow up by using online public relations resources; combining online and offline direct marketing, such as using telemarketing as an acquisition tool and following up with e-mail marketing; and implementing online sales promotion in order to generate sales but then following up with additional offline sales promotion efforts, among many other approaches (Jensen & Jepsen, 2006).

Grewal and Levy (2013) provided an exhbit in which the elements of an IMC strategy were displayed on two axes (i.e., in four separate boxes): (1) *passive* and *interactive* (from the recipient's perspective) along the *x*-axis, and (2) *offline* and *online* along the *y*-axis. As the available IMC elements have expanded over the years due to the use of the Internet as a business and marketing tool, the number of ways in which marketers can communicate with current and prospective customers have also increased. As seen in the FIGURE 2.7, companies have expanded their use of traditional media (e.g., advertising, public relations, sales promotions) from pure offline to a combination of offline and online when formulating and implementing an IMC campaign.

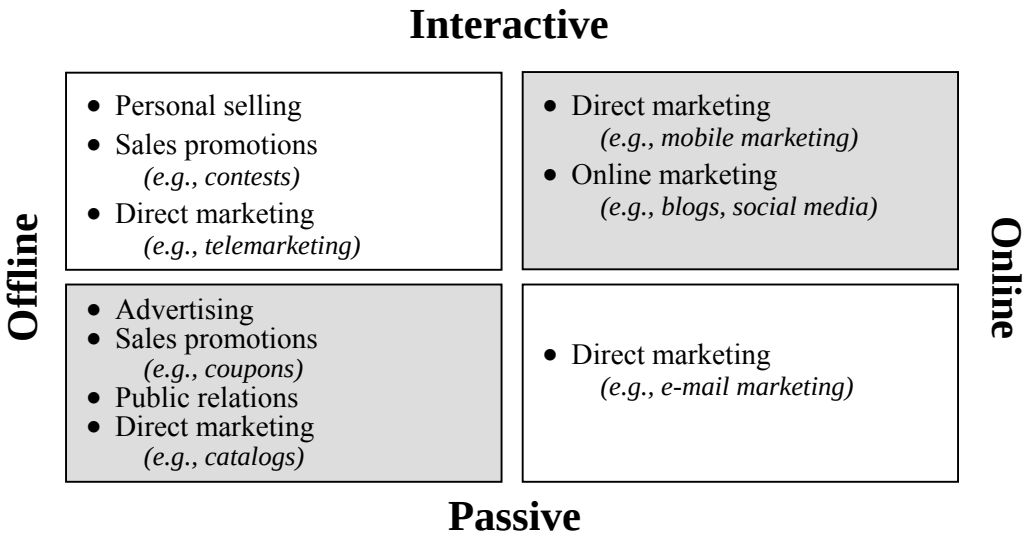


FIGURE 2.7 Elements of an Integrated Marketing Communication Strategy
(**Source:** Grewal & Levy, 2013, p. 341)

The integration of various IOMC disciplines and tools has been called a key issue in IMC due to the fact that a distinctive aspect of IOMC is the ability for organizations to effectively integrate the different available tools, vehicles, and disciplines, which can help organizations create value. Moreover, it is imperative that companies leverage the full and complete promise of IOMC by integrating these different available tools, vehicles, and disciplines. This includes an organization utilizing: *online advertising* to enhance awareness and image, as well as drive Web site traffic; *online public relations and publicity* to improve relationships with the media and stakeholders, as well as improve the possibility for effective viral circulation of the desired message; *online sales promotion* to generate sales and support distribution; and *online relationship communications* to generate and maintain brand awareness, as well as obtain valuable market intelligence for improving online advertising and customer support (Jensen & Jepsen, 2006).

Gurău (2008) conceptualized a model of integrated online marketing communication with the help of empirical research that included a three-stage process for the transformation/adaptation of company messages to online audiences: (1) message needs to recognize and integrate the organization's core corporate values; (2) message must be adapted with regard to the strategic and tactical goals of the organization's online communication campaign; and (3) message has to be transformed with regard to the specific characteristics of the targeted audience/channel.

Consistent with the information provided previously in this chapter in the comprehensive literature review for "Internet (Online) Marketing Communications," Gurău (2008) stated that it is a necessity for organizational strategic thinking to acknowledge that all the various facets of the networked world coexist with one another if organizations would like to take advantage of

the different online resources. Therefore, they need to be coordinated in order to attain certain measurable objectives in harmony with organizational marketing communication goals. As for integrated online marketing communication, it signifies a multidimensional phenomenon encompassing issues associated with the communicated message, communication function, information management, and particular combination (or mix) of channels utilized for corporate communication.

By leveraging previous contributions to the literature and an exploratory study using semi-structured, face-to-face interviews with 29 marketing or communication managers of Internet-active UK retailing firms, Gurău (2008) identified multiple possible meanings of "integrated online marketing communication." The different practical meanings, along with the number (and percentage) of interviewees that mentioned, are provided in TABLE 2.7. Notably, the concept of "synergy" was included in multiple meanings of "integrated online marketing communication" obtained through the research.

Regarding "synergy" (which is discussed in detail in the "Benefits" of IMC sub-section), Gurău (2008) also provided three primary communication synergies that are facilitated by the Internet based on their review and integration of the extant literature. These synergies, which are consistent with the research findings outlined later in TABLE 2.8, are as follows:

(1) *Integration and coordination of communication modes* (Hoffman, Novak, & Chatterjee, 1995). Organizations can merge *one-to-one* (e.g., e-mail), *one-to-many* (e.g., list-based e-mail messages, Web pages), and *many-to-many* (e.g., discussion forums) communication on the Internet. The flexibility of the integrated communication approach is enhanced by this synergy, which presents opportunities both for message integration and personalization (Rowley, 2001, 2004).
(2) *Integration and coordination of various types of information* (Azzone, Bianchi, & Noci, 2000). Due to improvements in information and communication technologies (e.g., broadband), organizations are able to send or receive a multifaceted mix of information in different formats (e.g., dynamic and/or static images, sounds, and texts). This creates synergy, which has a direct impact on the communication's clarity

TABLE 2.7 The Practical Meanings of Integrated Online Marketing Communication
(**Source:** Gurău, 2008, p. 175)

Meaning	Frequency	Percentage
Combination of communication modes (one-to-one, one-to-many, many-to-many)	29	100.0%
Integration of information types (text, sound, image)	27	93.1%
Consistency of messages transmitted trough the online communication-mix (coherent meaning)	29	100.0%
Integration of marketing and PR communication functions in the messages provided online	29	100.0%
The coordination of the process: message conception – transmission – feedback reception and analysis, in a closed loop	17	58.6%
The direct connection of the corporate information system with the Internet	18	62.0%
Coordination of internal, external and internal-external flows of information	19	65.5%
The integration of online marketing communication with the communication conducted through traditional channels	24	82.8%
The consistency of the corporate message at global/international level	14	48.3%

and complexity, increasing the organization's ability to cater its messages to different audiences (Vescovi, 2000). However, messages with too much complexity can result in compatibility issues (e.g., customers have technical limitations or find online communication tools intrusive).

(3) *Integration and coordination of complex information flows between the organizational intranet and the Internet* (Basu, Poindexter, Drosen, & Addo, 2000). Organizations are now capable of employing advanced software applications that link its management and marketing information systems with the online environment, as well as to automatically coordinate the communication with different audiences (Basu, Poindexter, Drosen, & Addo, 2000). This organizational capability has a significant effect on various facets of the communication process (e.g., collecting customer data and feedback, automatic analysis of information for segmentation purposes, automatically launch and coordinate highly targeted communication campaigns).

Globally Integrated Marketing Communications

The globally integrated marketing communications (GIMC) concept from Grein and Gould (1996) is referred to as an application and extension of the integrated marketing communications (IMC) concept to communications on an international or global level. It is a system of promotional management that involves the coordination of all marketing activities and communications across foreign markets where these activities are occurring (Chang, 2009; Gould, Lerman, & Grein, 1999; Grein & Gould, 1996, 2007). This coordination consists of a broad range of adapted (customized) and standardized communication strategies and tactics, which are contingent on underlying conditions across both countries and marketing communications channels and tools (e.g., advertising, direct marketing, public relations). According to the GIMC concept, the communications approach is not absolutely followed across foreign markets but instead integration is attained through managerial coordination and oversight as it is utilized to advance brand and corporate interests (Grein & Gould, 2007).

Theories of international marketing and strategy had to be combined and integrated with IMC in order to provide a better, more comprehensive explanation of global communications.

The result was the modification and extension of the IMC concept by Grein and Gould (1996) to include the conceptualization and management of cross-country linkages, which offered an additional level of coordination to IMC and resulted in the introduction of the GIMC concept. Their stated purpose was to offer a more comprehensive view of global marketing communications by modifying IMC ideas and practices for marketing standardization and adaptation issues. The unit or level of planning and analysis was the country, with assorted horizontal and vertical factors coordinated contingently. In addition, the introduction of GIMC assisted with the redefinition of IMC by focusing on the need for organizations to coordinate their marketing communications efforts in interconnected markets and enhance the efficacy of interdependent (global) communications strategies in these same markets.

The conceptualization of IMC provided earlier in this dissertation research document implies that a competitive advantage can be obtained by an organization through the coordination of the different marketing communications it employs and directs to a particular target audience based on specific objectives, synergies, and themes (Duncan & Everett, 1993; Schultz, Tannenbaum, & Lauterborn, 1993a). However, the complexity and multifaceted nature of the international and global environment were not reflected in this conceptualization, which prompted its extension and the introduction of the GIMC concept by Grein and Gould (1996). Nonetheless, the examination of this situation was actually addressed in contributions from various scholars prior to the introduction of the GIMC concept, including Porter (1986), who offered different types of strategies that organizations could utilize for managing its activities in different countries. They included the use of a "global strategy" in which organizations stress the use of interdependent management across various countries in order to maximize the various benefits it obtains for coordinating activities and sharing resources across those divergent

markets. There was also the "multidomestic strategy" in which an organization can manage activities in different countries akin to a portfolio so that the different country operations are managed separately from one another. With this level of interconnectedness increasing over the years, the need for global management had expanded substantially (Douglas & Craig, 1996), contributing to the need for scholars like Grein and Gould (1996) to put forth a concept such as GIMC. This level of interconnectedness has undoubtedly only continued to grow over the years due to firms attempting to enter and thrive in international markets. Therefore, this illustrated that international and global concerns required an additional level of coordination to IMC. This was consistent with previous views on these linkages, which resulted in additions to and extensions of advertising practice and theory (Boddewyn, Soehl, & Picard, 1986; Peebles, Ryans, & Vernon, 1978).

In certain conditions, companies have to integrate their marketing programs across various country markets. To fill the gap in research on this approach, Grein and Gould (1996) utilized a contingency perspective to explain how marketing communications can be integrated across both horizontal (i.e., countries) and vertical (i.e., promotion disciplines) dimensions dependent on factors that impact global communications strategy decisions. The former (i.e., a focus on the horizontal dimension of marketing communications) combines the IMC approach with the international marketing strategy and communications viewpoints or perspectives, and it is the major extension provided to the area of research by the GIMC concept. A later research contribution by Gould, Grein, and Lerman (1999) explains how advertising agency-client relationships in a network impact integrated marketing communications. These authors claim that integration is a synthesizing and balancing process in which individual stakeholders have a voice and divergent views are acknowledged while a central managerial point of view at the

highest levels of a firm oversees and coordinates these activities and views. This process permits local agency units to behave in a way that is locally appropriate while remaining consistent with the central agency's standards for the client and global brand image.

At the time of its introduction, GIMC (and IMC) was an indication of the broad movement by organizations toward higher degrees of coordination not only with marketing communications but also in various other areas and industries. Most notable was the impact on service companies (e.g., information services, transportation), who were attempting to increase their levels of coordination through the creation of networks of affiliated companies and subsidiaries that engaged in efficient collaboration due to their utilization of computers and various communication technologies. This degree of coordination, which was essential for organizations trying to compete in the existing business climate, was made possible by the advancement of technology and the resulting reduction in the complexity and costs of the coordination (Wysocki, 1995).

As expected, the definition of GIMC utilizes elements from IMC. A recurring theme in the multiple definitions of IMC has been that the creation of synergies occur due to the coordination of all of the different forms of communication (Nowak & Phelps, 1994), which results in the accurate hearing and comprehension of the message that is being communicated (Schultz, 1991). These synergies can be achieved through coordination of communications even if multiple audiences are being targeted and multiple themes are being utilized (Nowak & Phelps, 1994). The objective is to strike a balance in which needless overlap and confusion is averted when communicating with the targeted audiences, while, at the same time, the ability to modify the image being portrayed is preserved.

As mentioned and discussed earlier, three potential applications or dimensions (or definitions) of the IMC construct have been mentioned in the literature: (1) a one-voice creative viewpoint entailing a single theme and image; (2) coordinating activities across different communication disciplines or marketing communications tools (i.e., advertising, publicity, sales promotion); and (3) an outlook specifying that promotion needs to focus on both consumer behavior and product image at the same time instead of focusing on one or the other. The coordination of activities in the second potential application or dimension of IMC does not automatically involve one theme or unifying brand position like the "one-voice" application or dimension (Nowak & Phelps, 1994). The first two of the potential applications or dimensions are especially relevant to the GIMC concept because they are comparable to key aspects of standardized and adaptive (localized) strategies of international marketing communications, respectively (Grein & Gould, 1996). Specifically, these two applications or dimensions (or definitions) are most applicable to a marketing standardization strategy, though coordination can also be applicable to a marketing adaptation strategy since the objective may still be to generate synergies in the messages transmitted to multiple audiences (e.g., Nowak & Phelps, 1994; Onkvisit & Shaw, 1987; Wind, 1986). This also implies that the one regarding coordination could be perceived as applying to a one-voice, standardized approach as much as to an adaptive one, though coordination of marketing communications disciplines is crucial in both cases. Therefore, Grein and Gould (1996) decided to define GIMC by elevating the "coordination" dimension to more importance over the "one-voice" dimension so that organizations can coordinate across marketing communications disciplines using a standardized approach or adaptive approach, with "standardized" alluding to any facet of a marketing/promotion strategy that is standardized, such as standardization of marketing communications mix allocations across

different disciplines. Overall, as expressed by Wind (1986) with his "think globally, act locally" description, the achievement of synergy and integration among the different parts of advertising and marketing programs is important for organizations regardless if they utilize an adaptation or standardization approach in a situation.

As for integration in GIMC, it may occur across both countries and across promotion disciplines, with it seeming to have both vertical and horizontal dimensions (e.g., Tortorici, 1991). Vertical integration deals with the coordination of different promotion and associated marketing disciplines (e.g., advertising, brand management, public relations, etc.). This particular dimension is identical for both IMC and GIMC. But horizontal integration in GIMC deals with coordination of communications across both offices and/or divisions of the organizations that conduct the promotion (e.g., agencies), which is seen in IMC, and across countries (Grein & Gould, 1996). This horizontal dimension is the main feature of GIMC and the key component that extends GIMC beyond IMC. Although such an organizational dimension had been recognized in IMC research at around the same time Grein and Gould (1996) introduced GIMC (e.g., Beard, 1996; Gould, Grein, & Lerman, 1999; Gronstedt & Thorson, 1996), it had neither attained a central role nor had it been generally taken into account on a global basis. Therefore, coordination in GIMC involves the management of the global marketplace as one entity, as well as a system of components, with each having its own unique specifications and requirements (Grein & Gould, 1996).

There are multiple possible benefits for companies that employ a GIMC strategy that includes the coordination of marketing communications across promotional disciplines and across countries, with the former type of coordination – but not the latter type – also applicable to IMC. The benefits include the reduction of costs through the use of standardized marketing

communications (e.g., advertisements), development of a uniform brand name and image so that consumers who travel across borders recognize the product in multiple countries, obtaining cross-border communications spillover (e.g., marketing communications and advertisements that "spillover" into other countries and reach that market due to cross-border coverage by a medium, like television), and utilizing information and knowledge obtained from assorted foreign country operations to assist all organization operations. Therefore, relative to the IMC concept, GIMC offers a key advantage in that it directs management to focus their interest directly on the creation and management of marketing communications on an integrated basis across different country markets (Grein & Gould, 1996).

Using the aforementioned description and conceptualization as its foundation, Grein and Gould (1996, p. 143) put forth the following definition for GIMC:

> "A system of active promotional management which strategically coordinates global communications in all of its component parts both horizontally in terms of countries and organizations and vertically in terms of promotion disciplines. It contingently takes into account the full range of standardized versus adaptive market options, synergies, variations among target populations and other market-place and business conditions."

Overall, the modified GIMC concept is believed by Grein and Gould (1996) to be essential for the application of ideas and practices of IMC to global communications, with GIMC envisioned as an extension of IMC. GIMC involves the acknowledgement that different country markets are linked and promotes the development of marketing communication strategies to take advantage of the linkages. Moreover, it involves the aggregation of horizontal (i.e., across countries, divisions, regions, and segments) and vertical coordination (i.e., across marketing communications disciplines). Consequently, it concentrates on the synergies, economies of scale, and economies of scope that are the result of sharing of organizational competencies (e.g.,

training programs and coordinated media buying) and information (e.g., sharing of research, data, and techniques) across countries. The result is that global firms see an increase in their levels of competitiveness (Bartlett & Ghoshal, 1987).

(Sub-sections of the "Globally Integrated Marketing Communications" section in Chapter Two include "Theoretical and Conceptual Foundation," "Typology," "Implementation and Practice," and "Impacting Forces (Factors).")

Theoretical and Conceptual Foundation

Substantial research from the extant literature provides support for organizations operating in the global marketplace often designing advertising campaigns for the global marketplace and its audience but allowing for adaptations to the campaign in each foreign market (e.g., Colvin, Heeler, & Thorpe, 1980; Onkvisit & Shaw, 1987). This type of strategy, which lies in the region between total standardization and total adaptation, contributed to GIMC being conceptualized as a contingency approach to global promotion and marketing communications. Various research contributions over the years in the area of international business and marketing offered support for the contingency approach for promotions and marketing communications in the international marketplace, with various forces (factors) – such as a firm's international experience, competitive intensity, type of product, etc. – impacting the level of standardization/adaptation (S/A) utilized by organizations (e.g., Cavusgil, Zou, & Naidu, 1993). Consequently, a contingency approach to GIMC posits that an organization needs to coordinate global communications efforts, though the specific circumstances will impact the level and type of coordination that takes place across the various promotion and marketing communications disciplines and countries (Grein & Gould, 1996).

Although the focus of GIMC is promotion and marketing communications, there are many tasks within both marketing and promotion that may be standardized or adapted (e.g., Moriarty & Duncan, 1991). International marketing and promotion strategies can range from high adaptation to high standardization if plotted on a continuum or spectrum (e.g., Banerjee, 1994). For example, some companies may prosper by using standardization within a specific product category and market, but others may prosper by using adaptation in the product category and market (e.g., Wolfe, 1991). However, the international marketing literature contains a substantial number of research contributions indicating that the middle ground between standardization and adaptation is where the consensus lies (e.g., Peebles, Ryans, & Vernon, 1978). Overall, the contingency view, which is the dominant view in the vast S/A literature, posits that a substantial mixture of factors both inside and outside an organization establish whether different promotional campaigns are appropriate or not (Grein & Gould, 1996).

The original list from Grein and Gould (1996) of horizontal and vertical factors in various situations where companies are utilizing either a one-voice (standardized) strategy or an adaptive strategy as part of a GIMC approach are provided in TABLE 2.8. One important point illustrated by this table is that companies employing coordinated strategies will not necessarily use a standardized strategy.

Typology

The strategic objective of global advertising is to locate synergies that exist between all the different facets of a marketing/advertising program, with such synergies not only limited to standardization as they may also be attained through "non-standardized but integrated strategies" (Wind, 1986, p. 25). If possible, a GIMC strategy would follow what has been described as "think globally, act locally" (e.g., Wind, 1986, p. 26). Overall, based on synergies and

TABLE 2.8 Factors Impacting on Globally Integrated Marketing Communications

(**Source:** Grein & Gould, 1996, p. 147)

Factor	Standardized	Adaptive
Horizontal Factors		
Target Market	Same and mass Global segments	Different and segmented Regional/national segments
Market Position	Similar market conditions	Different market conditions
Nature of the Product	Consumer perceives as similar in use, attributes and positioning	Consumer perceives as different in use, attributes and positioning
Environment	Similar physical, legal, political and marketing infrastructure	Different physical, legal, political and marketing infrastructure
Organizational Factors		
Agency-Principal (Agency-Client) Relationship	Centralized	Decentralized
Agency Structure	Globalized–centralized	Globalized–decentralized; also local agencies
Individual Managerial Differences	Supported by roles Non-culturally oriented Adaptation not supported by culture Integrating	Supported by roles Culturally oriented Adaptation supported by culture Differentiating
Vertical Factors		
Marketing Mix	Same resource allocation to variables	Different resource allocation to variables
Overall Promotion	Same resource allocation to promotion variables	Different resource allocation to promotion variables
Advertising Creation	Same theme Same appeal Builds brand equity Same execution	Variations in themes Different appeals Builds image Different executions
Advertising Media	Same media used; possibly global media Global buys	Different media used Local buys
Sales Promotion	Same types used	Different types used
Public Relations	Same theme and form	Variations in theme and form

Note: *Partially adapted from Jain (1989)*

companies' national or global perspectives, strategies for international communications can be placed into one of four categories based on both the level of vertical coordination (i.e., between promotion disciplines) and the level of horizontal coordination (i.e.. across countries) (see FIGURE 2.8).

		Horizontal coordination (across countries)	
		High	**Low**
Vertical coordination (across disciplines)	**High**	Globally integrated strategy	Multidomestic integrated strategy
	Low	Global but non-integrated strategy	Multidomestic non-integrated strategy

FIGURE 2.8 A Typology of Globally Integrated Marketing Communications Strategies
*(**Source:** Grein & Gould, 1996, p. 145)*

As shown in FIGURE 2.8, this typology for vertical coordination and horizontal coordination from Grein and Gould (1996) is depicted as a 2 x 2 diagram with "High" and "Low" levels for both the vertical coordination (across disciplines) that is along the *y*-axis and the horizontal coordination (across countries) that is along the *x*-axis. Each of the four boxes contains a different GIMC strategy. Each box and strategy will be reviewed, starting with the top right-hand box and then moving clockwise. In the first box (i.e., top right-hand corner), companies with a "High" level of vertical coordination and "Low" level of horizontal coordination are utilizing a "multidomestic integrated strategy." This typifies a company that uses IMC within countries but does not coordinate these strategies across countries. A company following this strategy believes that there are advantages to integrating across communication disciplines, but does not believe the same for coordinating promotion across countries. In the

second box (i.e., bottom right-hand corner), companies with a "Low" level of vertical coordination and "Low" level of horizontal coordination are utilizing a "multidomestic non-integrated strategy." This would typify a company that has not attempted to coordinate communication activities across countries and has not used IMC in any of the various countries in which it operates. In the third box (i.e., bottom left-hand corner), companies with a "Low" level of vertical coordination and a "High" level of horizontal coordination are following a "global but non-integrated strategy." This would happen if a company thought they could obtain benefits by coordinating across countries but did not attempt to integrate marketing communications across disciplines. A company implementing this strategy may want to standardize its advertising in different countries in order to reduce costs but not want to try to coordinate its advertising with sales promotions, public relations, etc. In the fourth and final box (i.e., top left-hand corner), there is the "globally integrated strategy" in which a company would coordinate its marketing communications activities across both countries (i.e., horizontal coordination) and disciplines (i.e., vertical coordination) (Grein & Gould, 1996).

Implementation and Practice

There have been a limited number of empirical research contributions to the extant literature focused explicitly on the GIMC concept or phenomenon, including its implementation and practice. Therefore, there has been minimal theoretical-research development of GIMC since the contribution from Grein and Gould (1996) involved its development and introduction on a theoretical basis. One notable exception was the contribution from Gould, Lerman, and Grein (1999), which was an empirical exploratory study of GIMC-related attitudes, perceptions, and practices of advertising agency executives with international responsibilities. The research involved a mixed-method approach (i.e., quantitative and qualitative) to examine the GIMC

perceptions and practices of U.S.-based executives of large multinational advertising agencies. The results of the survey's closed-ended questions indicated the relative value of different potential agency-organizational aspects of GIMC that might influence its effective implementation, including: (1) interoffice coordination, (2) coordination of promotion disciplines across country offices, (3) degree of centralization, (4) frequency of interoffice communication, and (5) use of information technology. In addition, the results based on the open-ended questions produced three emergent themes: (1) the evolving nature of the globalization process, (2) its contingency element, and (3) its cultural dimensions of client and agency.

Using the contribution from Schultz and Kitchen (2000b) as the foundation – as well as the notable ones on GIMC from Grein and Gould (1996) and Gould, Lerman, and Grein (1999) – Zvobgo and Melewar (2011) took a contingency approach and offered a conceptualization of the steps taken to implement GIMC strategies (see FIGURE 2.9). GIMC grows to be a strategic resource of the company instead of just a functional supply tool when these seven steps are followed and completed.

First, in the "Develop customer database" step, the firm needs to develop a global customer database. These databases can be based on various customer beliefs, behaviors, perceptions, and shopping styles (Schultz & Kitchen, 2000b; Stewart, 1996) and ought to be created with sufficient knowledge and understanding of the customers in order to maximize the firm's success (Stewart, 1996). These databases, which should be made available to communication managers across the targeted countries, ought to be utilized for the planning and development of firm communication programs. Second, in the "Identify valuable customers" step, the firm needs to value both its current customers and its prospective customers, which is attained through the identification of the customers who are most financially valuable now and

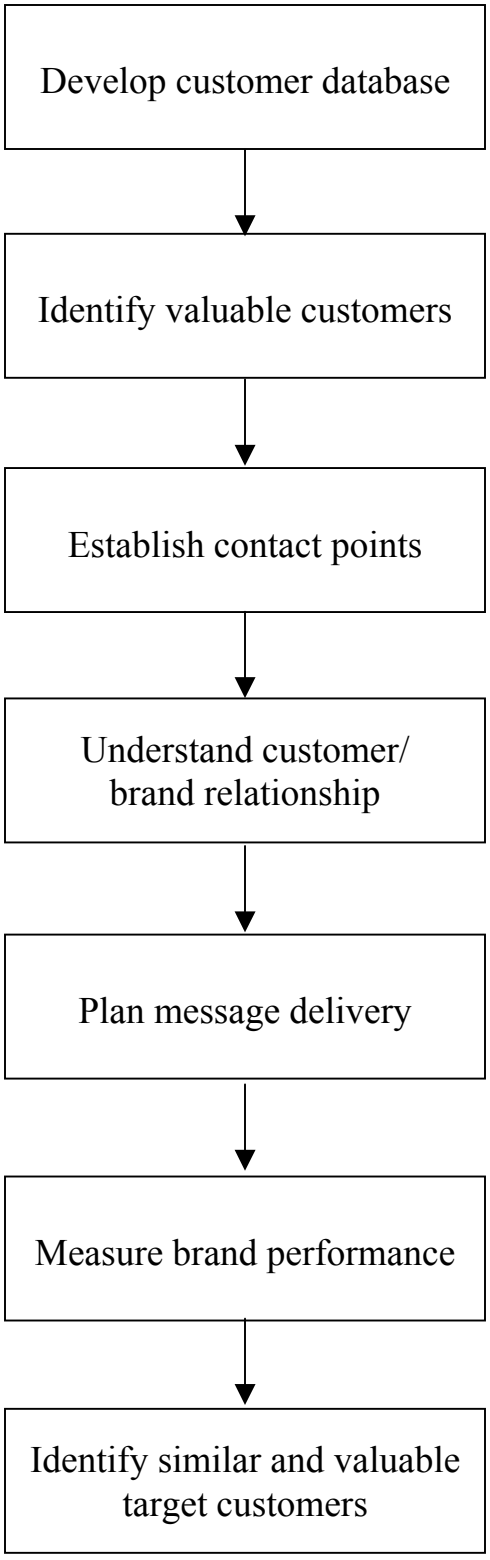


FIGURE 2.9 Implementation of Globally Integrated Marketing Communications Strategy (**Source:** Zvobgo & Melewar, 2011, p. 4)

those who could be worth the most to the firm in the future. In addition, the firm needs to identify the specific number of customers who purchase and use its brand, along with the buying rate of these customers (Zvobgo & Melewar, 2011). Third, in the "Establish contact points" step, the firm needs to recognize the various contact points – i.e., the ways that current and prospective customers come into contact with firm products – and preferences of customers (Schultz & Kitchen, 2000b). The firm also needs to know the specific locations in which present and prospective customers come into contact with its brands, and then utilize this acquired knowledge when planning their marketing communications programs. In addition, the firm needs to know how customers prefer to engage in communication with them, as well as how they would like to access and acquire information from the firm. Fourth, in the "Understand customer/brand relationship" step, the firm needs to utilize customer brand knowledge when developing new brand communication programs, locally or globally. It should leverage the customer's brand relationship with their brand when developing their various communication messages (Zvobgo & Melewar, 2011). Fifth, in the "Plan message delivery" step, the firm needs to contemplate the message's relevance and when the customer or prospective customer would be most receptive to the message or incentive when developing its message delivery system, which would allow the firm to determine when certain types of information do and do not add value for the firm (Stewart, 1996). Sixth, in the "Measure brand performance" step, the firm needs to determine how it is going to measure the performance of its various brands through consideration of the financial impact of its marketing communications programs. Seventh, in the "Identify similar and valuable target customers" step, the firm should group individuals based on their behavior in order to produce horizontal bands of similar customers globally and needs to identify the most financially valuable global customers (Zvobgo & Melewar, 2011).

Impacting Forces (Factors)

As referenced previously in this dissertation research document, GIMC strategies are contingent in their formulation upon various forces (factors) and/or task requirements that cause companies to coordinate strategies across countries and across promotion disciplines and therefore determine the type of strategy the company implements. A list of forces (factors) for coordination across countries and disciplines are provided in TABLE 2.9.

TABLE 2.9 Forces for Coordination Across Countries and Disciplines
(**Source:** Grein & Gould, 1996, p. 146)

Forces for Coordination Across Countries	**Forces for Coordination Across Disciplines**
Economies of scale	Synergy across disciplines
Learning benefits	Clear, consistent message
Globally coordinated competitors	Pressures for cost reduction
Homogenization of consumer preferences	Better communication between agencies (information flow, motivation, ownership, and creativity)
Multinational customers	Ability to include response devices
High investment intensity	Mirror consumer's use of media
High technological intensity	Flexibility to address different segments/issues
Pressures for cost reduction	Copes with discipline overlap
	Less faith in traditional media

These forces (factors) used by Grein and Gould (1996) were taken from a myriad of contributions to the extant literature put forth prior to their study, including: Bartlett and Ghoshal (1987); Cook (1994); Kim (1994); Mitchell (1994); Nowak and Phelps (1994); Phelps, Plumley, and Johnson (1994); Porter (1986); Prahalad and Doz (1987); Schultz (1991); and Schultz, Tannenbaum, and Lauterborn (1993a). The combination of these forces for coordination across countries and disciplines leads to the implementation of GIMC by organizations. In addition, because these different forces diverge substantially in strength and influence communication elements in diverse ways, the type of GIMC strategy implemented will depend on the

interactions between these myriad forces. For example, when both kinds of these forces are at a "High" level, then a company would be advised to coordinate their strategies across both disciplines (i.e., vertically) and countries (i.e., horizontally), which would involve the implementation of a "globally integrated strategy." However, companies could be facing a situation in which only a single type of force exists (i.e., at a "High" level), which, based on the aforementioned typology, would result in either a "multidomestic integrated strategy" or a "global but non-integrated strategy." Nevertheless, the belief does exist that these two alternative strategies are less likely to be implemented in the future since there is a strong indication from the extant literature that coordination across disciplines is necessary (i.e., IMC literature) and across countries is necessary (i.e., global strategy literature) (Grein & Gould, 1996).

These two different types of forces (factors) for coordination influence the horizontal and vertical factors of marketing communication strategies. The content provided previously in TABLE 2.8 illustrates the horizontal, organizational, and vertical factors in circumstances where companies are utilizing either one-voice (standardized) or adaptive strategies. It is important to reiterate that coordinated strategies do not automatically indicate the use of standardization, as either standardization or adaptation can be utilized (Grein & Gould, 1996).

Zvobgo and Melewar (2011) would later integrate the above contribution from Grein and Gould (1996) and those of Jain (1989), Low (2000), and Roth (1995) – all of whom argued that the integration of global marketing communications is impacted by multiple factors – to generate a conceptual framework containing a list of broad factors impacting the overall strategic coordination of GIMC strategies. Although Grein and Gould (1996) divided these factors into three categories as shown in TABLE 2.8 – i.e., (1) *horizontal factors*, (2) *organizational factors*, and (3) *vertical factors* – Roth (1995) utilized the category or term "market conditions," and

identified two specific types: (1) *cultural conditions*, and (2) *socio-economic conditions*. For their specific research purpose, Zvobgo and Melewar (2011) grouped the broad *horizontal factors* into two categories:

(1) *Market-situational factors:* national cultural factors, technological factors, economic factors, political/legal factors, product factors.
(2) *Organizational factors:* agency-client relationships, organizational culture, organizational structure, effort put into interoffice coordination, frequency of interoffice communication, use of information technology (IT).

They also offered the following diagram of their conceptual framework displaying the factors affecting the strategic coordination of GIMC strategies, with the depiction of relationships among these two groups of factors, GlMC, and brand performance (see FIGURE 2.10).

Internet Integrated Marketing Communications

One facet of integrated marketing communications (IMC) that has received increasing focus from academic researchers in recent years is the use of the Internet for marketing purposes, including as part of IMC. The IMC approaches or applications offered by Nowak and Phelps (1994) indicate the necessity for coordinated management to occur across all pertinent marketing, creative, and media tools, including the Internet. For practitioners, this could suggest "coordinating marketing off and online, within a Web site with its many links and targets, across Web site pages, across different product- or otherwise-related Web sites, and across various geographies (e.g., local vs. national, global vs. domestic)" (Coyle & Gould, 2007, p. 70).

There are two critical elements to this coordination that should be mentioned, as discussed in previous research on different approaches to integration (e.g., Gould, Lerman, & Grein, 1999; Grein & Gould, 1996; Reynolds, 2003). These elements are *integration* and

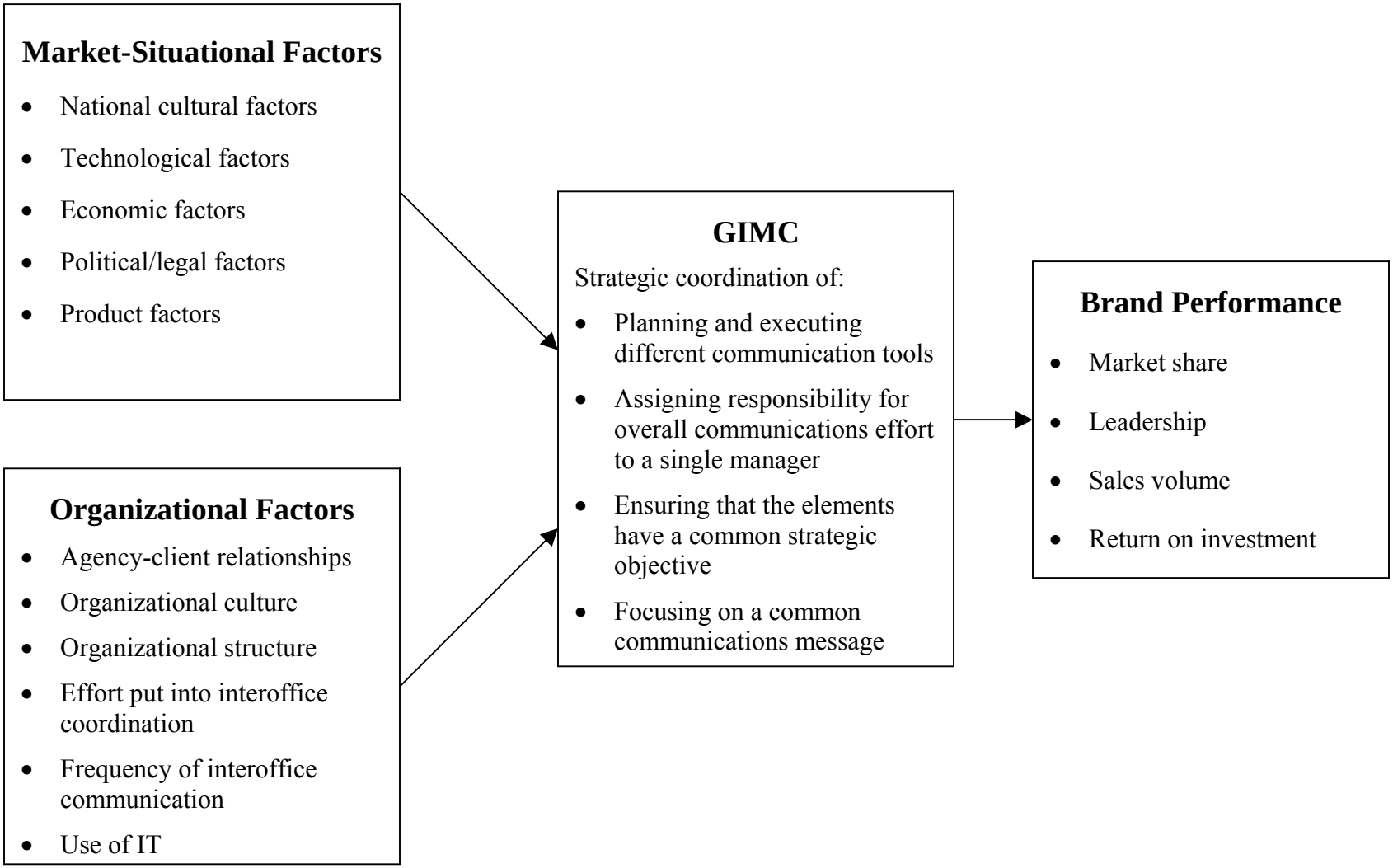


FIGURE 2.10 Factors Affecting the Strategic Coordination of Globally Integrated Marketing Communications Strategies
(**Source:** Zvobgo & Melewar, 2011, p. 7)

responsiveness (Coyle & Gould, 2007). The first element, *integration*, entails central management across the pertinent advertising, marketing, and management activities (e.g., brand promotion strategies, promotional communications, the creative function, media planning, media buying, the use of assorted modes of internal – to the firm – communication among advertising agency branches), though this does not necessarily suggest that these activities are considered integrated or unified. Integration is suggested by the strategically overseeing of a process by central management (e.g., marketer and its agency), with resources and strategies managed on a central basis and the integration created by coordination and central management. Therefore, whether a firm contingently ran a single Web site with multiple brands or segments or ran multiple Web sites, with different ones for each brand and/or segment, it could still be considered integration due to central management strategically overseeing the process (Coyle & Gould, 2007).

The second element, *responsiveness*, is based on market conditions and impacts the decision of whether coordination occurs. Online, this responsiveness could include decisions involving Web site navigational characteristics (e.g., reach, richness, etc., as discussed later in this section), which involve the formulation of strategies by the marketer in response to the targeted consumers' wants and needs for their online browsing and shopping experiences. Because they are centrally making decisions in response to existing market conditions, marketers are actually engaging in integration regardless of their actual *responsiveness* choices. This can even be true in certain situations in which a company is following a decentralized approach and members of management are dispersed, as long as central management is providing oversight. Therefore, this *integration* is a contingency approach (e.g., Grein & Gould, 1996), as there is no

single way to integrate other than the need for central management decision making, involvement, and oversight (Coyle & Gould, 2007).

(Sub-sections of the "Internet Integrated Marketing Communications" section in Chapter Two include "Conceptualization and Formulation" and "Types and Navigational Characteristics/Dimensions.")

Conceptualization and Formulation

Coyle and Gould (2007) provided a notable contribution to the extant literature in which they considered marketing communications applied on the Internet using the IMC perspective, as they developed and provided a framework and model of Internet integrated marketing communications (I-IMC). In their conceptualization of the promotional strategies involved in Internet marketing and advertising, the various Internet marketing tools (e.g., banner ads, destination Web sites, etc.) are subjected to different characteristics of promotional or marketing communication mix and message coordination when companies formulate their Internet strategies and allocate their marketing resources. This coordination entails companies making decisions about the promotional mix within the Internet or online platform and the overall promotional mix (i.e., online and offline), with the latter reflecting current ideas of IMC and the former included within it. Based on this conceptualization and the others mentioned from the literature on IMC, Coyle and Gould (2007) defined I-IMC as "a two-pronged approach for integrating marketing communications: (a) within the Internet platform and (b) within the overall promotional and marketing mixes" (p. 69).

An important contribution that created the foundation for I-IMC was from Evans and Wurster (1999). They provided the three-dimensional conceptualization of navigation that was subsequently leveraged and extended by Coyle and Gould (2007) in which they posited that the

battle for competitive advantage would be conducted along the three dimensions of navigation, with different players beginning with very different advantages:

(1) *Affiliation:* Whose interests the firm represents.
(2) *Reach:* How many customers can a business connect with or how many products can it offer.
(3) *Richness:* Depth and detail of the information that the firm provides to customers or collects about customers.

Because the distribution and receipt of highly detailed, customized information to and from a large audience was prohibitively costly, traditional businesses always needed to make a trade-off or strike a balance between *Richness* and *Reach*. However, the Internet allows firms to contact a large number of customers (i.e., *Reach*) and offer them access to an extensive assortment of products and services (i.e., *Reach*), as well as provide comprehensive information about each of the products and services (i.e., *Richness*). In addition, firms can collect substantial amounts of information about customers (i.e., *Richness*) to enhance their ability to sell more products and services to them. Nonetheless, these same technological forces helped to create the third competitive dimension of *Affiliation*. Previously, this dimension was not a serious competitive factor in physical commerce because firms simply did not develop a method for generating revenues by siding with consumers (Evans & Wurster, 1999).

Coyle and Gould (2007) utilized and extended the three traditional IMC applications offered by Nowak and Phelps (1994) and the three-dimensional conceptualization of navigation from Evans and Wurster (1999) in order to identify how the Internet is being utilized as an IMC component. The two new applications of I-IMC, which did not fit conveniently into previous IMC definitions, that Coyle and Gould (2007) provided were: hybrid advertising created by media convergence and bundling effects of a multiple media experience. Therefore, the five types, strategies, conceptualisations, or applications of I-IMC in the framework and model they

provided were as follows: (1) *Integrated Communication Within Online Vehicles*; (2) *One-Voice Communication Among Online Vehicles*; (3) *Coordinated Marketing Communication Campaigns Using Online and Offline Media*; (4) *Hybrid Advertising Created by Media Convergence*; (5) *Bundling Effects of a Multiple-Media Advertising Experience* (see FIGURE 2.11).

The different elements from these types of I-IMC, which foster different combinations of navigational characteristics for consumers to navigate through e-commerce, were integrated into a model of I-IMC. The particular navigational characteristics or dimensions relevant to one or more of the different types of I-IMC were: (1) *Affiliation*, (2) *Frequency*, (3) *Reach*, (4) *Richness*, (5) *Stickiness* (Coyle & Gould, 2007). As already mentioned, *Affiliation*, *Reach*, and *Richness* were three important dimensions of navigation identified by Evans and Wurster (1999) that were adapted for this model of I-IMC. To reiterate, *Reach* refers to how many different products that a company can offer and how many different consumers to whom it can connect. *Richness* refers to the quality of the information that a company can gather about its consumers and the quality of the information it can offer to its customers about its products. *Affiliation*, which describes whose interests the company represents (i.e., their own or those of their customers), may be the most difficult dimension to understand because the public is used to considering advertisers and marketers to be sellers. However, one method for marketers to compete on the *Affiliation* dimension is for them to supply consumers with unbiased information about products and services that are related but not directly sold online (Evans & Wurster, 1999). This may be an effective approach for a company that is not selling over the Internet. Coyle and Gould (2007) identified the remaining two navigational characteristics or dimensions from previous usage: *Frequency* and *Stickiness*. The *Frequency* dimension refers to a number of related metrics including number of visits to a Web site, number of exposures to different

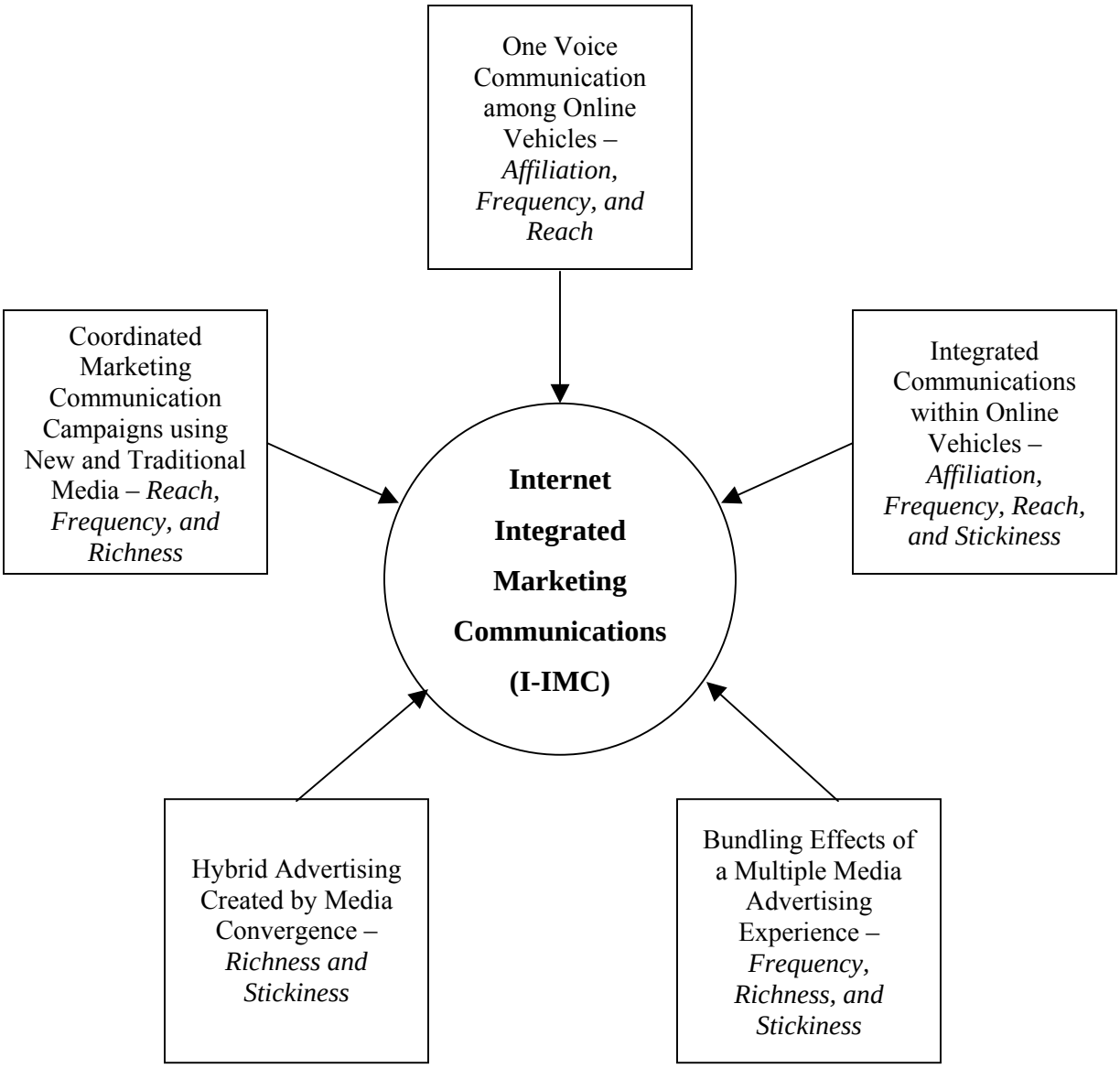


FIGURE 2.11 Internet Integrated Marketing Communications Framed in Terms of IMC Definitions and Navigational Characteristics
(**Source:** Coyle & Gould, 2007, p. 83)

messages within an e-commerce platform (e.g., visiting a destination Web site and receiving an e-mail from the site), and the number of messages/interactions across media or distribution channels (e.g., visiting a site and an offline store). Lastly, the *Stickiness* dimension deals with how much time the consumer spends at an online communication vehicle on any one occasion.

Types and Navigational Characteristics/Dimensions

The first type of I-IMC known as *Integrated Communication Within Online Vehicles* is the extension and adaptation of an application of IMC involving the incorporation of divergent messages within one specific (offline) advertising vehicle (Peltier, Mueller, & Rosen, 1992). This type of integration has usually involved the incorporation of direct-response devices in brand advertising (Nowak & Phelps, 1994). According to Coyle and Gould (2007), this type of I-IMC is beneficial because it provides firms with increased opportunities to include and integrate more messages, as well as more divergent types of messages, into one Internet advertising vehicle than is possible with offline (traditional) media. It is currently being implemented through the major Internet (online) advertising vehicles included in the Internet promotion mix, each with different strengths for multiple-message efforts. These vehicles include destination Web sites, banner advertising, e-mail marketing, online sponsorships, and short-message service (SMS) marketing (see TABLE 2.3 provided previously in this dissertation research document). Example of this I-IMC type: use Web site for brand advertising messages and providing various information to different targeted groups (e.g., consumers, media, investors, etc.), such as the company's different physical locations, product or service information (e.g., safety information), PR information (e.g., press releases), sales catalog, and sales promotion messages.

The navigational characteristics of this first type of I-IMC known as *Integrated Communication Within Online Vehicles*: *Affiliation*, *Frequency*, *Reach*, and *Stickiness*. *Affiliation*

is observed with this type of I-IMC when advertisers offer consumers consumer-centric information in the different types of messages in one Internet advertising vehicle that are meant to build communities and relationships instead of information directly related to the purchase of a company's product or service (Edelman, 2001). Thus, because they are focused on providing consumers with information that may be tangential to a product or service (or brand) and are instead focused on building relationships, advertisers are competing based on *Affiliation* (Coyle & Gould, 2007). *Frequency* and *Stickiness* are observed when marketers use online vehicles like banner advertising to conduct branding and direct-response activities or e-mail marketing and online sponsorships that include a large assortment of messages for the targeted audience. The result is a higher level of *Stickiness* in which consumers can complete multiple tasks and process a myriad of messages. The result is also increased *Frequency* due to the fact that consumers can receive a message multiple times online in a format that matches the specific medium (e.g., e-mail, Web site, etc.). Lastly, the combination of multiple advertising or marketing messages in a single online vehicle (e.g., e-mail, Web site, etc.) results in advertisers engaging in competition similar to the concept of *Reach* put forth by Evans and Wurster (1999). Therefore, instead of offering many products to consumers, advertisers offer many messages to consumers. In addition, regarding Web sites, advertisers are obligated to provide a Web site that will attempt to meet the needs of the maximum number of stakeholders. This would seem to suggest that advertisers have the ability to increase their *Reach* potential this way.

The second type of I-IMC known as *One-Voice Communication Among Online Vehicles* is also the extension and adaptation of an application of IMC. It applies to advertising strategies in which a marketer tries to maintain a clear and consistent message across all marketing communications by presenting a single position, image message, and/or theme across the various

communication and promotional tools that they utilize (Grove, Carlson, & Dorsch, 2002; Nowak & Phelps, 1994; Reilly, 1991; Snyder, 1991). In this type of I-IMC, coordination can take place across online media or vehicles or within a single category of online media or vehicles. For example, the banner advertising category and myriad tools within it could involve a firm utilizing different ad shapes (including rectangles or pop-ups, among others) or ad sizes (including skyscrapers and large rectangles, among others) with each form or type of banner advertisements possessing various strengths and weaknesses that make them better or worse choices for implementation by companies depending on the occasion, objectives, etc. With not only the growth of online advertising choices but also the increased advertising choices due to the proliferation of available technologies that allow for the transmission and reception of data via the Internet (e.g., wireless telephones, personal digital assistants or PDAs, interactive television, laptops with wireless connections, etc.). Because consumers keep many of the new available technologies on their person anywhere and everywhere they go and thus can access the Internet in multiple public places, these new Internet technologies offer advertisers access to points of contact more timely as well as relevant than traditional (offline) media offered. Naturally, this challenges firms to synchronize these points of contact in order to effectively communicate with consumers to disseminate the needed information and facilitate the desired transactions (Kenny & Marshall, 2000). Moreover, marketers are challenged with their I-IMC activities to sustain one voice across these different points of contact (Schumann, Artis, & Rivera, 2001). Example of this I-IMC type: placing banner advertisements for a certain product or service on general search engines as well as on specific content-related Web sites.

The navigational characteristics of this second type of I-IMC known as *One-Voice Communication Among Online Vehicles*: *Affiliation*, *Frequency*, and *Reach*. Online advertisers

no longer need to only be concerned with how they may communicate a consistent message across different media, but also with how they may do the same across different (new) technologies. Presenting that consistent message has become more difficult for companies due to consumers increasingly utilizing multiple technologies in multiple locations beyond just home and work to log on to the Internet. These new ways of communicating with consumers provides advertisers with additional opportunities to increase *Reach* due to the fact that they are accessible more frequently each day. Moreover, *Frequency* is increased because consumers may experience additional exposures to a message and brand across the different media (Coyle & Gould, 2007). Additionally, advertisers who do the best job of reaching current and prospective customers with the most pertinent messages at the most germane times will create the impression among consumers that they are focused on helping them solve their problems rather than only promoting products and services. The likely result should be increased levels of *Affiliation*, leading to continued business and a better relationship between both parties (Kenny & Marshall, 2000).

The third type of I-IMC known as *Coordinated Marketing Communication Campaigns Using Online and Offline Media*. In this type of I-IMC, assorted online (Internet) and offline (traditional) media are expected to be more effective acting in concert due to the creation of synergy than they would be if acting separately. Compared to the second type of I-IMC, the objective with this type of I-IMC is to generate synergies at the marketing campaign level (Nowak & Phelps, 1994). The coordination of Web sites globally is also a germane issue with this type of I-IMC, with marketers having one Web site for multiple countries or multiple Web sites to adapt to country-level differences, such as with language, laws, and regulations. Nonetheless, marketers must take into account issues of integration and responsiveness with their Internet strategies (e.g., should Web sites be standardized or adapted to countries or regions?).

The use of a contingency approach in these instances has been posited and examined. The result is that the system of marketing communications management termed in the extant literature as *globally integrated marketing communications* (GIMC) entails the active coordination on a contingency basis of both marketing communications or promotional disciplines (e.g., advertising, sales promotion, publicity) and countries (Grein & Gould, 1996; Gould, Lerman, & Grein, 1999). (See previous "Globally Integrated Marketing Communications" sub-section in this chapter for a more comprehensive review of the concept.) Application of the GIMC concept in concert with I-IMC implies that Internet marketing communications needs to be coordinated with the other media being used by the company across countries. Naturally, if a company engages in these actions, it complicates and increases the difficulty level of the integration process. Central oversight (i.e., decisions made at the home-office level) is a necessity, even if a firm contracts with and depends on local domestic agencies in various foreign countries. This head-office coordination is required even for decisions about the utilization of media for each individual foreign country, such as the importance of utilizing the Internet or certain online media (e.g., e-mail vs. text messaging) as part of a firm's I-IMC activities in certain countries. Overall, consideration and application of the GIMC concept suggests that I-IMC not only needs to be applied domestically within a company's home country, but also needs to be applied across countries, when pertinent, as a GIMC tool (Coyle & Gould, 2007). Example of this I-IMC type: company promoting a specific brand through an advertising campaign using television, print, and online media.

The navigational characteristics of this third type of I-IMC known as *Coordinated Marketing Communication Campaigns Using Online and Offline Media*: *Frequency*, *Reach*, and *Richness*. Discovering synergies among various media to increase persuasion is a major aspect of

IMC. When a company implements advertising campaigns that use multiple types of media (including online and offline media), it may create a higher level of *Richness* and be perceived as being of higher quality among recipients exposed to the campaigns compared to those campaigns that utilize fewer types of media. Web sites that are extremely interactive and vivid (i.e., have a high level of *Richness*) should have a positive impact on the attitudes consumers hold towards them (Coyle & Thorson, 2001). Advertising information may be presented to the different senses of consumers through a firm's IMC efforts, such as the presenting of this information across various media. In addition, *Frequency* across media is increased for those consumers who are exposed to divergent types of media, though *Reach* is the vital metric for those consumers who are inclined to utilize only one or the other type of medium. Nonetheless, *Frequency* within a specific type of medium may continue to be an important metric for a firm. Naturally, firms that expand their marketing mix to include online media might also have the ability to *Reach* certain audience segments (e.g., light viewers of television) in a more-efficient fashion.

The fourth type of I-IMC is known as *Hybrid Advertising Created by Media Convergence*. Media convergence is not a relatively new topic, but its specific application to the Internet and online advertising has not been the focus of a substantial amount of discussion in the academic literature to date. However, new hybrid advertising vehicles have been created in recent years due in part to I-IMC and the convergence of multiple media. Hybrid messages have been described as those that creatively merge crucial advantages as well as eschew crucial disadvantages implicit in advertising and publicity messages (Balasubramanian, 1994). These types of messages have changed due to the merging of various aspects of online and offline media, which could create new synergies that can be examined in the future (Coyle & Gould, 2007). Example of this I-IMC type: using interactive online ads (e.g., delivered via e-mail) to get

targeted audience to click on it and be taken to a Web page or site where they can watch videos, enter a contest, etc.

The navigational characteristics of this fourth type of I-IMC known as *Hybrid Advertising Created by Media Convergence*: *Richness* and *Stickiness*. Firms' creation of new, hybrid media by merging the strengths of already existing media can result in consumers having a richer experience (i.e., one with a higher level of *Richness*) that can be more interactive and/or more vivid. Moreover, brand-as-belief and brand-as-experience are a pair of online branding strategies that have a divergent impact on consumers, with the former communicating beliefs or facts about product attributes and the latter offering a richer experience (i.e., one with a higher level of *Richness*) in which the associations, feelings, and memories of consumers are accessed. Those channels with higher levels of *Richness* are a more suitable for brand-as-experience (Evans & Wurster, 1999). In actuality, hybrid advertising vehicles created by media convergence may be idyllic for a brand-as-experience online branding strategy since they are created by multiple rich-information channels. The experience may have such a high level of *Richness* that those exposed to the hybrid advertising will also be convinced to spend additional time participating in the advertising, which illustrates an increased level of *Stickiness* (Coyle & Gould, 2007).

The fifth and final type of I-IMC is known as *Bundling Effects of a Multiple-Media Advertising Experience*. This has been seen in the actions of marketers who have recently utilized the Internet as part of a mixed-media strategy (e.g., use of both online and offline media) to provide encouragement and assistance to consumers in order to increase their participation in company promotions. Marketers have utilized this type of I-IMC to direct consumers from different media in order to complete and fulfill an advertising experience. Marketers have often

reflected on the strengths of different mediums and then designed messages to leverage these strengths (e.g., recall of visuals in a television commercial for product or service when hearing a radio advertisement from the same campaign for the same product or service). The outcome is that this reinforcement across media results in a more effective overall campaign message (Manning & Keller, 2004). This approach differs from advertisements that span media and may result in the creation of bundling effects that improve long-established variables for advertising communication (e.g., message recall, attitude toward the ad, attitude toward the brand), as well as new media (online) communication variables (e.g., stickiness) (Coyle & Gould, 2007). Example of this I-IMC type: using traditional media to get consumers to visit a Web site (though increased delivery of television content and thus television advertising over the Internet can conceivably result in this type of I-IMC taking place solely online).

The navigational characteristics of this fifth and final type of I-IMC known as *Bundling Effects of a Multiple-Media Advertising Experience*: *Frequency*, *Richness*, and *Stickiness*. Advertisers re-evaluate the customary relationship that exists between media and advertising messages when they formulate an advertising experience with parts that are revealed through different media. Much like the hybrid advertising vehicles discussed in previous sections, the impact of bundling different media in order to communicate an advertisement should have an impact on brand-as-experience due to the fact that it is dependent on consumers being exposed to multiple rich-information channels. Therefore, this type of marketing or advertising approach should also result in higher levels of *Richness* and *Stickiness* (Coyle & Gould, 2007). Moreover, *Frequency* will be increased, too, coinciding with an increase in the number of consumer interactions with the message across multiple forms of media (see TABLE 2.10).

TABLE 2.10 Descriptions of Internet Integrated Marketing Communications Types
(**Sources:** Coyle & Gould, 2007; Evans & Wurster, 1999)

I-IMC Type	Description
Integrated Communication Within Online Vehicles	Internet integrated marketing communication (I-IMC) type in which an organization's Internet (online) marketing communications involves the incorporation of different messages within one online vehicle and *affiliation*, *frequency*, *reach*, and *stickiness* are the especially relevant online navigational characteristics.
One-Voice Communication Among Online Vehicles	Internet integrated marketing communication (I-IMC) type in which an organization's Internet (online) marketing communications involves the presentation of a single position, image message, and/or theme across multiple online communication and promotional tools to maintain a clear and consistent message and *affiliation*, *frequency*, and *reach* are the especially relevant online navigational characteristics.
Coordinated Marketing Communication Campaigns Using New (Online) and Traditional (Offline) Media	Internet integrated marketing communication (I-IMC) type in which Internet (online) marketing communications are coordinated with offline (traditional) media to create synergies at the campaign level and *frequency*, *reach*, and *richness* are the especially relevant online navigational characteristics.
Hybrid Advertising Created by Media Convergence	Internet integrated marketing communication (I-IMC) type in which Internet (online) marketing communications are converged with offline (traditional) media in order to form new, hybrid advertising vehicles and *richness* and *stickiness* are the especially relevant online navigational characteristics.
Bundling Effect of a Multiple-Media Advertising Experience	Internet integrated marketing communication (I-IMC) type in which Internet (online) marketing communications and offline (traditional) media are included in a mixed-media strategy for moving consumers from different media to complete an advertising experience and *frequency*, *richness*, and *stickiness* are the especially relevant online navigational characteristics.

RESEARCH PROGRAM FRAMEWORK

The research on the *globally integrated marketing communications (GIMC)* concept has been lacking, with the original conceptualization provided by Grein and Gould (1996) advanced little (if at all) by researchers since the concept was added to the body of knowledge. Therefore, the decision was made to take the concept as originally conceptualized to create a comprehensive research program framework to guide this dissertation research study as well as future research efforts. However, the exclusive focus was the use of Internet (online) marketing communications (IOMC) to promote and sell products to the global market (i.e., both domestic and foreign markets) instead of all marketing communications. One of the main reasons for this approach was that the focus of the research inquiry needed to be narrowed because some companies, especially smaller ones, simply will not or cannot use traditional media globally due to the resources that are required to do so. The result is the positing of the newly created concept or theoretical construct of *global Internet integrated marketing communications (GI-IMC)* strategy implementation. Most of the "Forces for Coordination Across Countries and Disciplines" from Grein and Gould (1996) provided previously in this dissertation research document (see TABLE 2.9) were not provided as constructs, either existing or proposed, but as single-item measures. Thus, they were used as the focus of an additional review of the extant literature to locate constructs that were similar or closely related to these forces (i.e., corresponded in content), including the force being a sub-area of the full construct.

Existing constructs, as well as newly created and adapted constructs from the extant literature, that were closely related to these forces stated in the original Grein and Gould (1996) article and/or would help add a needed global dimension or Internet focus to the dissertation research study, were identified and added to the GI-IMC research program framework that was

developed. Using existing constructs that were the most relevant to this research and that were validated through previous empirical research was made a priority when developing the research program framework. In those instances when multiple existing constructs that shared the same name and general focus were identified (e.g., *Market Orientation*), the specific one selected and included in the framework was the one that was – in its current form (or would require the fewest number of adaptations) – the strongest fit with the forces stated in the original Grein and Gould (1996) as well as with this research focus.

Provided below in TABLE 2.11a are the forces for horizontal (across countries) coordination and in TABLE 2.11b are the forces for vertical (across disciplines) coordination. Both tables also contain the single related construct that corresponds to each force, whether newly created for this study based on the extant literature or taken in part or in whole from the extant literature. All of these constructs (and others) were then included in the research program framework that was developed for this dissertation research study (see FIGURE 2.12) and guided the selection of which constructs would be included in the hypothesized conceptual model that was developed and empirically examined (see FIGURE 2.13).

Notably, these forces are consistent with the multiple research contributions to the international Internet marketing (IIM) literature provided by Eid, whether by himself (i.e., Eid, 2005) or jointly with his various research partners (e.g., Eid & Elbeltagi, 2006; Eid & Trueman, 2002, 2004; Eid, Elbeltagi, & Zairi, 2006; Eid, Trueman, & Ahmed, 2002, 2006). These multiple research efforts were focused on the B2B sector, which makes it more difficult to utilize the specific critical success factors that were identified since this dissertation research study is not focused exclusively on either the B2B or B2C sectors. However, the five distinct general categories, constructs, or dimensions within which the critical success factors were contained –

TABLE 2.11a Overview of Construct Selection: Forces for Horizontal (Across Countries) Coordination

Forces for Horizontal (Across Countries) Coordination *(Grein & Gould, 1996)*	**Related Constructs from Literature**	
	Construct	**Primary Source(s)***
Economies of scale	Low-Cost Intensity	Ruiz-Ortega & García-Villaverde (2008)
Learning benefits	Market Orientation	Narver & Slater (1990)
Globally coordinated competitors	Competitive Intensity	Moon & Jain (2007); Song & Parry (1997)
Homogenization of consumer preferences	Market Turbulence	Han, Kim, & Srivastava (1998); Jaworski & Kohli (1993)
Multinational customers	Market Orientation	Narver & Slater (1990)
High investment intensity	Investment Intensity	Park, Li, & Tse (2006)
High technological intensity	Technological Intensity & Velocity	Katsikeas, Samiee, & Theodosiou (2006)
Pressures for cost reduction	Low-Cost Intensity	Ruiz-Ortega & García-Villaverde (2008)

TABLE 2.11b Overview of Construct Selection: Forces for Vertical (Across Disciplines) Coordination

Forces for Vertical (Across Disciplines) Coordination *(Grein & Gould, 1996)*	**Related Constructs from Literature**	
	Construct	**Primary Source(s)***
Synergy across disciplines	IMC Orientation	Ewing, de Bussy, & Caruana (2000)
Clear, consistent message	IMC Orientation	Ewing, de Bussy, & Caruana (2000)
Pressures for cost reduction	Low-Cost Intensity	Ruiz-Ortega & García-Villaverde (2008)
Better communication between agencies (information flow, motivation, ownership and creativity)	Market Orientation	Narver & Slater (1990)
Ability to include response devices	IMC Orientation	Ewing, de Bussy, & Caruana (2000)
Mirror consumer's use of media	IMC Orientation	Ewing, de Bussy, & Caruana (2000)
Flexibility to address different segments/issues	Market Orientation	Narver & Slater (1990)
Copes with discipline overlap	IMC Orientation	Ewing, de Bussy, & Caruana (2000)
Less faith in traditional media	IMC Orientation	Ewing, de Bussy, & Caruana (2000)

** The source was the primary one utilized to obtain the construct and measurement scale items closely related to the original forces mentioned by Grein & Gould (1996), though the source may have obtained aspects of the construct from other sources and the final version of the construct (including the measurement scales) utilized for this research may have been adapted in varying degrees.*

(1) *Marketing Strategy Related Factors*, (2) *Web Site Related Factors*, (3) *Global (Dimension) Related Factors*, (4) *Internal Related Factors*, and (5) *External Related Factors* – would appear to be applicable to companies' implementation of their Internet activities as well as subsequent level of success with those activities when conducted to reach and communicate with the global market. They would also apper to be applicable to companies' Internet activities, whether the companies are operating in the B2B sector, the B2C sector, or any other sector, such as the business-to-government (B2G) sector. Although the specific critical success factors provided in these research contributions from Eid and others were not necessarily applicable to this dissertation research study, each of these five categories, constructs, or dimensions are applicable, in general.

The closely related constructs provided in TABLES 2.11a and 2.11b, along with various other constructs from the extant literature deemed relevant to the focus of GI-IMC research, are provided in the diagram of the research program framework developed for this dissertation research study (see FIGURE 2.12). This includes two additional internal forces, or firm characteristics – i.e., "Global Mindset and Orientation" (e.g., Knight & Kim, 2009; Nummela, Saarenketo, & Puumalainen, 2004) and "IT Proficiency" (e.g., Moon & Jain, 2007) – and one additional external force, or environment characteristic – i.e., "Internet Penetration Intensity" (e.g., Andrés, Cuberes, Diouf, & Serebrisky, 2010; Chinn & Fairlie, 2007; Eid, Trueman, & Ahmed, 2006; Miniwatts Marketing Group, 2012) – not referenced in any way, shape, or form in the original research contribution from Grein and Gould (1996) but determined to be especially pertinent to application of the GIMC concept to the Internet environment (i.e., the new GI-IMC strategy concept and *GI-IMC Strategy Implementation* construct). Overall, final choices of constructs for inclusion in the research program framework were based on a goal of achieving

parsimony (i.e., no more constructs than the minimum needed to achieve full coverage of the new GI-IMC concept as the relevant research and literature suggested at the time) and avoiding the inclusion of highly correlated (or overlapping) constructs.

It should be stated that relationships (e.g., causal, moderating, mediating) between versions of some of the theoretical constructs (independent or exogenous variables) provided in TABLES 2.11a and 2.11b and displayed in FIGURE 2.12 have been conceptualized and empirically examined in previous research (especially involving different conceptualizations of the widely used *Market Orientation* construct). Nonetheless, the conscious decision was made when generating the GI-IMC research program framework to avoid displaying possible relationships between independent (exogenous) variables. This allowed for the development of a parsimonious framework that was focused on the phenomenon of primary interest instead of any relationships between the various internal and external forces in the framework. However, those relationships could be empirically examined in different future research studies as part of a research program following the research program framework. This approach with the development of the research program framework was also consistent with the general theoretical framework adopted for this dissertation research study, which was based on the strategic fit paradigm or principle of environment-strategy coalignment (e.g., Aldrich, 1979; Chakravarthy, 1982; Jauch & Osborn, 1981; Miles & Snow, 1978; Porter, 1980; Snow & Miles, 1983; Venkatraman & Camillus, 1984; Venkatraman & Prescott, 1990). This paradigm or principle conceptualizes and focuses on internal and external factors impacting strategy formulation, implementation, and performance directly, not any relationships that exist between the internal and external factors.

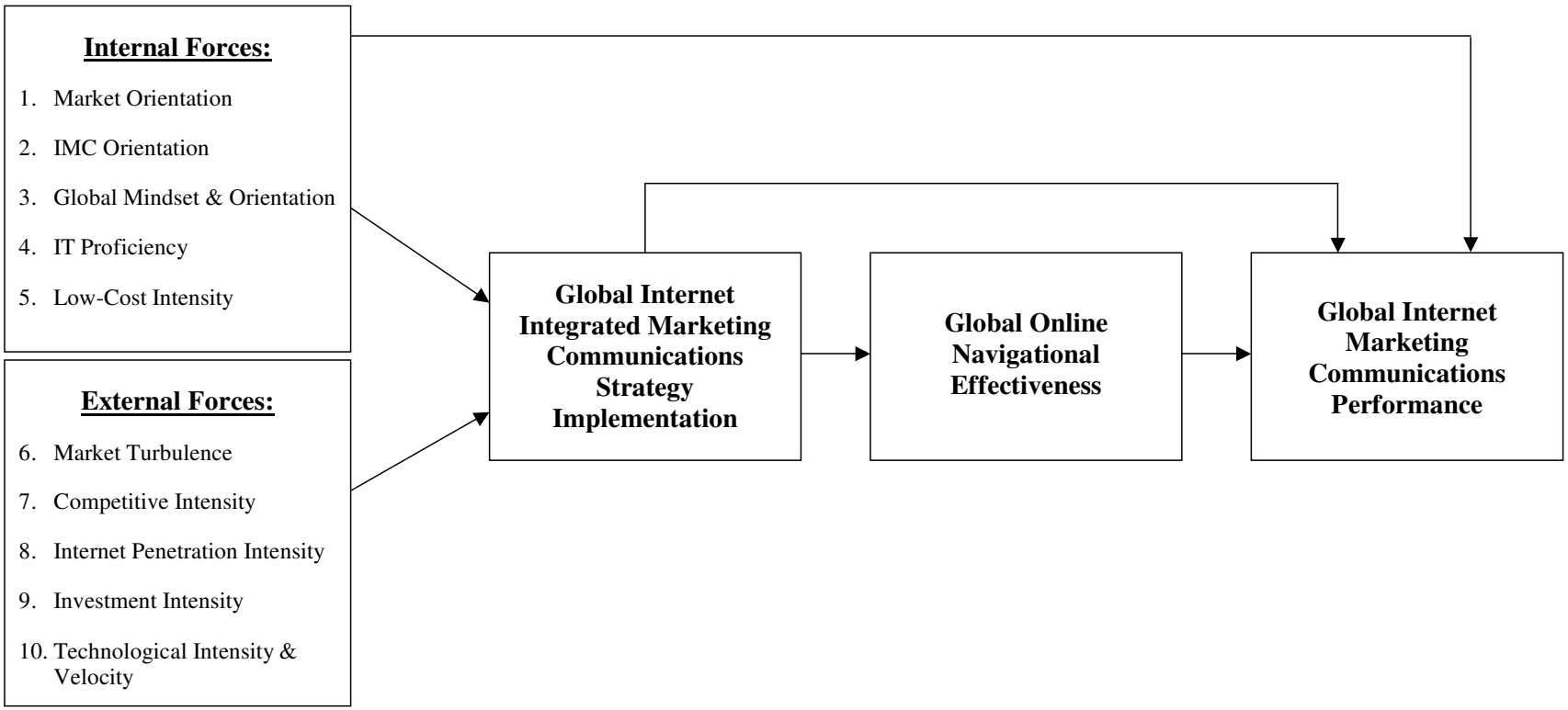


FIGURE 2.12 Research Program Framework of Global Internet Integrated Marketing Communications Strategy

HYPOTHESIZED CONCEPTUAL MODEL AND RESEARCH HYPOTHESES

Due to the comprehensive nature of the research program framework and the complexity of some of its components (i.e., contains several second-order constructs, including all of the hypothesized dependent variables), it was implausible to empirically examine all of its components in a single research study for various reasons (e.g., minimum sample size required). Therefore, the decision was made to leverage the framework to create a parsimonious hypothesized conceptual model that leveraged the exogenous (independent) variable from TABLES 2.15a and 2.15b that not only appeared to have the most substantial impact on global Internet integrated marketing communications (GI-IMC) strategy implementation but also had a solid theoretical and empirical standing in the extant business and marketing literature. An examination of TABLES 2.15a and 2.15b indicated that *Market Orientation*, which is a well-known and established concept from the extant marketing literature, corresponded to several of the 17 forces for horizontal (across countries) coordination and vertical (across disciplines) coordination identified by Grein and Gould (1996). Specifically, *Market Orientation*, especially as originally conceptualized by Narver and Slater (1990), corresponded in whole or in part to two of the forces for horizontal (across countries) coordination (i.e., "Learning benefits" and "Multinational customers") and two of the forces for vertical (across disciplines) coordination (i.e., "Better communication between agencies (information flow, motivation, ownership and creativity)" and "Flexibility to address different segments/issues"). This, along with previous empirical research finding that an integrated marketing communication (IMC) approach is used more in companies that have a market orientation (e.g., Luxton, Reid, & Mavondo, 2007; Reid, 2005), made it the best choice from the seven forces identified in TABLES 2.16a and 2.16b. Other constructs that corresponded to more than one of the forces from Grein and Gould (1996),

such as *IMC Orientation* (six forces for vertical coordination) and *Low-Cost Intensity* (two forces for horizontal coordination and one force for vertical coordination), were also considered for inclusion in the hypothesized conceptual model but they did not have the established theoretical and empirical standing in the extant literature that the *Market Orientation* concept did. This is why the *Market Orientation* construct was ultimately selected for inclusion in the hypothesized conceptual model empirically examined in this dissertation research study.

Presented in FIGURE 2.13 is the hypothesized conceptual model developed and empirically tested in this dissertation research study. The formal constructs in the model included *Market Orientation* as the endogenous (independent) variable and *Global Internet Integrated Marketing Communications Strategy Implementation*, *Global Online Navigational Effectiveness*, and *Global Internet Marketing Communications Performance* as the exogenous (dependent) variables. As depicted in the figure, it was predicted that *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Internet Marketing Communications Performance* are directly driven by *Market Orientation*. It also predicted that *Global Internet Integrated Marketing Communications Strategy Implementation* would have a direct, positive effect on *Global Online Navigational Effectiveness*, which would have a direct, positive effect on *Global Internet Marketing Communications Performance*. Moreover, it is predicted that *Global Internet Integrated Marketing Communications Strategy Implementation* would have a direct, positive effect on *Global Internet Marketing Communications Performance*. Lastly, *Global Internet Integrated Marketing Communications Strategy Implementation* was predicted to partially or fully mediate the relationship between the companies' levels of *Market Orientation* and *Global Internet Marketing Communications Performance*, while *Global Online Navigational Effectiveness* was predicted to partially or fully mediate the relationship between the companies'

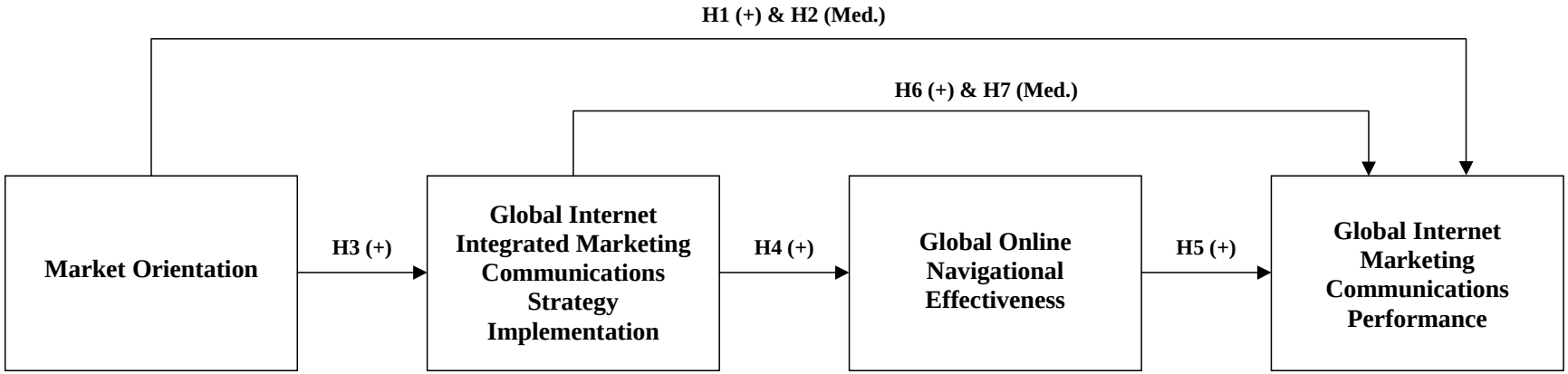


FIGURE 2.13 Hypothesized Conceptual Model of Global Internet Integrated Marketing Communications Strategy

levels of *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Internet Marketing Communications Performance*.

A discussion of the relevant conceptual and empirical research from the extant literature for each of the variables (or constructs) and their hypothesized interrelationships in the hypothesized conceptual model are provided below.

Market Orientation, GI-IMC Strategy Implementation, and Performance

Based on and informed primarily by Narver and Slater (1990), the definition of the *Market Orientation* construct used for this dissertation research study is:

> "The organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business. It consists of three behavioral components (*customer orientation*, *competitor orientation*, and *interfunctional coordination*), each of which involves intelligence generation and dissemination and managerial action, and two decision criteria (*long-term focus* and *profitability*)."

Grein and Gould (1996) included "Multinational customers" and "Learning benefits" as forces for horizontal (across countries) coordination and "Better communication between agencies (information flow, motivation, ownership and creativity)" and "Flexibility to address different segments/issues" as forces for vertical (across disciplines) coordination, which led to the selection of the *Market Orientation* construct for the hypothesized conceptual model. Regarding GIMC, Zvobgo and Melewar (2011) included organizational culture, organizational structure, and interoffice coordination (e.g., effort put into interoffice coordination and frequency of interoffice communication) among the organizational factors that influence companies' decisions to implement GIMC strategies in their conceptual framework, which supports the inclusion of *Market Orientation* as one of the internal forces in the research program framework

and as the sole independent variable in the hypothesized conceptual model developed for empirical examination in this dissertation research project.

Organizational culture is derived by a culture obtained from individuals in the organization (e.g., employees and managers) plus the standards and/or operating process and procedures that are set up internally by the organization (Griffith & Harvey, 2001). Moreover, according to Schein (1985), organizational culture is viewed as an ordering characteristic that is a sign of employees' attributes and understanding, implemented policies and practices, and overall work environment conditions. Regarding organizational structure, an organization's shape has implications for the practice of marketing communications. For instance, the manner in which an organization is structured (i.e., formal lines of accountability and interaction of individuals in an organization) determines whether managed communications serves a tactical or strategic role and whether centralized or decentralized control is utilized (Daymon, 1999). In addition, it was asserted that firm structure is valuable to the implementation of GIMC strategies (Zvobgo & Melewar, 2011). Lastly, regarding interoffice coordination, coordination has been recognized as an important aspect of IMC and GIMC, particularly the effort put into interoffice coordination and the frequency of interoffice communication. The emphasis in GIMC is on intrafirm, interoffice coordination, which is stressed through an emphasis on the multiple, cross-national offices of global firms (Grein & Gould, 1996). According to Zvobgo and Melewar (2011), the effort put into this type of coordination impacts the implementation of GIMC strategies, with collaborative communication impacting implementation because the global firm and the host country firm may frequently act independently or interdependently (Gould, Lerman, & Grein, 1999). The association that has been found to exist between communication and the process of coordination provides support for this assertion (Guiltinan, Rejab, & Rogers, 1980).

This determination to include *market orientation* as one of the internal forces and constructs was also supported by the later empirical contribution from Gould, Lerman, and Grein (1999) in which they identified the relative importance of various facets of interoffice coordination, coordination of promotion disciplines, and frequency of interoffice communications, which are all consistent with the "Interfunctional Coordination" behavioral component of *market orientation* put forth by Narver and Slater (1990).

The discussion in the extant marketing literature about market orientation can be summarized in the following simplified manner: "market oriented organizations are organizations that are well-informed about the market and that have the ability to use that information advantage to create superior customer value" (Van Raaij, 2001, p. 275). Providing improved customer value is based on knowledge obtained from analysis of customers and competitors and the process by which this knowledge is acquired and dispersed within the organization (e.g., Felton, 1959; Narver & Slater, 1990). A market-oriented firm can identify and develop various capabilities required for long-term performance by gaining a better understanding of customer needs, competitive actions (i.e., industry structure and positional advantages), and market trends (Day, 1994). Long-term performance is mentioned because time needs to pass before various investments in firm capabilities will provide returns (e.g., superior customer satisfaction improving customer retention and profitability and thus firm performance). These investments include the active acquisition of information through several channels (e.g., channel partners, sales force, suppliers), accelerated sharing and dissemination of knowledge of the firm's customers and competition, and inclusion of the customer's voice into all facets of the firm's activities (Kumar, Jones, Venkatesan, & Leone, 2011).

Divergent perspectives for defining the market orientation concept have been provided by various scholars in the extant literature, with the result being that the concept has been defined in different terms (or based on different perspectives) over the years. These different terms (or perspectives) have included: (1) *behavioral terms* (Kohli & Jarwoski, 1990); (2) *cultural terms* (Narver & Slater, 1990); and (3) *relational terms* (Helfert, Ritter & Walter, 2002). As expected, these multiple perspectives have resulted in a large number of different definitions and descriptions for the market orientation concept being provided by various researchers (e.g., Day, 1994; Houston, 1986; Kohli & Jaworski, 1990; Jaworski & Kohli, 1996; Narver & Slater, 1990; Shapiro, 1988; Sharp, 1991). One parsimonious definition by Deshpandé and Farley (1998) is that market orientation is "the set of cross-functional processes and activities directed at creating and satisfying customers through continuous needs assessment" (p. 213). However, there is still not a single definition around which the research community has coalesced (see Van Raaij (2001) for selected definitions). Nonetheless, while the definition of the concept differs among researchers, the overall focus of a market orientation is on the ongoing search for ways to provide better customer value (Narver, Slater & Tietje, 1998).

The level or degree of market orientation is dependent on various internal firm factors that act as antecedents. As expected, this has resulted in multiple empirical investigations examining these factors or antecedents that strengthen or weaken the level of market orientation that exists within an organization. For example, risk aversion on the part of top management has been found to be a factor that reduces an organization's degree of market orientation, with researchers illustrating through empirical research that a lower degree of market orientation results from a higher level of risk aversion (e.g., Hafer & Gresham, 2008; Jaworski & Kohli, 1993). Moreover, comprehensive research by Kirca, Jayachandran, and Bearden (2005) has

shown that interdepartmental connection and emphasis by top management were significantly associated with market orientation, with the latter antecedent (i.e., top management emphasis) also found in other research (e.g., Day, 1994; Hammond, Webster, & Harmon, 2006) to be directly related to attaining and maintaining a particular level of market orientation.

The connections and interactions that occur within an organization have strong implications for an organization's level of market orientation. More specifically, the connection that exists between departments within an organization, as well as the extension of formal and informal contacts between employees of different departments, impacts an organization's level of market orientation because it effects transmission of market information within the organization. For example, Kohli and Jaworski (1990) stressed that a low level of interest for ideas from other departments and a low level of interdepartmental connection reduces a company's ability to craft appropriate and effective responses. Moreover, Matsuno, Mentzer, and Ozsomer (2002) examined the impact on market orientation by formalization and centralization within an organization. They found that because formalization entails the establishment of roles, procedures, and authority through rules and thus reduces dissemination and usage of market information, it reduces the level of market orientation. Moreover, the limited assignment of authority in the decision-making process, as is seen in centralization within an organization, will negatively impact market orientation. Lastly, market-oriented training of employees can shape their awareness and knowledge of clients' needs and encourages market orientation (Ruekert, 1992), while market orientation may be implemented successfully within an organization even in centralized structures if there are strong connections between departments, appropriate market-based reward systems, and the development of market-oriented training programs (Kirca, Jayachandran, & Bearden, 2005).

Two different research teams are largely credited with advancing the market orientation concept significantly: (1) Narver and Slater (1990), and (2) Kohli and Jaworski (1990). The latter contribution from Kohli and Jaworski (1990) actually utilizes the term *market orientation* to indicate the implementation of the marketing concept. Since these contributions in the early 1990s, there has been a distinct interest by researchers in the market orientation concept and its measurement and connection to the business performance of companies (Deshpandé & Farley, 1998; Kohli & Jaworski, 1990; Narver & Slater, 1990; Slater & Narver, 1994a, 1994b). Market orientation pertains to a firm-wide commitment to the creation and delivery of superior value to customers and to coordinated activities and processes that are intended for this purpose (Kohli & Jaworski, 1990; Narver & Slater, 1990). Despite the overall focus being basically the same among the different researchers who have studied the market orientation concept, the components of the market orientation construct and the method of the connection between market orientation and performance does differ between them to some degree (Prasad, Ramamurthy, & Naidu, 2001).

As mentioned earlier in this section, Narver and Slater (1990) defined market orientation as "the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and thus, continuous superior performance for the business" (p. 21). They conceptualized the market orientation construct as having three different behavioral components:

(1) *Customer orientation*, which involves a continuous and proactive disposition and action to understand and satisfy customer needs and continuously produce an "augmented product";
(2) *Competitor orientation*, which emphasizes an understanding of and response to the various strengths, weaknesses, and strategies of firm competitors, current and potential; and

(3) *Interfunctional coordination*, which involves a coordinated utilization of company-wide resources along with the marketing function in order to produce superior value for firm customers.

Kohli and Jaworski (1990) defined market orientation as "the organization-wide *generation* of market intelligence pertaining to current and future customer needs, *dissemination* of the intelligence across departments, and organization-wide *responsiveness* to it" (p. 6). Therefore, they defined the concept in terms of three different information-processing activities by firms: (1) organization-wide generation of information, (2) dissemination of this intelligence across the organization, and (3) a coordinated organizational response to this intelligence related to current and future customer needs and preferences. Overall, they attributed a high level of dependence to the critical role of information, which sees its value maximized when it is shared among nearly all organization functions as well as leveraged and acted on quickly and in a coordinated manner.

There have been many proposed versions of measurement scales for the market orientation construct in the marketing literature, though these two illustrating divergent constructions of the construct were adopted and used in part or in whole by many researchers. However, these seminal contributions by Narver and Slater (1990) and Kohli and Jaworski (1990) would result in the creation of multi-item scales for empirical measurement of the market orientation construct: 15-item MKTOR (Narver & Slater, 1990) and 20-item MARKOR (Kohli, Jaworski, & Kumar, 1993). Notably, in one empirical research study from Oczkowski and Farrell (1998) in which the two scales were directly compared, the MKTOR scale was found to be superior to the MARKOR scale in explaining differences in business performance.

The market orientation conceptualizations specifically offered by Narver and Slater (1990) and Kohli and Jaworski (1990) have been extensively utilized in the extant literature by

researchers. The use of measurement scales from either of those two contributions – whether as it they were originally created or modified slightly – for the operationalization of the market orientation construct depends on the objectives of the research study being conducted. For example, Prasad, Ramamurthy, and Naidu (2001) believed the MKTOR scale from Narver and Slater (1990) was more appropriate for their research on Internet-marketing integration for three particular reasons. First, the scale from Narver and Slater (1990) includes the key facets of the constructs offered by Kohli and Jaworski (1990) – i.e., dissemination, intelligence gathering, and responsiveness constructs – while evaluating organizational cultural factors so it was deemed attractive conceptually and operationally (Hooley, Cox, Fahy, Shipley, Beracs, Fonfara, & Snoj, 2000; Hunt & Morgan, 1995). Second, Kohli and Jaworski's (1990) construct has been considered by some researchers (e.g., Hooley, Cox, Fahy, Shipley, Beracs, Fonfara, & Snoj, 2000) to more accurately indicate *marketing orientation* because of its focus on implementing the marketing concept instead of *market orientation*, unlike the construct and scales provided by Narver and Slater (1990). Third, those researchers that have tried to develop parsimonious versions of a market orientation scale with their empirical research by integrating and synthesizing the scales provided by Narver and Slater (1990), Kohli and Jaworski (1990), and others through the use of factor analysis include more scale items from Narver and Slater's 1990 research contribution (Deshpandé & Farley, 1998; Pelham, 1997). Overall, this evidence from the extant literature provided support for the superiority of the market orientation conceptualization by Narver and Slater (1990) and thus contributed to its inclusion in the hypothesized conceptual model developed for this dissertation research study.

Market orientation is especially relevant to the IMC concept and thus GIMC and I-IMC, which are extensions of the concept at the heart of this dissertation research study. For example,

one assumption of market orientation is that is achieved through the dissemination of marketing intelligence across organization departments, as well as through an organization–wide responsiveness to both prospective and existing customers (e.g., Kohli & Jaworski, 1990; Narver & Slater, 1990). Therefore, marketing communications planning and activities must be linked to customers and prospects in an outside-in driven process (Duncan, 2002; Kitchen, Brignell, Li, & Spickett-Jones, 2004) in which IMC connects various organizational processes with brand relationships that link customers to organizations (Duncan, 2002). Those organizations that carry out IMC are believed to be customer-centric, have systems for connecting the organization to the market and customers, and have processes, systems, and mental models that connect various organizational functional areas (Duncan & Moriarty, 1998; Slater, 1997; Stewart, 1996). Moreover, if an organization has a high level of market orientation, it is assumed that all of the information on all of the important buying influences exists throughout every area in the entire organization, with tactical and strategic decisions needing to take place on both an interfunctional level and interdivisional level (Reid, Luxton, & Mavondo, 2005).

According to Luxton, Reid, and Mavondo (2007), the IMC approach is believed to be more likely to exist in organizations that have adopted a market orientation approach, with IMC serving as an expression of this market orientation in regards to the approach creating value over time. Multiple empirical research results have supported a link between market orientation and higher use of IMC, including Reid (2005), who found that IMC is utilized more in companies that have a market orientation, and Luxton, Reid, and Mavondo (2007), who have shown that market orientation has a direct, positive effect on the level of IMC achieved by an organization. These results would appear to support the assertion that this relationship between the two concepts or constructs exists due to the customer-centric approach of both, which necessitate that

systems are in place to connect all organizational functional areas to the market, and therefore to the customer, too (Duncan & Moriarty, 1997; Reid, Luxton, & Mavondo, 2005; Slater, 1997; Stewart, 1996).

As expected, a constant stream of research has been focused on the effect of market orientation on firm performance. Two opposing views have been put forth over the years. On one side you have various scholars (e.g., Day, 1994; Keith, 1960; Kotler, 2000; Levitt, 1960) that believe that market orientation is critical to successful company performance. This view regarding the positive impact of market orientation on firm performance has been supported by research in both domestic settings (e.g., Pelham & Wilson, 1996) and international settings (e.g., Calantone & Knight, 2000). For example and most relevant to the focus of this dissertation research study, Cadogan, Diamantopoulos, and Siguaw (2002) found empirical support for the view that companies with high levels of market orientation (i.e., foreign market orientation) are likely to perform better in international markets (i.e., export market-oriented activities related to various aspects of export performance).

Despite these findings and views over the years regarding the positive link between market orientation and firm performance, some scholars over the past four decades have cast doubt on the connection between the two (e.g., Kaldor, 1971). First, Kaldor (1971) was a skeptic who posited that the marketing concept provides insufficient guidance to company's marketing strategies because customers are not always aware of what they need. Moreover, Bennett and Cooper (1979) stated that the skill of customers to articulate what they need is limited by the knowledge they possess. Therefore, marketers occasionally need to anticipate customers' future needs and wants if they want to be successful. However, some (e.g., Gerken, 1990) have claimed that it is impractical for a company to be market oriented because they are not able to keep

abreast of the unpredictable and continually changing demand and market developments, while others (e.g., Hayes & Abernathy, 1980) contend that market orientation encourages firms to be concerned with various short-term and mid-term customer needs, which can actually damage their level of innovation and its performance over the long-term.

Despite the debate illustrating that no consensus exists regarding the impact of market orientation on firm performance, multiple empirical studies have found support for the existence of a positive relationship between market orientation and various areas of performance in diverse markets (e.g., Narver & Slater, 1990; Pelham & Wilson, 1996; Slater & Narver, 1994a), while some have received mixed results in which the results differed by context, conditions, or performance measure (e.g., Greenley, 1995a, 1995b; Jaworski & Kohli, 1993). Nonetheless, there is a significant amount of research that has found market orientation to be positively related to various indicators of business performance, such as:

- Profitability (e.g., Narver & Slater, 1990; Pelham & Wilson, 1996; Ruekert, 1992; Slater & Narver, 1994a);
- Sales growth (e.g., Slater & Narver, 1994a; Greenley, 1995a);
- Customer service and retention (e.g., Narver & Slater, 1993);
- New product success (e.g., Pelham & Wilson, 1996; Slater & Narver, 1994a);
- Growth in sales revenue, employee job satisfaction, commitment to the organization, and trust in management (e.g., Ruekert, 1992);
- Overall business performance and employees' organizational commitment (e.g., Jaworski & Kohli, 1993);
- New product market performance and development, service quality, product advantage, marketing synergy, and teamwork (e.g., Atuahene-Gima, 1995); and
- Innovation-marketing fit, product advantage, and interfunctional teamwork (e.g., Atuahene-Gima, 1996).

In addition, Greenley (1995b) examined various forms of market orientation, finding that the group that had a comprehensive market orientation performed marginally better than other groups. Notably, a more recent study from Kumar, Jones, Venkatesan, and Leone (2011) that examined the impact of market orientation on performance for a nine-year period (1997-2005)

found that market orientation has a positive impact on business performance over both the short and the long term, with those companies that develop a market orientation earlier having a greater sustained advantage in performance, as well larger increases in sales and profit. Finally, some of the research already cited has been contradictory in regards to the impact of certain environmental characteristics or moderators (e.g., market turbulence). For example, some research shows that various moderators from the external environment (e.g., market turbulence, technological change) have a statistically significant impact on the relationship between market orientation and performance (e.g., Greenley, 1995a), while other research shows that various moderators from the external environment (e.g., competitive intensity, market turbulence, technological turbulence) have little impact on the relationship between market orientation and performance (e.g., Jaworski & Kohli, 1993).

Notwithstanding some empirical results mentioned that have been less clear about the link that exists between market orientation and firm performance, the *Market Orientation* construct is hypothesized to have a direct impact on firm performance and an indirect impact on firm performance through the implemented strategy based on the principle of environment-strategy coalignment (e.g., Aldrich, 1979; Porter, 1980; Venkatraman & Prescott, 1990), which was adopted for this research. As a reminder, this principle posits that the performance of ventures is dependent on both the company's implemented strategy and various organizational characteristics depicting the company's ability to implement the chosen strategy.

Therefore, based on the evidence, it is hypothesized that:

Hypothesis 1: Companies' level of market orientation will have a direct, positive effect on their level of global Internet marketing communications performance.

Hypothesis 2: The effect of the level of market orientation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global Internet integrated marketing communications strategy implementation.

Hypothesis 3: Companies' level of market orientation will have a direct, positive effect on their level of global Internet integrated marketing communications strategy implementation.

GI-IMC Strategy Implementation, Global Online Navigational Effectiveness, and Performance

GI-IMC Strategy Implementation. The proposed dimensions of the *Global Internet Integrated Marketing Communications Strategy Implementation* construct include: strategic coordination, vertical coordination, horizontal coordination, and implementation. The definition of the *Global Internet Integrated Marketing Communications Strategy Implementation* construct that was utilized for this research, which was adapted from the general GIMC definition provided previously in order to illustrate a specific focus of IOMC, was obtained from and/or informed by Grein and Gould (1996). Overall, based on and informed by multiple research contributions (e.g., Coyle & Gould, 2007; Grein & Gould, 1996; Zvobgo & Melewar, 2011), the definition of the *Global Internet Integrated Marketing Communications Strategy Implementation* construct used for this dissertation research study is:

> "The degree of implementation of a system of active Internet (online) promotional management that strategically coordinates Internet (online) marketing communications in all of its component parts both horizontally in terms of countries and organizations and vertically in terms of Internet (online) promotion disciplines. Implementation includes strategic coordination of globally integrated Internet (online) marketing communications strategies, including: planning and execution of different communication tools, assigning responsibility for overall communications effort to a single manager, ensuring that the elements have a common strategic objective, and focusing on a common communications message."

Global Online Navigational Effectiveness. The five different Internet (Online) Integrated Marketing Communications (I-IMC) types are: (1) *Integrated Communication Within Online*

Vehicles; (2) *One-Voice Communication Among Online Vehicles*; (3) *Coordinated Marketing Communication Campaigns Using New (Online) and Traditional (Offline) Media*; (4) *Hybrid Advertising Created by Media Convergence*; and (5) *Bundling Effect of a Multiple-Media Advertising Experience*. The descriptions of each of these I-IMC types, which include the navigational characteristics achievable through the use of each specific I-IMC type, were provided in TABLE 2.10. The focus of and expectation for this dissertation research study is that these I-IMC types are not mutually exclusive, as two or more can be utilized simultaneously or concurrently by organizations as part of their overall Internet (online) marketing communication efforts. All five of the navigational characteristics – following the contribution from Evans and Wurster (1999) and the subsequent leveraging and extension from Coyle and Gould (2007) – can actually be achieved by organizations through the use of the three primary I-IMC types: (1) *Integrated Communication Within Online Vehicles*; (2) *One-Voice Communication Among Online Vehicles*; and (3) *Coordinated Marketing Communication Campaigns Using New (Online) and Traditional (Offline) Media*. Although not necessary for the achievement of all of the possible navigational characteristics identified, the other two I-IMC types introduced and integrated by Coyle and Gould (2007) into their I-IMC model (i.e., *Hybrid Advertising Created by Media Convergence* and *Bundling Effect of a Multiple-Media Advertising Experience*) can allow for companies to achieve higher levels of frequency, richness, and stickiness.

In the initial contribution from Coyle and Gould (2007), two of these I-IMC types were focused solely on integration of online vehicles (i.e., *Integrated Communication Within Online Vehicles* and *One-Voice Communication Among Online Vehicles*), while the other three I-IMC types were focused on the integration of both online and offline vehicles (i.e., *Coordinated Marketing Communication Campaigns Using New (Online) and Traditional (Offline) Media*,

Hybrid Advertising Created by Media Convergence, and *Bundling Effect of a Multiple-Media Advertising Experience*). Notably, in the aggregate, the two I-IMC types focused solely on the integration of online vehicles actually allowed for the achievement of higher levels of four of the five different navigational characteristics, with only richness lacking. Moreover, due to changes in the delivery of traditional media online (e.g., delivery of offline content and thus offline advertising over the Internet), the determination was made that the *Bundling Effects of a Multiple-Media Advertising Experience* I-IMC type – which can allow for companies to achieve higher levels of frequency, richness, and stickiness – could be feasibly achieved with only the integration of online vehicles. Therefore, all five different navigational characteristics (or dimensions) could be achieved through the use of Internet (online) marketing communications (IOMC).

Because this dissertation research study is only focused on the use of IOMC, the decision was made to solely concentrate on the integration of online vehicles for all five I-IMC types, which, as explained above, can result in increased levels of achievement of all five different dimensions of navigation or navigational characteristics. This focus on only online vehicles or IOMC was especially noticeable in the *Global Online Navigational Effectiveness* construct definition, as well as the measurement scales provided in Chapter Three.

Based on and informed primarily by Coyle and Gould (2007) and Evans and Wurster (1999), the definition of the *Global Online Navigational Effectiveness* construct used for this dissertation research study is:

> "The level of performance achieved by companies through their Internet (online) marketing communications activities measured by the level of navigational characteristics achieved, including *Affiliation*, *Frequency*, *Reach*, *Richness*, and *Stickiness*."

Global Internet Marketing Communications Performance. Based on and informed primarily by Vantamay (2010) and Zvobgo and Melewar (2011), the definition of the *Global Internet Marketing Communications Performance* construct used for this dissertation research study is:

> "The level of performance achieved by companies globally through their Internet (online) marketing communications activities as measured by various performance measures in multiple categories, including *Brand Awareness*, *Brand Loyalty*, and *Sales Volume*."

Coordinated global management of both dimensions in the GIMC concept – vertical (across disciplines) coordination and horizontal (across countries) coordination – is posited as being essential for effective outcomes (Gould, Lerman, & Grein, 1999). Therefore, the level of GI-IMC strategy implementation outlined in this dissertation research study is expected to have a direct and indirect positive impact on organizational performance.

One area of research in the extant business literature closely related to the focus of this research is export marketing, including firm performance. Moreover, consistent with the strategic fit paradigm or the environment-strategy coalignment principle (e.g., Aldrich, 1979; Porter, 1980; Venkatraman & Prescott, 1990), the performance of an export venture is determined by a company's export marketing strategies, as well as the ability of its management to successfully implement the strategies (Aaby & Slater, 1989; Cooper & Kleinschmidt, 1985). When coalignment exists between a company's export marketing strategies and the context of its export venture based on the company, industry, product, and export market characteristics, the venture is expected to experience positive performance and success (Anderson & Zeithaml, 1984; Porter, 1980; Venkatraman & Prescott, 1990). Therefore, as supported by empirical research findings (e.g., Cavusgil & Zou, 1994), firms can be expected to improve their performance in export

market ventures through planned implementation of proper marketing strategies. These strategies need to be coaligned with the context of the export venture as determined by internal forces (e.g., IMC orientation, market orientation), as well as external forces (e.g., competitive intensity, market turbulence).

Evaluating IMC programs has been a major area of IMC studies (Kitchen & Schultz, 1998, 1999; Reid, 2003). A large reason for this is that one of the primary acknowledged issues or problems in IMC research is the lack of a universally agreed to measure for the concept as no acceptable disposition of measurement has found widespread acceptance despite the recognition that IMC provides substantial value to agencies and their clients (Kitchen & Schultz, 1999). This is problematic since company senior management wants to be confident that investments in the area of marketing are targeted appropriately (Hayman & Schultz, 1999). According to Schultz, Tannenbaum, and Lauterborn (1993a), one of the stated main advantages of firms leveraging and implementing IMC as part of their activities is that it encourages a focus on sales and profit goals. They posited that marketers are completely dependent on customers, as their customers determine the actual quantity of product that can be sold, which then, in part, has a significant impact on their profit levels. They also argued that companies embracing genuine IMC perspectives highlight sales goals and other various behavioral measures. For example, according to Bergen (1996) and Wood (1997), marketers who want to build market share from increasingly segmented target audiences and mind share from over-stimulated consumers have been combining the components of the marketing mix (i.e., advertising, direct marketing, events and sponsorships, promotions, and public relations). This problem has only gotten worse with the proliferation of new technologies used by consumers since the 1990s, especially the Internet and all the marketing tools it has spawned.

Shimp (2007) offered a model in which the various types of brand-level marketing communications decisions and the desired outcomes from those decisions (i.e., performance) were conceptualized. The model identified the anticipated outcomes of an IMC program as being "Enhancing Brand Equity" and "Affecting Behavior." The goal of marcom is "Enhancing Brand Equity" as a way of convincing customers to engage in favorable actions (i.e., behavior) toward the brand (i.e., trying it, repeat purchasing it, and, preferably, having higher levels of loyalty towards the brand). Therefore, each of these outcomes influences the other. As a result, marketing communicators regularly attempt to improve a brand's equity as a foundation to influencing behavior.

According to Vantamay (2010), there are two basic methods used to measure the effectiveness of an IMC program. The first method or approach is to simply measure the effectiveness of each of the individual promotional and communication tools utilized in an IMC campaign. For example, advertising can be measured based on awareness, attitude, recall, and recognition, as well as various behavior-based measures (Semenik, 2002). Direct marketing and e-commerce can be measured based on inquiries or responses received through orders, reply cards, toll-free phone lines, or a Web site (Kitchen & de Pelsmacker, 2004). Sales promotion can be measured through the use of four different communication frameworks: (1) the ability to obtain the consumer's attention; (2) the ability to relate the various messages in an easy-to-follow, straightforward manner that can be clearly and easily interpreted; (3) their capacity for persuasiveness; and (4) the ability to cause a favorable impact on purchasing behavior (Gadener & Trivedi, 1998). Public relations or advertising can be measured based on changes that are generated in attitude or awareness, while point-of-purchase materials can be measured by their

impact on sales. Moreover, salespeople can be assessed based on metrics such as orders, sales, profit margins, or customer satisfaction ratings (Semenik, 2002).

The second method or approach is to attempt to measure the entire IMC program as one complete measure. This approach is not only limited because of measurement methodologies, but the lack of known indicators that are appropriate for measuring the overall IMC program. Nonetheless, Vantamay (2010) conducted a review of the pertinent research and literature on the measurement of the effectiveness of each communication tool (e.g., Gadener & Trivedi, 1998; Kitchen & de Pelsmacker, 2004; Semenik, 2002) and identified 18 different indicators drawn from both marketing-based perspectives and communications-based perspectives that are appropriate for measuring the overall IMC program, which he subsequently analyzed empirically. These indicators were empirically supported as suitable for measuring the effectiveness of an overall IMC program and included the following (by the respective empirically supported factor):

- *Brand Exposures*: (1) contact points exposure, (2) mass media exposure, (3) personal contacts.
- *Channel Supports:* (1) channel cooperation.
- *Communication Effects*: (1) brand attitude, (2) brand awareness, (3) brand knowledge, (4) purchase intention.
- *Customers' Responses:* (1) brand extension, (2) brand loyalty, (3) brand preference, (4) brand referral, (5) customer satisfaction.
- *Marketing Performances:* (1) market share growth, (2) price premiums, (3) profitability, (4) sales growth, (5) sales income.

According to Vantamay (2010), these results were consistent with a myriad of previous studies from the extant literature (e.g., Barry, 1987; Colley, 1961; Duncan & Everett, 1993; Duncan & Moriarty, 1997; Eagle & Kitchen, 2000; Hutton, 1997; Kallmeyer & Abratt, 2001; Kitchen & Schultz, 1998, 1999; Lavidge & Steiner, 1961; Reid, 2002, 2003, 2005; Semenik, 2002; Vaughn, 1980). Moreover, organization managers with responsibility for marketing

communications or brand communications should extensively use the 18 indicators, while advertisers (i.e., clients) and agencies can use them to measure the overall IMC program effectiveness and to determine the strengths and weaknesses of IMC implementation. Not only do these indicators contain various predictive measurements of marketing-based and communications-based effectiveness, but they are also based on behavioral dimensions (i.e., affection, cognition, and conation) and the hierarchy of communication effects (Lavidge & Steiner, 1961).

As evidenced by these various measures, brand performance in regards to the implementation of IMC has been the particular focus of various scholars, who have illustrated that IMC implementation is associated with brand performance based on various measures. This includes the contributions from Fraser and Hite (1990), Duncan and Everett (1993), and Low (2000), among others. First, Fraser and Hite (1990) found a positive correlation between various international marketing mix variables and multiple metrics (i.e., market share, sales volume, profitability). Duncan and Everett (1993) later found through their empirical examination of client-organizations that IMC has a substantial impact on sales levels. In addition, Low (2000) found a positive relationship between IMC and current market share, sales volume, and profit through an empirical examination of companies. The various measures of brand performance utilized by various researchers over the years have included the following:

- *Brand leadership* (e.g., Broadbent, 1999; Weinstein, 1998);
- *Market share* (e.g., de Mooij & Keegan, 1991; Prescott, 1986);
- *Price premium* (e.g., de Chernatony & McDonald, 1998; Weinstein, 1998);
- *Return on investment* (e.g., Hite & Fraser, 1990); and
- *Sales volume* (e.g., Weinstein, 1998).

Most recently and relevant to this dissertation research study, Zvobgo and Melewar (2011) out forth a conceptual contribution in which they hypothesized that the implementation of

GIMC would improve brand performance in regards to a brand's market share, leadership, sales volume, and return on investment (which are four of the five general measures from the above list compiled from multiple research contributions).

Overall, three basic dimensions were mostly utilized for measuring IMC performance in prior research (e.g., Gray, Matear, Boshoff, & Matheson, 1998; Reid, 2002, 2003, 2005; Reid, Johnson, Ratcliffe, Skrip, & Wilson, 2001):

(1) *Brand strength-related performance* (i.e., evaluation of comparative brand awareness, ability to command premium prices, and level of favorable channel support);
(2) *Customer satisfaction-related performance* (i.e., comparative customer satisfaction and level of customer brand loyalty); and
(3) *Sales-related performance* (i.e., assessment of market share growth, sales growth, sales income, and overall profitability).

The specific measures of company performance, in number and kind, that were utilized for the measurement of a company's global Internet marketing communications performance as perceived by key informants (aka "participants" and "respondents") were selected based primarily on these three dimensions of brand strength-related performance, customer satisfaction-related performance, and sales-related performance utilized and/or mentioned in previous empirical IMC and IMC-related research. As seen with the *Global Internet Marketing Communications Performance* construct definition providely previously in this section based on various contributions to the extant literature, the specific performance measures adopted for this dissertation research study were: brand awareness, brand loyalty, and sales volume (see Chapter Three for further details).

Therefore, based on the evidence, it is hypothesized that:

Hypothesis 4: Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global online navigational effectiveness.

Hypothesis 5: Companies' level of global online navigational effectiveness will have a direct, positive effect on their level of global Internet marketing communications performance.

Hypothesis 6: Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global Internet marketing communications performance.

Hypothesis 7: The effect of the level of global Internet integrated marketing communications strategy implementation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global online navigational effectiveness.

Research Hypotheses

Below in TABLE 2.12 is a list of all research hypotheses described and discussed in this section for the hypothesized conceptual model in FIGURE 2.13 that was empirically examined in this dissertation research study.

TABLE 2.12 Research Hypotheses

#	Hypothesis
1	Companies' level of market orientation will have a direct, positive effect on their level of global Internet marketing communications performance.
2	The effect of the level of market orientation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global Internet integrated marketing communications strategy implementation.
3	Companies' level of market orientation will have a direct, positive effect on their level of global Internet integrated marketing communications strategy implementation.
4	Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global online navigational effectiveness.
5	Companies' level of global online navigational effectiveness will have a direct, positive effect on their level of global Internet marketing communications performance.
6	Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global Internet marketing communications performance.
7	The effect of the level of global Internet integrated marketing communications strategy implementation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global online navigational effectiveness.

RESEARCH CONTEXT

The broad focus of this dissertation research study was on the behavior of U.S.-based companies in regards to the strategy formulation, strategy implementation, and performance of Internet (online) marketing communications (IOMC) when attempting to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. The only companies that were to be examined for this research were those who used IOMC to target, reach, and communicate with the global market in order to promote and sell products (i.e., goods, services, and goods-and-services combinations) to the members of that market. Moreover, the focus was exclusively on these companies' integration of their IOMC tools, not their offline (traditional) marketing communications. The reasons for this approach included the need and desire to retain the specific research focus on IOMC and to procure a sufficient sample in both size and composition since requiring companies to use both online and offline marketing communications when attempting to target, reach, and communicate with the global market would reduce the number of eligible respondents from those organizations that would be eligible to participate. This latter issue regarding the size and composition of the sample is especially true in regards to including small companies in the sample, as they may only use IOMC tools to reach and communicate with the global market because they may not have the ability or resources to utilize offline marketing communications. Lastly, no sector distinction was made for this dissertation research study, as the phenomenon was examined in general terms without concern for whether companies operated in the business-to-business (B2B) sector, business-to-consumer (B2C) sector, business-to-government (B2G) sector, etc., or operate within two or more different sectors. This was

consistent with the approach taken in the contribution from Grein and Gould (1996), which was the primary contribution from the extant literature leveraged for this dissertation research study.

Respondents targeted were qualified industry practitioners who are current managers or at least employees in the marketing function of U.S. companies and are involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market. Moreover, the goal was to focus on companies that implemented and executed their own IOMC activities, though data were collected from companies that contracted with outside third-party agencies for some or all of their IOMC activities. However, based on the findings and conclusions of Jensen (2008), whose empirical examination involved the use of a sample of companies and agencies, the priority is on those companies that do not contract with outside agencies, as companies need to "take on the responsibility of utilizing the full and holistic potential of OMC (online marketing communication)" because "they simply cannot expect that advertising agencies have holistic competencies" (p. 521). Therefore, information on whether companies contracted with agencies for their IOMC activities, as well as the degree to which they did so, was among the additional pieces of information collected from respondents (see discussion in Chapter Three for additional details).

CHAPTER THREE: RESEARCH METHODOLOGY

CHAPTER OVERVIEW

This chapter includes details on the quantitative research design and procedures for this dissertation research study in which a survey methodology was employed to empirically examine the hypothesized conceptual (theoretical) model that was formulated in Chapter Two. The details provided are for the data collection activities, sampling procedure, and survey instrument design (i.e., self-administered, self-report online questionnaire) that were used to collect primary data through three distinct stages of data collection and analysis: (1) pre-test, (2) pilot test, and (3) main test. Moreover, the data analysis methodology and statistical methods utilized to empirically analyze the collected data are described and includes the measurement of all theoretical constructs (variables) of interest in the hypothesized conceptual model and the measurement of all paths that exist among those variables.

The development and operationalization of all construct measures and measurement scales introduced and described in this chapter, as well as the readability and content of the online questionnaire, was informed by data collected from four information or data sources in multiple stages of the study: (1) the extant literature in multiple research disciplines, which was reviewed extensively; (2) selected individuals in the academic community and selected business and marketing practitioners from multiple industries that participated in the pre-test; (3) a group of targeted respondents from the primary audience of interest who were members of an online respondent panel provided by SurveyMonkey and who participated in the pilot test; and (4) a larger group of targeted respondents from the primary audience of interest who did not participate in the pilot test, who were members of online respondent panels provided by Qualtrics and by McMillion Research (i.e., their Mindfield Online panel), and who participated

in the main test. Following purification of the hypothesized measures using the pilot test data, the main test was executed and the necessary data were collected. The data for the main test were collected with the objective of to empirically examining the hypothesized measurement and structural models through the use of the structural equation modeling (SEM) statistical technique or procedure provided in the SPSS software package (SPSS Amos 21). (Although issues described in Chapter Four forced a change to the specific data analysis that was completed, all appropriate analysis for the empirical examination was completed, including factor analysis, unidimensionality testing, reliability testing, validity testing.)

The planned data analysis methodology is described in detail in the latter part of this chapter, including the use of SEM and the various activities and tests that were conducted to empirically examine for data collection/measurement bias and error and construct validity. In addition, the planned testing of the hypotheses for the hypothesized conceptual model is described, as are the details regarding the planned examination of the fit of the collected data with the hypothesized model and the planned post-hoc analysis that took place after the main test would be completed. All empirical results, data analysis, and findings are described in detail in Chapter Four and resultant discussion and conclusions are provided in Chapter Five.

The factor model and the final model are both built using SEM and the data collected from the survey were analyzed using the multivariate statistical analysis technique. The next section introduces SEM and the quantitative research design, including the details of the sampling technique. This is followed by the theoretical and operational definitions as well as descriptions of the constructs in the model and the sample construct measures. Next is a discussion of the pre-test, pilot test, and main test stages of the dissertation research study. Finally, the reliability and validity of quantitative methodology are reviewed.

RESEARCH DESIGN AND PROCEDURES

The research design links the wide-ranging assumptions of a research study to its detailed methods of data collection, analysis, and interpretation (Creswell, 2009). Moreover, the research design allows researchers to accomplish the goal of finding valid answers to research questions as accurately, economically, and objectively, as is feasible (Kerlinger & Lee, 2000). In general terms, this dissertation research study used a quantitative survey-based research design. More specifically, this study used a non-experimental, cross-sectional online survey research design, which can result in the acquisition of a substantial amount of information from large populations that is accurate within sampling error (Babbie, 1990; Fowler, 2002; Kerlinger & Lee, 2000).

Data Collection

Data for the pre-test, pilot test, and main test was collected solely through the use of an online or Web-based survey, or, more specifically, a self-administered, self-report online questionnaire via the Internet that was designed to measure the perceptions of qualified industry practitioners who are current managers or at least employees in the marketing function of U.S. companies (aka “firms,” “businesses,” “enterprises”) and are involved with and/or knowledgeable about their company’s Internet (online) marketing communications (IOMC) strategies and tactics for reaching, communicating with, and promoting and selling products to the global market (i.e., both domestic and foreign markets). The survey instrument was hosted on SurveyMonkey.com, a survey design and Web hosting site for online questionnaires, to collect all of the data for the prêt-test and pilot test. It was also hosted on Qualtrics.com, another online survey service provider, to collect all of the data for the main test. Prospective respondents (for the pilot test and main test) who were members of online respondent panels provided by SurveyMonkey, by Qualtrics, or by McMillion Research (i.e., their Mindfield Online panel) were

able to access the online survey or questionnaire by clicking on a hyperlink (or Web site URL) to its online location contained in an e-mail they received from SurveyMonkey for the pilot test or in an e-mail they received from Qualtrics or McMillion Research for the main test.

Surveys reduce the degree of interviewer bias or variability found in other forms of data collection (Boyd & Westfall, 1955), while the removal of interviewers with online (or Web-based) surveys tends to create some substantial advantages. For example, various advantages are due to online surveys being self-administered and the data collected from respondents usually automatically entered into a database or spreadsheet without additional human intervention (McDaniel & Gates, 2008). These advantages include the usual lack of interviewer bias and misbehavior, the providing of respondents with privacy and thus – especially compared to telephone surveys – tend to result in certain types of behaviors being reported more completely, and the reduction of specific response error types, such as social desirability and prestige (Cooley, Miller, Gribble, & Turner, 2000; Hair, Bush, & Ortinau, 2003; Johnson, Fendrich, Shaligram, Garcy, & Gillespie, 2000). Therefore, online surveys are likely to result in more stable measures than those from telephone surveys (Roster, Rogers, Albaum, & Klein, 2004). Plus, they are expected to generate more consistent results over time compared to telephone surveys (Braunsberger, Wybenga, & Gates, 2007) and consistency over time indicates reliability (McDaniel & Gates, 2008). Lastly, as expected, online surveys have been shown to produce more reliable results than telephone surveys (Braunsberger, Wybenga, & Gates, 2007).

Online (or Web-based) surveys also provide additional advantages over other data-collections methods, including over surveys conducted offline (e.g., via telephone), such as cost effectiveness, quick delivery to prospective subjects, and expedited responses (Michaelidou & Dibb, 2006). In addition to the advantages of lower costs, rapid deployment (i.e., surveys

distributed to many respondents simultaneously), and real-time reporting (i.e., results obtained quickly), other advantages of online surveys include high response rates, high level of personalization available for increased pertinence to each respondent's circumstances, and ability to contact hard-to-reach groups and contacts (McDaniel & Gates, 2008). Not only did this chosen data-collection method for this dissertation research study provide greater efficiencies and reduced time for implementation compared to other survey or data-collection methods (e.g., paper, e-mail, or interview surveys), the online survey had a more refined appearance (e.g., use of colors, pictures, animation, video clips, and audio), has more capabilities than would a print (offline) questionnaire, and can be designed in a manner to offer an interaction between respondent and questionnaire that is more dynamic than is attainable with paper or even e-mail surveys (Dillman, 2000). Additionally, the self-administered, self-report online questionnaire used for the collection of data for this dissertation research study is an appropriate choice because it allows for the cost-effective collection of an ample number of responses from geographically dispersed respondents, with the collected data easier to manipulate and free of data-entry error due to it being collected electronically. As discussed later in this chapter, it was also the only way to collect data from respondents who were online panel members.

Although an online survey offers a substantial number of major advantages to this dissertation research study (e.g., flexibility, speed and timeliness, technological innovations, convenience, ease of data entry and analysis, low administration cost, control of answer order, determination of non-response bias, etc.), it offers some potential weaknesses as well, including perception as junk mail or "spam," technological variations, and it feels impersonal, among others (Evans & Mathur, 2005). However, many of these weaknesses were not applicable to this

study due to the use of respondents who had volunteered to be members of various online respondent panels.

As mentioned earlier in this section, the goal was to obtain participation and completed online questionnaires from qualified industry practitioners who are current managers or at least employees in the marketing function of U.S. companies and are involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market. Therefore, data were only collected from those prospective respondents qualified to participate in this dissertation research study based on their personal experience and background as well as their company engaging in relevant activities. These individuals matched the sample requirements and thus were expected to be more likely to respond to the online questionnaire because it should have been relevant and of interest to them (Michaelidou & Dibb, 2006). In addition, to minimize the possibility of respondents who do not possess the necessary knowledge on all aspects of the phenomenon to accurately complete the questionnaire are prompted to participate, a couple of different actions were taken. First, the initial instructions on the online questionnaire provided explicit directions for prospective respondents to cease their participation if for some reason the questionnaire was received in error and their job role did not include the requisite involvement with and/or knowledge about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market. Second, there were multiple questions on the questionnaire meant to quality individuals for participation. Lastly, one of the final questions of the online questionnaire asked the respondents to evaluate their level of confidence with the accuracy of their responses, which is a technique utilized by some researchers as an additional check on data reliability (Ulaga & Eggert, 2006). Data obtained from

key informants who indicated a low level of confidence with the accuracy of their responses were removed from the final dataset.

Those who completed the online questionnaire were provided various incentives from the respective online panel companies. For example, SurveyMonkey's online panel respondents (i.e., individuals SurveyMonkey recruited to take surveys on behalf of their customers who purchase the SurveyMonkey Audience product) who complete questionnaires receive two non-cash rewards: (1) a $0.50 donation to the charity of their choice among SurveyMonkey's charity partners; amd (2) entry into a sweepstakes to win $100, with one winner randomly selected each week (SurveyMonkey, 2012). Members of the online respondent panels provided by Qualtrics and McMillion Research also receive similar incentives from those companies for completing online questionnaires. This approach by the online panel companies is consistent with research that finds that token financial incentives have some effectiveness in increasing response rates (Dillman, 2000). In addition, interested participants could receive an *Executive Summary* of the final results of this dissertation research study, as well as the aggregate totals of the data, if they requested this information. Although subjects were told about these incentives in the instructions and before they completed the questionnaire, they only received the instructions on how to request the *Executive Summary* after completing the questionnaire in its entirety (e.g., final screen they see when submitting their completed questionnaire). However, other "rewards" advocated by Dillman (2000) were provided to subjects in text on the online questionnaire and on all written communications, such as showing positive regard (e.g., providing an e-mail address for subjects to contact the researcher with questions), expressing appreciation (e.g., text thanking subjects for their participation at the beginning and end of the questionnaire), and

asking for advice or assistance (e.g., providing an e-mail address for subjects to contact the researcher with input on the questionnaire and/or study).

A pre-test was conducted before the pilot test or the main test were conducted. The goal was to check and obtain feedback on the questionnaire wording, clarity of instructions, measurement scales, readability, content validity, and face validity, and was completed online so that it used the same mode or method as the two other stages. According to Zikmund and Babin (2007), pre-testing involves "a trial run with a group of respondents to iron out fundamental problems in the instructions or design of a questionnaire" (p. 232) and a pre-test is "a small-scale study in which the results are only preliminary and intended only to assist in design of a subsequent study" (p. 62). The pre-test is important to examine the functioning of the research instrument and to overcome any problems with the questionnaire, including ambiguous questions (i.e., scale items) and it being too lengthy (Aaker, Kumar, & Day, 2004). The objective of the pre-test is to "look for misinterpretations by respondents, lack of continuity, poor skip patterns, additional alternatives for precoded and closed-ended questions, and general respondent reaction" to the questionnaire (McDaniel & Gates, 2008, p. 309) and thus to identify and remedy deficiencies with the questionnaire (Aaker, Kumar, & Day, 2004). Overall, the pre-test helped to evaluate the questions, various aspects of the questionnaire, the capacity of the survey instrument to collect the desired data, and various other procedures being utilized before data collection begins for the pilot test.

In the pre-test, the online questionnaire was reviewed and completed by a convenience sample of individuals in the academic community and a convenience sample of industry practitioners from multiple industries. All were personal and/or professional acquaintances of the researcher conducting the research study, including family members and professional colleagues

from both academia and industry. All of these acquaintances had varying levels of business and marketing experience, with many also having research experience in academia and/or industry. Input received from the pre-test was utilized to make edits and changes to various aspects of the content and design of the online questionnaire (e.g., clarity of the wording especially the instructions; clear and effective design; working functionality, etc.). The conducting of the pre-test helped to finalize the questionnaire. Specifically, one of the purposes of the pre-test was to assess the face (or content) validity of the measurement scales in order to determine whether "the scale appear(s) to capture the meaning one intends" (Bruner, 2003, p. 367). In addition, the pre-test helped to eliminate any confusing or ambiguous questions or measurement scales. Overall, the pre-test helped to refine various aspects of the data collection activities for the pilot test and main test.

After the pre-test was completed, the pilot test (aka pilot study) was conducted to refine the constructs and their respective measurement scales. According to Jennifer M. Rothgeb in the *Encyclopedia of Survey Research Methods* (2008), pilot tests are "'dress rehearsals' of full survey operations that are implemented to determine whether problems exist that need to be addressed prior to putting the production survey in the field. Traditional pilot tests are common and have been a part of the survey process since the 1940s. … Pilot testing is one of the most critical aspects of a successful survey operation resulting in good survey data" (p. 583). Using the term *pilot study,* Zikmund and Babin (2007) defined it as "a small-scale research project that collects data from respondents similar to those to be used in the full study" (p. 62) and as "surveys using a limited number of respondents and often employing less rigorous sampling techniques than are employed in large, quantitative studies" (p. 41). They also stated that although pilot tests (or pilot studies) are sometimes also used synonymously with pre-tests, the

former is a small-scale test of some facet of the research design, while the latter involves the examination of the functioning of a specific research instrument. As was necessary, the pilot test conducted for this dissertation research study included respondents comprising targeted respondents from the primary audience of interest (i.e., members of the online panel provided by SurveyMonkey).

After the pilot test was completed, the main test was conducted, with an even larger sub-group of targeted respondents from the primary audience of interest who did not participate in the pilot test. The respondents were members of the online panels provided by Qualtrics and McMillion Research. The objective was to empirically validate the measures and empirically examine the theoretical model and its hypotheses predicting the relationships between the individual theoretical constructs in the model. The specific approach taken with the main test allowed for at least two unique data sets to be obtained for this dissertation research study, which is the most rigorous procedure for achieving construct validity advocated by Garver and Mentzer (1999). Construct validity was achieved through the refinement and testing of the hypothesized measurement model that took place through the pilot test and main test, as data for the main test was procured from two separate lists of prospective respondents provided by two different online survey panel providers (i.e., Qualtrics and McMillion Research), both of which differed from the online survey panel provider used for the pilot test (i.e., SurveyMonkey). Therefore, the expectation was that the samples obtained for both the pilot test and main test were entirely comprised of unique online respondents. This belief was also strengthened by the technical capabilities of the online questionnaire software used (e.g., verification of unique IP addresses for each respondent who participated in either the pilot test or main test). Construct validity is the degree to which a construct attains empirical and theoretical meaning (Bagozzi, 1980; Peter,

1981). The main test was then conducted by collecting a sufficient amount of data from the second unique dataset or list of prospective respondents (i.e., online panel respondents provided by Qualtrics and by McMillion Research). This new data, which, as mentioned, was not collected from any of the contacts who provided data for the pilot test, was used to confirm the construct validity results and the measurement model obtained through the pilot test, as well as to empirically examine the structural model and all of the relationships hypothesized to exist between the different constructs.

The online questionnaire utilized for the pre-test, pilot test, and main test utilized many of the guidelines and techniques for an effective survey implementation system outlined in the Tailored Design Method from Dillman (2000). This was done in order to enhance respondent participation, while those techniques that were not relevant to the data collection procedure utilized (i.e., online respondent panels) or have been found to have little or no positive effect on response rates were omitted. The various elements from the Tailored Design Method for achieving high response rates used for this specific research study included a respondent-friendly questionnaire. In addition, an attention filter question was utilized consistent with the approach recommended by Oppenheimer, Meyvis, and Davidenko (2009) in order to screen out respondents who were not fully reading the questionnaire or scale items. It was placed approximately halfway through the online questionnaire and read as follows: “To show that you have read this text, please select ‘Slightly Agree (5)’ as your response for this row and enter ‘I read the text’ in the ‘Comments’ box below.”

Regarding the determination of non-response bias, prospective respondents that indicated an unwillingness to complete the questionnaire but who had also indicated that they were qualified to participate in the survey would usually contacted by researchers by phone at the

conclusion of the specific data-collection stage and asked non-response information (i.e., four scale items for one of the constructs and their job title). By capturing the verbal answers by the non-respondents to the items and then testing for the existence of any differences between the answers provided by non-respondents and individuals who completed the questionnaire, potential response bias could be determined (Mentzer & Flint, 1997). However, this action and analysis was not possible for this dissertation research study. That is because online panels provided by third-party service providers were utilized for the pilot test and main test and the third-party companies providing the.proprietary online panels do not allow for the members of their online panels to be contacted in this manner for this purpose. However, using the oft-used approach put forth by Armstrong and Overton (1977), survey responses by early responders and by late responders were compared statistically (i.e., *t*-test) for both the pilot test and main test to determine if there are any significant differences in means or variances between the two groups in order to assess whether non-response bias existed. (See the "Data Collection/Measurement Bias and Error" sub-section of the "Data Analysis Methodology" section in this chapter for more information on non-response bias).

Sampling

A convenience sample was used for the pre-test, while the sampling design for the pilot test and main test were non-probability samples in the strict definition of the term but with many elements of probability samples (see "Online Panels" sub-section of this section for further details and discussion). *Random sampling error* (i.e., error from chance variation) could be eliminated since no sample is an exact representation of the population being examined, but every effort was made to reduce it as much as was feasible, including judicious selection of the population to be sampled and increasing the size of the sample (Assael & Keon, 1982; McDaniel

& Gates, 2008). In the case of the former, it included the researcher working closely with the online panel companies to determine and select prospective respondents, who were best qualified to complete the online questionnaire. (See "Data Collection/Measurement Error and Bias" sub-section in the "Data Analysis Methodology" section of this chapter for information on the other component of *total survey error*, *non-sampling error* or *systematic error (or bias)*.) In addition, a web-based survey approach was appropriate for this dissertation because the population of interest is businesses, where coverage issues are not present due to the high rates of computer use (Dillman, 2000).

The goal for the pre-test was to obtain responses from 20-50 contacts, which is a standard stated by some researchers as being sufficient for determining any significant problems with the survey instrument before it is used for the main or primary study (e.g., Sudman, 1983). For the pilot test, which was the second broad stage of the data collection activities, the goal was to procure up to 100 completed questionnaires, which is a minimum standard supported by some researchers (e.g., Dillman, 2000). However, sample size was obviously most important for the main test. It is an essential issue in structural equation modeling (SEM) analysis because low sample size has multiple consequences, including low power to detect significant path coefficients and variances and instability (i.e., sampling error) in the covariance matrix, which results in reduced fit indices (Chan, Lee, Lee, Kubota, & Allen, 2007). The impact on the fit indices (which are discussed in detail in the "Data Analysis Methodology" section of this chapter) is especially important because the evaluation of goodness of fit and the estimation of parameters of the hypothesized model are the primary objectives (Hu & Bentler, 1999).

Although there is no consensus on the recommended sample size requirement for SEM (Sivo, Fan, Witta, & Willse, 2006), there are some divergent standards provided in the extant

literature. For example, according to Nunnally (1978), a useful guideline for attaining an adequate sample size is one that includes at least 10 times as many subjects (or observations) as scale items (or indicators), though at least five subjects or respondents per item is appropriate in situations where there are a large number of items. Many other researchers in various disciplines have supported and provided justification for this standard over the years (e.g., Barclay, Higgins, & Thompson, 1995; Chin, 1998; Chin & Newsted, 1999; Kahai & Cooper, 2003). The view that the minimum sample size should be dependent on the number of estimated parameters – i.e., latent (unobserved) variables and their correlations – instead of on the total number of scale items or indicators has also been supported in the literature by multiple researchers (e.g., Browne & Cudeck, 1989, 1993; Gerbing & Anderson, 1985; Geweke & Singleton, 1980; Tanaka, 1987). Consistent with this view, multiple other researchers from divergent research fields advocated as a rule of thumb that researchers should procure somewhere between five and 10 observations for each estimated parameter (e.g., Baumgartner & Homburg, 1996; Bentler & Chou, 1987; Garver & Mentzer, 1999; Hulland, Chow, & Lam, 1996; Medsker, Williams, & Holahan, 1994; Quintana & Maxwell, 1999). However, some scholars have advocated slightly different standards, including the ratio of participants to observed variables should be at least 10 to 1 (e.g., Mueller, 1996), among others, while some have stated that the ratio of indicators to latent variables instead of the number of indicators is a better manner in which to calculate sample size (e.g., Marsh & Bailey, 1991). Notably, Garver and Mentzer (1999) and multiple other researchers in multiple disciplines (e.g., Chan, Lee, Lee, Kubota, & Allen, 2007; Hoelter, 1983; Hox & Bechger, 1998) stated that sufficient statistical power for data analysis and parameter estimates that can be considered meaningful and trustworthy can be obtained for structural equation models from a minimum (or critical) sample size of 200. Other researchers (e.g.,

Anderson & Gerbing, 1984) have found that a sample size of 150 can be adequate to acquire a converged and appropriate solution for models that have three or more indicators (or scale items) per unidimensional construct (factor or latent variable). Because the topic focus of this dissertation research study was extremely narrow and thus obtaining a sample with a sufficient number of respondents was a challenge, flexibility was adopted for all rounds of data collection, including the main test. However, the objective was to at least meet the standard of 5-10 observations or respondents for each estimated parameter. In addition, consistent with the standard from Anderson and Gerbing (1988), each hypothesized first-order construct (factor) was comprised of three or more scale items (indicators) per construct in order to effectively measure the construct and analyze it with SEM.

The research objectives obviously shape the sampling frame, which is the "list of population elements from which units to be sampled can be selected" (McDaniel & Gates, 2008, p. 332), and these objectives require prospective respondents to the questionnaire to possess certain characteristics. For this dissertation research study, every attempt was made possible with the method utilized to ensure that the respondent (i.e., key informant), as well as their company, met a series of specific criteria before they were allowed to fully complete the online questionnaire. To participate in the research study as key informants, respondents needed to have specific qualifications and the companies for which they are currently employed need to have certain characteristics. More specifically, respondents had to be involved with and/or knowledgeable about their company's Internet (online) marketing communications (IOMC) strategies and tactics for reaching, communicating with, and promoting and selling products to the global market (i.e., home country market and two or more foreign country markets). (This "multinational" standard for "global market" was adopted for two primary reasons: (1) no

consensus existed in the extant literature for the "global market" being comprised of a specific minimum number of countries, and (2) to ensure that a sufficient sample size could be obtained through the data collection activities.) In addition, their company had to: (1) be a private or public for-profit company; (2) be based in the U.S. (i.e., location of corporate headquarters or main office); (3) use Internet (online) marketing communications (IOMC) to promote and sell products and brands to the global market; and (4) generate online and/or offline sales from the global market due to its IOMC activities. A total of five qualifying questions – four related to the respondent's company and one related to the respondent's background – were asked of all respondents on the questionnaire obtaining this information, with answers to all five questions determining whether respondents were allowed to fully complete the online questionnaire. This helped to ensure that the desired sample of key informants was obtained. The same is true of the aforementioned question near the end of the questionnaire in which respondents were asked to evaluate their level of confidence with the accuracy of their responses (see "Data Collection" sub-section), as data provided by those respondents with low levels of confidence with the accuracy of their responses to this questionnaire (i.e., "Very Low" or "Somewhat Low") were omitted from the final dataset. Overall, as was the objective at the outset of the data collection activities, a range of diverse organizations from multiple industries were sampled and provided data for the pilot test and main test in order to attain a sufficient level of external validity (Cook & Campbell, 1979; Shadish, Cook, & Campbell, 2002) and generalizability with the research results.

The key informant approach is one that has been often utilized in survey research for the collection of quantifiable data on a variety of organizational characteristics (Phillips, 1981; Phillips & Bagozzi, 1986). Survey respondents took on the role of key informants and primarily

provided information at an aggregate or organizational unit of analysis instead of reporting personal attitudes and behaviors (Campbell, 1955; Seidler, 1974). More specifically, with only a couple of exceptions (e.g., data needed to determine whether respondents were qualified to participate and complete the online questionnaire), the qualified key informants were primarily asked to explain the behavior of their organizations rather than that of individuals (Seidler, 1974). The use of a key informant approach is consistent with the belief and findings in the extant literature that it is a valid approach for examining business relationships (e.g., John & Reve, 1982).

A few types of validity threats that researchers should address when using key informant analysis have been discussed in the extant literature, including motivational barriers, perceptual and cognitive limitations, and lack of information. For example, regarding motivational barriers, informants can experience these barriers if they believe that providing particular information may damage their careers or professional standing, so it was suggested by Huber and Power (1985) that motivational "disincentives" to participation need to be removed by researchers. In addition, survey questions need to be pre-tested and be as specific and simple as possible since informants' perceptual and cognitive limitations can result in biased or inaccurate reports (Huber & Power, 1985; Silk & Kalwani, 1982). Lastly, because researchers frequently select informants who are easily reached for their responses but at the same are not knowledgeable about the specific topics covered in the survey, several researchers (e.g., Campbell & Fiske, 1959; Huber & Power, 1985; Seidler, 1974) emphasize the importance of choosing informants who are well-informed about and have access to relevant data on the survey topics. All of the above recommendations were done with this dissertation research study.

Prospective key informants were obtained for both the pilot test and the main test through online respondent panels provided by various service providers (e.g., SurveyMonkey for the pilot test, Qualtrics and McMillion Research for the main test), which are increasingly utilized by academic researchers and organizations conducting market research (see "Online Panels" sub-section following this sub-section for more details). The prospective key informants or respondents were selected and provided by the aforementioned online panel companies based on job titles and qualifications provided by the panel members when they signed up and registered with the online panel company. The information the prospective key informants or respondents provided to the online panel company helped to determine whether they were likely involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market. However, they (and their company) were also qualified based on their answers to the aformentioned series of questions meant to determine whether they had the requisite levels of involvement and knowledge to complete the online questionnaire. Those individuals meeting the necessary requirements and possessing the necessary qualifications were asked to participate in the dissertation research study and were asked to answer the questions based on the study's context, which was provided in Chapter Two (i.e., the IOMC activities of U.S.-based firms of all sizes in the global market).

Online Panels

Online panels are a valuable type of obtrusive online or Web-based research (Couper, 2000; Göritz, Reinhold, & Batinic, 2002; Sharp, Moore, & Anderson, 2011). They are pools of individuals who have agreed to participate in online or Web-based studies or surveys occasionally or on a regular basis (e.g., Göritz, 2006, 2007, 2008; Göritz, Reinhold, & Batinic,

2002). The International Organization for Standardization (2009) definition of "online panel" provided in *ISO 26362: Access Panels in Market, Opinion, and Social Research* is as follows: "A sample database of potential respondents who declare that they will cooperate with future [online] data collection if selected." Online panels have become an oft-used solution in those instances when a complete list of e-mail addresses that can be utilized for the targeted population does not exist (Baker et al., 2010).

Online panel is the oft-used term (e.g., Callegaro & DiSogra, 2008; Göritz, 2006, 2008; Sharp, Moore, & Anderson, 2011) but other similar and overlapping terms are occasionally used in extant academic literature in place of or in concert with *online panel*, including *online access panel* (e.g., Brüggen, Wetzels, de Ruyter, & Schillewaert, 2011), *online respondent panel* (e.g., Tanford, Raab, & Kim, 2012), *Web panel* (e.g., DiSogra, 2009), and *Internet panel* (e.g., Thelen & Shapiro, 2012), among others. Regardless of the specific term that is used, they can be utilized as a sampling source for assorted research studies utilizing varied methodologies and having diverse focuses and themes (Göritz, 2006).

The benefits and advantages of online data collection, including through the use of online panels, have been the focus of many research contributions, and they include: increased efficiencies as a result of automation (e.g., Couper, 2000; Evans & Mathur, 2005; Fricker, Galesic, Tourangeau, & Yan, 2005; C. Gould, 2004; Milgate, 2007); the capacity for sampling from extensive databases of pre-recruited respondents who are comprehensively profiled (e.g., Evans & Mathur, 2005; Göritz, 2004a); the ability to easily personalize surveys and create a survey experience that is more accommodating to respondents (e.g., Milgate, 2007); and the ability to provide incentives and reminders to prospective respondents in order to improve response rates (e.g., Evans & Mathur, 2005). These benefits and advantages all help to reduce the

time it takes to report the results of the data collection activities due to respondents' streamlined survey experience and researchers' quicker survey turnaround time (Sharp, Moore, & Anderson, 2011).

The use of online panels is now common (e.g., Couper, 2000; Göritz, Reinhold, & Batinic, 2002). According to a research contribution from Callegaro and DiSogra (2008) that involved the review of a diverse group of sources, they are increasingly being utilized to gather data for market (e.g., Comley, 2007; Postoaca, 2006), medical (e.g., Couper, 2007), psychological (e.g., Göritz, 2007), and social research (e.g., Tortora, 2009), with market research the sector that is the most dependent on online panels (Comley, 2007). In research published in various scholarly and academic journals, online panels have been utilized for various research contributions, including in the marketing field (see TABLE B.1 in APPENDIX B). The use of online panels as a form of data collection has increased for various reasons. The reasons include a number of key benefits researchers can obtain by using them, such as them offering improved access to hard-to-reach populations, increased control of the samples that are procured, comprehensive information about respondents, and high response rates (Brüggen, Wetzels, de Ruyter, & Schillewaert, 2011; Göritz, 2007, 2008). They also provide the immediate availability of respondents and reduced costs, which differs from what occurs with the ad hoc recruitment of research participants (Göritz, 2004b, 2007, 2008). The reduced costs for the collection of data via online panels due to the prerecruitment of respondents is especially important because there has been a large increase in costs for the ad hoc recruitment of respondents on the Internet (Göritz, 2008). Most importantly to users of online panels, previous research exists showing that the use of online panels is effective and does not add a substantial negative effect to the data (e.g. Dennis, 2001; Pollard, 2002).

In the case of immediate respondent availability, a principal benefit is that online panels can result in shorter field times compared to traditional data collection methods (e.g., mail, telephone) because a large number of responses can be collected over a short period of time (Aoki & Elasmar, 2000; Göritz, 2007, 2008). As for reduced costs, the reduction in data collection costs are obtained by having a pre-recruited group of prospective participants who are willing to take part by completing surveys on a continuing basis. Thus, the incremental costs are also low to increase the number of individuals who are surveyed (Duffy, Smith, Terhanian, & Bremer, 2005; Göritz, 2004a, 2004b). In addition, online panels also allow researchers to cost-effectively utilize both cross-sectional and longitudinal research designs (Duffy, Smith, Terhanian, & Bremer, 2005; Evans & Mathur, 2005), as well as allow for the easy identification and analysis of the attitudinal, behavioral, and demographic characteristics of panel members (Göritz, 2004a, 2007). These benefits, as well as the inherent advantages of using the online medium, have resulted in marketing academics, practitioners, and researchers increasingly utilizing online panels for their research efforts (Sharp, Moore, & Anderson, 2011). Online panels are now actually utilized in the majority of online research that is conducted (Brüggen, Wetzels, de Ruyter, & Schillewaert, 2011), including a substantial majority of online consumer research (Göritz, 2004b).

Despite all of the advantages of utilizing online panels, Göritz (2008) also identified a few of the potential disadvantages. First, no scientific basis exists for the generalization of results from online panels to a larger population if panel members were volunteers (i.e., members of a volunteer nonprobability-based opt-in panel) rather than recruited through the use of random sampling from a defined population (i.e., members of a probability-based panel). Second, panel conditioning (aka time-in-sample bias), which is when there are changes in responses by

respondents who participate in later research studies, could take place due to the repeated participation in surveys by panel members. This potential problem has been examined and analyzed in various research contributions (e.g., Dennis, 2001; Kalton & Citro, 1995), with the overall results not definitive or conclusive. Lastly, the possibility exists that respondents could be misleading about themselves and their backgrounds in order to be included in the sample for a research study that includes considerable rewards for study participants.

The main objective when conducting research studies that use online panels is to collect data that is of high quality and not biased by nonresponse. Therefore, researchers need to design their research study so that the response rate and retention rate among panel members is enhanced in order to achieve this objective at the lowest feasible cost (Göritz, 2006). Research service providers such as SurveyMonkey (http://www.surveymonkey.com) and Qualtrics (http://www.qualtrics.com), who provide online panels for use by marketing academics, practitioners (i.e., companies), and others (e.g., government) when they conduct research, attempt to mitigate these potential issues by compensating their panel members with various material incentives (e.g., points redeemable for prizes, eligibility for drawings, etc.).

According to Sharp, Moore, and Anderson (2011), previous research has confirmed that the majority of responses to online panel (and e-mail) surveys are collected relatively quickly. This point is supported by research findings from Mehta and Sivadas (1995), Schaefer and Dillman (1998), and Kellner (2004), among others. Therefore, the research indicates that responses are mainly received within a few days after an online survey has been launched for data collection purposes, with further days contributing little towards increasing respondent numbers, unless more invites or reminders are distributed to prospective respondents (Sharp, Moore, & Anderson, 2011).

Although shorter periods of time to administer a survey for a research study are advantageous for purposes of analysis and reporting results, the possibility exists that longer field times are still vital to guaranteeing the representativeness of a sample procured through research data collected online (Sharp, Moore, & Anderson, 2011). Multiple authors (e.g., Duffy, Smith, Terhanian, & Bremer, 2005; Ilieva, Baron, & Healey, 2002) have expressed this concern about the representativeness of online research samples and the validity of the resultant data used for decision-making. Researchers and other users of research are skeptical and unconvinced that online panels and survey can obtain responses from a wide cross-section of the population and are worried that certain groups in the population could potentially be under-represented or even excluded. Researchers are also concerned that the majority of online panels and surveys are potentially problematic due their self-selected nature, and they are worried about the possibility that non-response causes bias with research results (Sharp, Moore, & Anderson, 2011).

Although researchers generally want high response rates because the sample that is obtained will be more likely to be representative of the targeted population, this may not be true for research that uses online panels. The effective recruitment rate when using random offline contacts to recruit respondents is approximately 1 percent, while the average response rates of panel members is calculated for individuals who are highly motivated to become a panel member. Therefore, there are potential problems with obtaining sample diversity and representativeness when using an online panel to gather primary data. For example, although an online sample might be representative based on its demographic composition, respondents might be highly motivated or driven by a narrow group of homogenous response motives, which can have a significant effect on the study's results (Brüggen, Wetzels, de Ruyter, & Schillewaert, 2011).

Online panels can be classified as either one of two types: (1) *prerecruited probability-based panels,* or (2) *volunteer opt-in (nonprobability-based) panels*. *Prerecruited probability-based panels* include respondents (i.e., panel members) who have been recruited for participation through the use of a probability method, such as random-digit dial (RDD) telephone sampling. The important distinction for these types of panels is that there is a known nonzero probability of selection from a certain sampling frame, as recruitment can occur through mail, e-mail, or face-to-face interactions. Coverage and nonresponse error can be determined by researchers and then utilized to accurately weight and adjust the data for recruited research participants because the sampling frame and methodology for recruitment of participants are known (Callegaro & DiSogra, 2008; DiSogra, 2009). Probability-based panels usually have substantially fewer members compared to the more frequently utilized nonprobability panels (Baker et al., 2010).

Volunteer opt-in panels – i.e., also called *volunteer panels of Web users* (Couper, 2000) or *online access panels* (Brüggen, Wetzels, de Ruyter, & Schillewaert, 2011) among others – include respondents who become members of the panel by voluntarily signing up (i.e., opting in) so they are self-selected instead of selected as part of a probability-based sampling method and thus do not have a known probability of selection (i.e., they are nonprobability-based panels). These panel members could have become aware of the panel on which they opted in through e-mail messages, online advertisements, direct mail, word of mouth, etc. (Baker et al., 2010; Callegaro & DiSogra, 2008; DiSogra, 2009). Offers to join these panels are presented to prospective panel members through a wide assortment of techniques, with them usually offering financial rewards as well as the opportunity to experience enjoyment through the survey-taking experience and provide important views on new products and services (Baker et al., 2010). Volunteer opt-in panels are utilized for most Web studies today, especially in commercial market

research, due to their cost and speed advantages (Comley, 2007). (See APPENDIX B for brief list (in alphabetical order by last name of the first author) and descriptions of selected recent quantitative research contributions to the extant business and marketing literature that have collected some or all of its data using online panels.)

One important point regarding a nonprobability volunteer opt-in panel is that researchers who have utilized nonprobability panels usually share the opinion that substantial biases exist. Certain researchers try to correct biases that exist by using standard demographic weighting, while others utilized more advanced techniques at the sample design or selection stage or the post-survey weighting stage after the data have been collected. *Purposive sampling*, which is a nonrandom selection technique in which demographically balanced samples (i.e., matching the target population on crucial demographic measures) are produced based on the information that is known about panel members, is often used, as are quotas or *quota sampling*, which is the most common type of purposive sampling (Baker et al., 2010).

Utilizing purposive sampling and quota sampling, especially when the quotas are established through the use of demographic controls, is the foundation on which the research results obtained through the use of online panels can occasionally be described as representative of the study's defined target population. More specifically, the use of quotas can help a sample that is obtained from a nonprobability volunteer opt-in panel to contain a collection of respondents that is more similar to the target population than would be a strictly "random" sample obtained from the panel. However, there has been little to no research expressly focused on the reliability and validity of the purposive sampling aspects of online panels when comparing results obtained through *purposive sampling* to various other methods that are used. Nonetheless, *purposive sampling* is dependent on the decisions of researchers, so the sample's quality is

largely reliant upon the quality of the researchers' judgment. As for *quota sampling*, it is a technique that has been utilized extensively in research (e.g., market and opinion) for some time in order to mitigate nonresponse problems with critical population groups and to decrease costs. The quotas that are used are usually based on certain demographic variables (e.g., age, gender, location, etc.), as well as various other variables believed to have an impact on the relevant measures (Baker et al., 2010).

In the case of volunteer opt-in panels, they are customarily placed into one of two categories based on their specific enrollment procedures: (1) *single opt-in enrollment*, or (2) *double opt-in enrollment*. In general terms, the two procedures differ by the number of steps it takes for them to sign-up as members of the panel. Although the techniques and process for recruiting prospective panel members varies significantly by panel provider, single opt-in and double opt-in are the two primary defining components (Callegaro & DiSogra, 2008; Postoaca, 2006).

The enrollment process for volunteer opt-in panels begins when interested prospective panel members visit a Web page (aka online panel recruitment portal) and enter basic information about themselves, including their e-mail address. The prospective panel member will then either be sent directly to a "recruitment questionnaire" page where they need to provide additional (i.e., demographic or profile) information (i.e., single opt-in enrollment) or they will receive a confirmation via e-mail that will contain a Web link that they need to click on in order to arrive at the enrollment page (i.e., double opt-in enrollment). Regardless of the enrollment process, they will then be active panel members ready and able to be chosen for participation in a specific research study, though the process at this point does vary depending on the company managing the volunteer opt-in panel. For example, some prospective respondents are selected for

a study before fully completing the profile questionnaire but they will provide the needed demographic information at the end of the first survey they complete or in different parts of multiple surveys (Callegaro & DiSogra, 2008; Postoaca, 2006). Overall, double opt-in enrollment seems to be materializing as the best practice for panel providers to follow (Comley, 2007; Miller, 2006). It was suggested by Comley (2007) that panel providers should utilize the double opt-in procedure and recruit from a diverse group of sources in order to reduce the likelihood of individuals enrolling more than one time. Moreover, they need to ask for a sufficient amount of detailed information when prospective panel members enroll in order to determine their suitability for participation in certain studies and surveys.

Most panel companies have validation procedures for the recruitment and enrollment process to guarantee that they know the true identity of panel members and that they only join the panel once. Various verification checks of prospective panel members during the stage when they attempt to join the panel can include the following: verification against third-party databases, postal address validity (by checking against postal records), e-mail address validity (by checking its format and known Internet service providers, or ISPs), duplication checks, digital fingerprint checks to guarantee accurate geographical identification and to prevent multiple panel members from sharing the same IP address (i.e., panel member joined more than once and thus could be sampled more than once for the same research study), or "reasonableness" tests done through data mining activities to examine whether the prospective panel member is an appropriate age compared to age of their children, whether their income is reasonable compared to their profession, etc. (Baker et al., 2010).

Survey Instrument Design

A strong survey instrument design is of extreme importance since the instrument being used was a self-administered, self-report online questionnaire. As is recommended by researchers (e.g., DeVellis, 1991), extra effort was made to ensure that all content on the questionnaire (e.g., instructions, questions or scale items) was written as clearly as possible for respondents. Moreover, it was a goal to make the questionnaire seem as brief as possible and easy to complete by communicating to prospective respondents that completing the questionnaire would not take up a substantial amount of their time (Dillman, 2000). This was done in order to reduce any problems respondents had with completing the questionnaire and to increase participation and the accuracy of responses. This is also true of the length of the questionnaire, as though a scale's reliability may be enhanced by a higher number of scale items, the respondents may suffer through boredom and fatigue (Peter, 1979). The end result of a long questionnaire could be an increased non-response error rate as respondents opt out of completing part or the entire survey. Research on both online and mail surveys have shown that there is an association between survey length and response rate/quality, with shorter questionnaires expected to obtain more responses than lengthier questionnaires (Michaelidou & Dibb, 2006). However, if the questionnaire is too short, subjects may perceive the research as being less helpful or less valuable and the response rate will also suffer (Dillman, 2000). Nonetheless, although attention was paid to the length of the questionnaire due to the various issues that can arise, the primary goal was to create one that not only encouraged completion but also captured all of the necessary data for the empirical analysis of the hypothesized measurement and structural models (which admittedly resulted in a questionnaire for both the pilot test and main test that took qualified respondents who diligently completed the online questionnaire 10 or more minutes to complete it

in full). The online questionnaire comprised of the measurement scales outlined in this research study – along with other determinants, including the incentives being offered by the online panel companies for responses – accomplished that goal.

Every effort was made to reduce non-sampling error – which along with random sampling error comprises total survey error – due to subject non-response and inaccurate responses (Assael & Keon, 1982). Specifically, special attention has been paid to providing clear question wording and questionnaire construction, including simplicity of format (Bean & Rozkowski, 1995). By focusing on these objectives in regards to the questionnaire design, Dillman (2000) states that the result should be an increased response rate, though only modestly, as well as reduced measurement error, which is when respondents' answers to a survey question are inaccurate, imprecise, or cannot be compared in any useful way to other respondents' answers. In the case of measurement error, it was believed to be reduced or avoided due to the questionnaire having a well-designed layout that prevents items or answer categories from being missed by respondents.

According to Dillman (2000), mail and Internet (i.e., online or Web-based) surveys achieve approximately the same rate of response, though Internet surveys are superior in efficiency. As previously described in detail in the "Data Collection" section of this chapter, there are substantial advantages provided by online (Web-based) survey methods, such as increased efficiencies compared to other types of surveys, easier access to prospective respondents, less implementation time, and the opportunity to offer an interaction between respondents and the questionnaire that is more dynamic. Therefore, the online questionnaire leveraged all of the most current technological benefits available with online surveys (e.g., skip-to patterns that prevent response errors), with the layout of the questionnaire being carefully

designed to enhance navigation and readability. This was believed to increase response rates and ease of completion so that data quality was enhanced. Moreover, clear instructions were provided at the very beginning of the questionnaire, only closed-ended questions (with the exception of the optional final question on the questionnaire asking for general views on the questionnaire, study, etc.) were used, and only appropriate colors and text format were used (Michaelidou & Dibb, 2006). In addition, many of the standards of questionnaire design put forth by Dillman (2000) were adhered to when designing the questionnaire. The advanced functionality of online questionnaires will only enhance these efforts. For example, the six visual elements – (1) location (or spacing between elements), (2) shape, (3) size, (4) brightness (shading or color), (5) simplicity and regularity, and (6) a consistent figure-ground format – and the proper use of navigational guides were easy to utilize effectively on the online questionnaire.

Online questionnaires do have potential issues or weaknesses (e.g., technical sophistication beyond the capabilities of prospective respondents, different computer capabilities that effect how the questionnaire is viewed among different prospective respondents, etc.) that can increase survey error (Dillman, 2000). However, these potential weaknesses were still less than their strengths and were minimized with effective planning, design, and execution. Overall, when it came to the design and construction of the online questionnaire, the principles outlined by Dillman (2000) were adhered to, including presenting each question in a customary format comparable to that usually used on paper self-administered questionnaires, using color and other design elements appropriately and effectively so that response rates and the accuracy of results are not harmed, ensuring that the visual appearance of questions did not differ negatively due to difference technological issues on the part of prospective respondents (e.g., computer screen

configurations, operating systems, Web browsers, etc.), and providing all necessary instructions, among others.

CONSTRUCT MEASUREMENT

A variable (or theoretical construct) can serve both as a *source variable*, which is called an *exogenous variable* in structural equation modelling (SEM) and is analogous to an *independent variable*, and a *result variable*, which is called an *endogenous variable* in SEM and is analogous to a *dependent variable*, in a series of proposed causal hypotheses (Lei & Wu, 2007). As presented and described in Chapter Two, *Market Orientation* was the one independent (or exogenous) variable (or construct) in the hypothesized conceptual model and the three dependent (or endogenous) variables (or constructs) included *Global Internet Integrated Marketing Communications Strategy Implementation, Global Online Navigational Effectiveness*, and *Global Internet Marketing Communications Performance*. All of these constructs were conceptualized as reflective, second-order constructs for this research study.

The operationalization of all of the perceptual theoretical constructs (or variables) in the hypothesized conceptual model was based on the definitions provided in Chapter Two. These definitions were taken verbatim or adapted from the extant literature, including some being modified to fit the context and focus of this dissertation research study, or they were newly created for this research study. A summary of the definitions are provided in Parts a, b, and c of TABLE 3.1. All of the theoretical constructs in the hypothesized conceptual model were perceptual in nature and were measured but not manipulated in this non-experimental, cross-sectional descriptive research study. Perceptual measures were selected for multiple reasons, including the fact that various relevant measures of performance, such as financial data, may not be publicly available and company managers, especially those working for small and medium-

TABLE 3.1a Definitions of Constructs: Exogenous (Independent) Variable

Construct	Definition	Primary Source(s)*
Market Orientation	The organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business. It consists of three behavioral components (*customer orientation*, *competitor orientation*, and *interfunctional coordination*), each of which involves intelligence generation and dissemination and managerial action, and two decision criteria (*long-term focus* and *profitability*).	Narver & Slater (1990)

TABLE 3.1b Definitions of Constructs: Endogenous (Dependent) Variables

Construct	Definition	Primary Source(s)*
Global Internet Integrated Marketing Communications Strategy Implementation	The degree of implementation of a system of active Internet (online) promotional management that strategically coordinates Internet (online) marketing communications in all of its component parts both horizontally in terms of countries and organizations and vertically in terms of Internet (online) promotion disciplines. Implementation includes strategic coordination of globally integrated Internet (online) marketing communications strategies, including: planning and execution of different communication tools, assigning responsibility for overall communications effort to a single manager, ensuring that the elements have a common strategic objective, and focusing on a common communications message.	Coyle & Gould (2007); Grein & Gould (1996); Zvobgo & Melewar (2011)
Global Online Navigational Effectiveness	The level of performance achieved by companies through their Internet (online) marketing communications activities measured by the level of navigational characteristics achieved, including *Affiliation*, *Frequency*, *Reach*, *Richness*, and *Stickiness*.	Coyle & Gould (2007)

TABLE 3.1b Continued

Construct	Definition	Primary Source(s)*
Global Internet Marketing Communications Performance	The level of performance achieved by companies globally through their Internet (online) marketing communications activities as measured by various performance measures in multiple categories, including *Brand Awareness*, *Brand Loyalty*, and *Sales Volume*.	Vantamay (2010); Zvobgo & Melewar (2011)

TABLE 3.1c Definitions of Constructs: Marker Variable

Construct	Definition	Primary Source(s)*
Entrepreneurial Orientation	A general inclination toward a combination of: (1) *innovative behaviors*, which are born from a tendency to enter into experimentation, support new ideas, and depart from established practices; (2) *proactive behaviors*, which reflect a propensity to act aggressively towards rival companies in the pursuit of favorable business opportunities; and (3) *risk-taking behaviors*, which result from a willingness to make investments in projects that have uncertain outcomes or unusually high profits and losses.	Hansen, Deitz, Tokman, Marino, & Weaver (2011)

** The primary source(s) for the construct definition – with their contribution used in whole or in part, paraphrased, or adapted, and/or integrated in varying degrees for this research – though the primary source(s) may have also obtained aspects of their definition from other sources.*

sized enterprises (SMEs), may be hesitant to provide specific company data (Rauch, Wiklund, Lumpkin, & Frese, 2009). A Likert-type scale was utilized for each of the construct measures since it is accepted as a suitable approach to measuring attitudes, beliefs, and opinions (DeVellis, 1991). More specifically, all constructs were measured using 7-point Likert-type scales that are taken or adapted from the extant literature, including 5-point Likert-type scales expanded to 7-point Likert-type scales for consistency and uniformity, or that were specifically developed in varying degrees for this dissertation research study. Seven scale points were used for all measures instead of five scale points based on the view that increasing the number of scale points usually enhances scale reliability (Churchill & Peter, 1984), without negatively affecting the psychometric properties of the scale (Nunnally, 1978). Therefore, those measures using seven scale points in previous research contributions remained the same, while those using five scale points were increased to seven scale points. The adapted and newly created scales included those for constructs that were integrated with others into a single construct for purposes of model parsimony.

Only multi-item measurement scales were utilized for each construct in order to diminish measurement difficulties, decrease measurement error, increase reliability, minimize the specificity associated with each item when multiple items are averaged, and provide for greater distinction among respondents (Churchill, 1979). Each first-order construct consisted of a minimum of three items or indicators in order to effectively measure the construct and analyze it using an advanced statistical technique like structural equation modeling (SEM), which is an approach supported by various researchers (e.g., Anderson & Gerbing, 1984; Bollen, 1989b). A minimum of three indicators per construct was also required to calculate Cronbach's coefficient alpha to determine scale reliability (Dunn, Seaker, & Waller, 1994; Mentzer & Flint, 1997; Peter,

1979). The requirement for three indicators or scale items per latent variable or construct for SEM measurement models has been termed by researchers as “The Three-Indicator Rule” (e.g., Bollen, 1989b). This is consistent with the standard for SEM from Anderson and Gerbing (1988), which stated that each construct (factor) should include three or more scale items (indicators) in order to effectively measure and analyze the construct.

The rationale for the construction of all measurement scales used for the study – whether taken verbatim or adapted from existing scales in the extant literature or newly created, in part or in whole, due to existing scales being unavailable or inadequate to the specific focus of this study – are provided throughout this dissertation research document, especially this chapter. Therefore, the measurement scales to be utilized were obtained, developed, and, where necessary, modified or adapted from previous empirical research to fit the specific focus of the study and phenomena being studied in this dissertation research study. Some of the measurement scales were newly created due to the relatively unique aspects of this dissertation research study, as were some of the definitions of certain variables included in the hypothesized conceptual model. Newly created scales were developed broadly following the general process described by Churchill (1979): (1) generation of scale items; (2) scale items reviewed by selected multiple academic colleagues and industry contacts, as well as a small selected list of targeted respondents familiar with the phenomenon (i.e., pre-test); (3) testing the scales with a sub-sample of respondents (i.e., pilot test); (4) purifying scales following the pilot test; and (5) ensuing empirical examination of the refined scales for reliability and validity with different data (i.e., main test). This process, which was also used for scales that were taken verbatim or adapted from the extant literature, is discussed in more depth later in this chapter.

Following the standards outlined by Bruner (2003), the goal was to offer sufficient reasoning for the use of a certain measure (e.g., evidence of psychometric quality), which is especially important for those measurement scales that are newly created or substantially modified or adapted for this study. Evidence of unidimensionality and internal consistency, as well as convergent and discriminant validity, were provided for these scales. Moreover, in addition to validating the newly created measures, the intention was to revalidate all modified or adapted measures. Consistent with the recommended approach and described earlier in this chapter, a separate sample from the one used for the main test was utilized for this purpose. The information obtained from the pilot test was used to make necessary modifications (if any) to the proposed scales. Overall, the goal was to increase the confidence of the findings associated with all scales in the study.

For those situations where new scale items had to be developed or existing ones had to be modified or adapted at any stage of the dissertation research study, the objective with the scales (questions) was to make sure that they were not difficult to comprehend and were not ambiguous, unclear, or difficult to answer (Belson, 1981; Dillman, 2000). Therefore, the scales had to be concise, free of bias, and have enough specificity to communicate the same meaning to all respondents (Converse & Presser, 1986; Payne, 1951). Plus, closed-ended questions were utilized because this dissertation research study was primarily confirmatory in nature (Bradburn, Sudman, Blair, & Stocking, 1978; Converse & Presser, 1986). In addition, there was a concerted effort at keeping the number of scale items for the constructs at a manageable level to avoid boredom and fatigue on the part of respondents (Peter, 1979). Although more items would increase a scale's reliability, the concern is that increased non-response error will occur so the goal was to try to find the optimum number of scale items between the two extremes, with an

emphasis on keeping the time needed to complete the questionnaire on the lower side, though without negatively impacting the reliability and validity of the respective constructs and their measurement scales. Also, many of the standards outlined by DeVellis (1991) were utilized in the development of measurement scales for this study, whether newly created scale items or adapted scale items. For example, appropriate amount of redundancy in the scale item pools, avoidance of excessively long scale items, reading difficulty at the level of prospective respondents, no "double-barreled" items (i.e., those that convey two or more ideas), ambiguous pronoun references, and overall write items and instructions as clearly as possible. In addition, where possible (i.e., creation of new scale items or modification of existing scale items), an attempt was made to word measurement scale items both positively and negatively in order to avoid an acquiescence, affirmation, or agreement bias. However, this was only done with at most a couple of items among the multiple items measuring the same construct (and, for various reasons, was an approach only utilized for the pre-test and pilot test data collection activities).

All substantive constructs were measured through the perceptions of respondents and were measured on 7-point Likert-type scales with multiple different sets of scale response anchors, though most of the scales utilize one specific set (i.e., "Strongly Disagree" and "Strongly Agree"). Where necessary, the scale items, definitions, and descriptions of various constructs were adapted to fit the approach and context of this dissertation research study. This included revising their tense, the term used for the organizational level (e.g., "firm," "business unit") to the more general and all-encompassing "company," and their wording in order to have a more general approach since data would be collected from respondents from companies in multiple industries that may sell products and/or services and have divergent organizational and management structures. Moreover, additional relevant scale items were added to individual

constructs to both fit the approach and context, as well as to enhance the meaning and operationalization of a construct and to pre-emptively deal with the possibility of the scale purification process rendering individual constructs incompatible with the minimum requirements of SEM (i.e., 3-5 scale items per construct to effectively measure the construct and analyze it using SEM) when conducting the main test for empirically testing the hypothesized measurement and structural models.

Full details on the individual constructs (variables) included in the hypothesized conceptual model, which measures the perceptions of the marketing managers regarding their companies' global Internet (online) marketing communications activities, are provided in Chapter Two and in the Chapter Three sub-sections – i.e., "Independent (Exogenous) Variable" and "Dependent (Endogenous) Variables" – that follow this sub-subsection. The same details for the marker variable (construct) are also provided in the "Marker Variable" sub-section that follows. These descriptions and details provided for all constructs were for them prior to undergoing any empirical examination or refinement based on the analysis of collected data.

Independent (Exogenous) Variable

Market Orientation

Market Orientation was modeled as a second-order, reflective construct that was multidimensional in nature and was measured using a 15-item scale. The first-order constructs (or dimensions), with the number of scale items for each, were: *Customer Orientation* (6 items), *Competitor Orientation* (4 items), and *Interfunctional Coordination* (5 items). This measurement scale was created through the adaptation of the 15-item scale utilized by Narver and Slater (1990) to measure *Market Orientation* (Cronbach's alpha=0.8810), including its first-order constructs (or dimensions): *Customer Orientation* (6 items, Cronbach's alpha=0.8547 and

0.8675), *Competitor Orientation* (4 items, Cronbach's alpha=0.7164 and 0.7271), and *Interfunctional Coordination* (5 items, Cronbach's alpha=0.7112 and 0.7348). Only the abbreviated version of the measurement scales for the *Market Orientation* construct was available from Narver and Slater (1990) so a comprehensive version was obtained from Bearden, Netemeyer, and Haws (2011).

Dependent (Endogenous) Variables

Global Internet Integrated Marketing Communications Strategy Implementation

Global Internet Integrated Marketing Communications Strategy Implementation was modeled as a second-order, reflective construct that was multidimensional in nature and was measured using a 9-item scale. The first-order constructs (or dimensions), with the number of scale items for each, were: *Strategic Coordination* (4 items) and *Communications Utilization* (5 items). This measurement scale was newly created but its creation was informed by multiple research contributions, including: Coyle and Gould (2007); Grein and Gould (1996); and Zvobgo and Melewar (2011).

In the case of Coyle and Gould (2007), the explicit focus of that conceptual research contribution in which the concept of *Internet integrated marketing communications (I-IMC)* was introduced and described was on the behavior of consumers. This differed from the specific focus of this dissertation research study, which was focused on individuals acting in their roles as decision makers for an organization or company (e.g., members of buying center) and/or as key informants for the various decisions made and activities taken by and within their companies. Therefore, Coyle and Gould (2007) provided a foundation for the creation of the *Global Internet Integrated Marketing Communications Strategy Implementation* theoretical construct but various

aspects of that research contribution that informed the creation of the construct had to be adapted for this dissertation research study in order to fit its specific focus.

Global Online Navigational Effectiveness

Global Online Navigational Effectiveness was modeled as a second-order, reflective construct that was multidimensional in nature and was measured using a 23-item scale. The first-order constructs (or dimensions), with the number of scale items for each, were: *Affiliation* (6 items), *Frequency* (4 items), *Reach* (4 items), *Richness* (5 items), and *Stickiness* (4 items). This measurement scale was newly created but its creation was primarily informed by Coyle and Gould (2007), who used the contribution from Evans and Wurster (1999) as its primary foundation. The same issue regarding the contribution from Coyle and Gould (2007) described above for the *Global Internet Integrated Marketing Communications Strategy Implementation* construct existed for the *Global Online Navigational Effectiveness*, so various aspects of that research contribution that informed the creation of the construct had to be adapted to fit the specific focus of this dissertation research study.

Global Internet Marketing Communications Performance

Global Internet Marketing Communications Performance is modeled as a second-order, reflective construct that was multidimensional in nature and was being measured using a 9-item scale. The first-order constructs (or dimensions), with the number of scale items for each, were: *Brand Awareness* (3 items), *Brand Loyalty* (3 items), and *Sales Volume* (3 items). This measurement scale was newly created but its creation was informed by multiple research contributions, including: Vantamay (2010); and Zvobgo and Melewar (2011). In addition, the measurement scales and scale items from Moon and Jain (2007) and Song and Parry (1997)

provided some additional guidance for the creation of the *Global Internet Marketing Communications Performance* construct's measurement scale and scale items in order to prompt key informants to explicitly make various comparisons (i.e., "compared to your company's competition, objectives, and historical performance") when providing responses on the questionnaire for the performance measures.

Marker Variable

Entrepreneurial Orientation

A marker variable or construct was utilized to test for what is termed common method variance (CMV) or common method bias (CMB) (Campbell & Fiske, 1959; Lindell & Whitney, 2001; Menon, Bharadwaj, & Howell, 1996; Podsakoff & Organ, 1986). Podsakoff, MacKenzie, Lee, and Podsakoff (2003) and Williams, Hartman, and Cavazotte (2010) are among the researchers who credit the development and introduction of the marker variable technique to Lindell and Whitney (2001), who have defined the marker variable as a variable or construct included in the questionnaire that is theoretically unrelated to substantive variables and for which its expected correlation with these substantive variables is 0. Richardson, Simmering, and Sturman (2009) have defined a variable with these characteristics as being an ideal marker variable. Williams, Hartman, and Cavazotte (2010) soon thereafter recommended that the definition be expanded so that not only is a marker variable defined as "a variable that is not expected to be theoretically related to substantive variables in the model" but also as "capturing or tapping into one or more of the sources of bias that can occur in the measurement context for given substantive variables being examined, given a model of the survey response process" (p. 507). (See "Construct Validity and Measurement" sub-section of "Data Analysis Methodology" section in this chapter for more information on CMV and the marker variable.)

For this dissertation research study, *Entrepreneurial Orientation* was used as the marker variable. *Entrepreneurial Orientation* was modeled as a second-order, reflective construct that was multidimensional in nature and was measured using a 6-item scale. The first-order constructs, with the number of scale items for each, were: *Innovativeness* (2 items), *Proactiveness* (2 items), and *Risk-Taking* (2 items). Other than one minor adaption to one *Risk-Taking* scale item in order to clarify the meaning of the word "proclivity" for key informants, this conceptualization and measurement scale were adopted verbatim from Hansen, Deitz, Tokman, Marino, and Weaver (2011), who empirically examined and modified the scale initially introduced by Covin and Slevin (1989).

Descriptions of the constructs in the hypothesized conceptual model, as well as the marker variable (construct), are provided in summary form in Parts a, b, and c of TABLE 3.2. All measurement scales were created through the review of the extant literature and the pre-test, then purified through the pilot test and main test. First, the measurement scales (and thus measurement model) were modified based on the results of a principal component analysis (PCA) that took place in the pilot test, then validated based on the results of a confirmatory factor analysis (CFA) that took place in the main test (as well as a PCA) to empirically analyze the measurement model, which was supposed to precede the testing of the hypotheses for the relationships that existed between the constructs in the structural model. The initial measurement scales for the constructs (along with the different question stems, Likert-type scales, and sources for the scales) for each of the constructs in the dissertation research study, including the marker variable, as they existed prior to the completion of the pre-test and the aforementioned PCA (pilot and main tests) and CFA (main test) are provided in TABLE 3.3.

TABLE 3.2a Descriptions of Constructs: Exogenous (Independent) Variable [Pre-Test]

Construct	Formative/ Reflective	Construct Type	Dimensions (First-Order Constructs)	# of Scale Items	Primary Source(s)*
Market Orientation	Reflective	Second Order	1. Customer Orientation 2. Competitor Orientation 3. Interfunctional Coordination	15	Narver & Slater (1990)

TABLE 3.2b Descriptions of Constructs: Endogenous (Dependent) Variables [Pre-Test]

Construct	Formative/ Reflective	Construct Type	Dimensions (First-Order Constructs)	# of Scale Items	Primary Source(s)*
Global Internet Integrated Marketing Communications Strategy Implementation	Reflective	Second Order	1. Strategic Coordination 2. Communications Utilization	9	Coyle & Gould (2007); Grein & Gould (1996); Zvobgo & Melewar (2011)
Global Online Navigational Effectiveness	Reflective	Second Order	1. Affiliation 2. Frequency 3. Reach 4. Richness 5. Stickiness	23	Coyle & Gould (2007)
Global Internet Marketing Communications Performance	Reflective	Second Order	1. Brand Awareness 2. Brand Loyalty 3. Sales Volume	9	Vantamay (2010); Zvobgo & Melewar (2011)

TABLE 3.2c Descriptions of Constructs: Marker Variable [Pre-Test]

Construct	Formative/ Reflective	Construct Type	Dimensions	# of Scale Items	Primary Source(s)*
Entrepreneurial Orientation	Reflective	Second Order	1. Innovativeness 2. Proactiveness 3. Risk Taking	6	Hansen, Deitz, Tokman, Marino, & Weaver (2011)

** The primary source(s) for the construct and/or its measurement scales – with their contribution used in whole or in part, paraphrased, or adapted, and/or integrated in varying degrees for this research – though the primary source(s) may have also obtained aspects of their definition, description, and scales from other sources.*

TABLE 3.3 Measurement Scales [Pre-Test]

Construct (Second Order)	Construct (First Order)	Scale Items
Market Orientation		In our company:
	Customer Orientation	**(CUO1)** We constantly monitor our level of commitment and orientation to serving customers' needs.
		(CUO2) Our business strategies are driven by our beliefs about how we can create greater value for customers.
		(CUO3) Our strategy for competitive advantage is based on our understanding of customers' needs.
		(CUO4) Our business objectives are driven primarily by customer satisfaction.
		(CUO5) We measure customer satisfaction systematically and frequently.
		(CUO6) We give close attention to after-sales service.
	Competitor Orientation	**(COO1)** Our salespeople regularly share information within our business concerning competitors' strategies.
		(COO2) We rapidly respond to competitive actions that threaten us.
		(COO3) Top management regularly discusses competitors' strengths and strategies.
		(COO4) We target customers where we have an opportunity for competitive advantage.
	Interfunctional Coordination	**(IC1)** Our top managers from every function regularly visit our current and prospective customers.
		(IC2) We freely communicate information about our successful and unsuccessful customer experiences across all business functions.
		(IC3) All of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.) are integrated in serving the needs of our target markets.
		(IC4) All of our managers understand how everyone in our business can contribute to creating customer value.
		(IC5) Our resources are shared among and between our business functions and business units.
Global Internet Integrated Marketing Communications Strategy Implementation		When implementing Internet (online) marketing communications strategies for the global market, our company:
	Strategic Coordination	**(SC1)** Coordinates the planning and execution of different Internet marketing communications tools.
		(SC2) Assigns responsibility for overall Internet marketing communications efforts to a single individual (e.g., manager).
		(SC3) Ensures that the elements of our Internet marketing communications efforts have a common strategic objective.

TABLE 3.3 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
		(SC4) Focuses on multiple different messages with our Internet marketing communications. **(R)**
	Communication Utilization	**(COU1)** Incorporates different messages (in number and kind) within a single Internet advertising vehicle (e.g., banner advertisements allowing for brand building and multiple direct responses such as purchasing and downloading information).
		(COU2) Presents multiple vague and constantly shifting images, positions, messages, and/or themes across multiple Internet communication and promotional tools, whether across online media (e.g., e-mail and banner advertising) or within one category of online media (e.g., banner advertisements, which can vary by shape and size). **(R)**
		(COU3) Coordinates marketing communication campaigns using online media within and across different countries to create synergies at the campaign level (e.g., in certain country markets, e-mail utilized more than text messaging).
		(COU4) Use multiple media that converge to form new, hybrid advertising vehicles (e.g., e-mail that directs recipients to interactive Web pages with video clips, animated graphics, etc.).
		(COU5) Utilizes a mixed-media strategy to move members of our target audiences from different media to complete an advertising experience (e.g., offline advertisement directing audience online to view content or download item).
Global Online Navigational Effectiveness		Our company's Internet (online) marketing communications for the global market:
	Affiliation	**(AF1)** Represents the interests of current and prospective customers as much or more than our own interests.
		(AF2) Provides unbiased information to current and prospective customers about related products sold by other companies.
		(AF3) Exposes current and prospective customers to information that is tangential or peripheral to our products and brands.
		(AF4) Includes information that is for building relationships and communities rather than directly related to purchasing our products and brands
		(AF5) Provides current and prospective customers with the most relevant messages at the most relevant times.
		(AF6) Minimizes the level of connection to our company that is experienced by current and prospective customers. **(R)**

TABLE 3.3 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
	Frequency	**(FR1)** Creates a sufficient amount of interactions with current and prospective customers across multiple different online media.
		(FR2) Exposes current and prospective customers to our marketing messages and brands multiple times across multiple different online media.
		(FR3) Minimizes the number of interactions by current and prospective customers with our marketing messages and brands. **(R)**
		(FR4) Maximizes exposure by current and prospective customers to our marketing messages and brands.
	Reach	**(RE1)** Increases the number of different products we can promote to current and prospective customers.
		(RE2) Maximizes the number of current and prospective customers whose needs are served through different online media.
		(RE3) Involves the use of multiple different online media in order to communicate and connect with current and prospective customers no matter how they access the Internet or come into contact with us online.
		(RE4) Minimizes the number of current and prospective customers with whom we communicate and connect. **(R)**
	Richness	**(RI1)** Positively affects the attitudes of current and prospective customers by presenting information across different online media and appealing to their different senses.
		(RI2) Provides an appeal to current and prospective customers with our online media that is interactive and vivid.
		(RI3) Includes the extensive convergence of online media to create new, hybrid media (e.g., e-mail messages linking to animated videos) that provides current and prospective customers with high-quality information about our products.
		(RI4) Offers a brand-as-experience branding strategy in which an experience is conveyed to current and prospective customers that taps into their feelings, associations, and memories.
		(RI5) Minimizes the quality of the information we can provide current and prospective customers about our products. **(R)**

TABLE 3.3 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
	Stickiness	**(ST1)** Provides an online advertising experience that persuades current and prospective customers to spend more time overall with the online media we utilize.
		(ST2) Offers a narrow assortment of marketing messages through a few online media tools thereby allowing current and prospective customers to focus on completing a small number of tasks and to process a small number of messages. **(R)**
		(ST3) Results in current and prospective customers wanting to allocate less of their available time towards interacting with the marketing messages and brands of other companies.
		(ST4) Maximizes the duration on any one occasion current and prospective customers spend with or at the online communication vehicles that we utilize.
Global Internet Marketing Communications Performance		Rate the perceived current performance of your company's Internet (online) marketing communications for the global market based on the level of ***BRAND AWARENESS / BRAND LOYALTY / SALES VOLUME*** that it generates compared to its:
	Brand Awareness	**(BA1)** Competition
		(BA2) Objectives
		(BA3) Historical Performance
	Brand Loyalty	**(BL1)** Competition
		(BL2) Objectives
		(BL3) Historical Performance
	Sales Volume	**(SV1)** Competition
		(SV2) Objectives
		(SV3) Historical Performance
Marker Variable		
Entrepreneurial Orientation		Answer each of the following questions about your company.
	Innovativeness	**(IN1)** How many new lines of products has your company marketed during the past 3 years? *1=No new lines of products.* *7=Very many new lines of products.*
		(IN2) Changes in product lines have been: *1=Mostly of a minor nature.* *7=Quite dramatic.*

TABLE 3.3 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
	Proactiveness	**(PR1)** In dealing with its competition, my company: *1=Typically responds to actions which competitors initiate.* *7=Typically initiates actions to which competitors then respond.*
		(PR2) In dealing with its competition, my company: *1=Is very seldom the first business to introduce new products, administrative techniques, operating technologies, etc.* *7=Is very often the first business to introduce new products, administrative techniques, operating technologies, etc.*
	Risk-Taking	**(RT1)** In general, the top managers of my company have: *1=A strong proclivity for low-risk projects (with normal and certain rates of return).* *7=A strong proclivity for high-risk projects (with chances of very high returns).*
		(RT2) In general, the top managers of my company believe that: *1=Owing to the nature of the environment, it is best to explore it gradually via cautious, incremental behavior.* *7=Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives.*

(R) = Reverse-worded, coded, and scored items.

(A copy of the survey instrument used to collect the main test data, with all instructions, question stems, scale items created or adapted to fit the context and focus of this dissertation research study, and the questions to collect the demographic or personal information from respondents, is provided in APPENDIX F.)

Some of the instructions and questions on the online questionnaire that have been mentioned in this chapter provided guidance and parameters for respondents and were necessary for methodological purposes, including ensuring the quality of the data collected and subsequent data analysis that was conducted. Most notable were the instructions for respondents to end their participation if the online questionnaire if they were not current managers or at least employees in the marketing function of U.S. companies and were involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and

promoting and selling products to the global market. In addition, a final question checked for data reliability by requesting that respondents provide their level of confidence with the accuracy of their responses, with data removed from the final data set that was received from key informants that have low confidence with their answers.

DATA ANALYSIS METHODOLOGY

All data collected was examined for respondent errors, missing data, normality, and outliers. This analysis assisted with multiple issues, including the identification of any potential issues with the survey instrument through the completion of each stage of the data collection process. Missing data were examined for each respondent and each variable to determine the degree of missing data and whether any systematic bias existed before any missing values were estimated and replaced with a procedure outlined as acceptable in the extant literature (e.g., Dempster, Laird, & Rubin, 1977; Raaijmakers, 1999; Yuan & Lu, 2008). Data normality were assessed based on the skew statistics and kurtosis statistics using an acceptable approach from the extant literature (e.g., Hair, Anderson, Tatham, & Black, 1998). Outliers were identified through data distribution analysis, with potential outliers for the overall data set identified and assessed using appropriate techniques provide in the extant literature.

The empirical analyses involved the use of SPSS Amos 22 software and SPSS Statistics 21 software, which were utilized for conducting the factor analyses, as well as to deal with missing values. The two-step procedure for utilizing SEM originally provided by Anderson and Gerbing (1988) was employed for the main test. Most SEM researchers support this “two-step” procedure (e.g., Anderson & Gerbing, 1988, 1992; Fornell & Yi, 1992a; Gerbing & Anderson, 1988; Hair, Anderson, Tatham, & Black, 1998; Hulland, Chow, & Lam, 1996; Medsker, Williams, & Holahan, 1994), though its use has been debated in the extant literature (e.g.,

Fornell & Yi, 1992a, 1992b; Hulland, Chow, & Lam, 1996). In the first step of this two-step procedure, the researcher validates the measurement model through the use of confirmatory factor analysis (CFA) and also tests for construct validity by testing construct unidimensionality, reliability, convergent validity, discriminant validity, and predictive validity. After validation of the measurement model occurs, the researcher performs the second step, which is the estimation of the structural relationships (i.e., regression or path analysis) between the latent variables included in the structural model. Thus, this second step involves the empirical examination of the theoretical model (Anderson & Gerbing, 1988; Medsker, Williams, & Holahan, 1994). The measurement model combined with the structural model results in a comprehensive, confirmatory evaluation of construct validity (Bentler, 1978). This two-step process took place in this dissertation research study after the initial two-part pre-test (i.e., through the pilot test and main test).

Regarding the missing data analysis, the online questionnaire allowed respondents to skip questions or, in the case of the pre-test and pilot test, choose “Don’t Know” as an answer, which helped enhance data integrity. This design technique helps minimize the issue of “forced” answers by respondents, but the impact of this technique is increased missing data. Analysis of missing data for each respondent then took place after checking for any errors in order to determine the level of missing data and identify any patterns that could signify systematic bias (e.g., requesting sensitive information). Moreover, patterns of missingness were evaluated using separate variances *t*-tests, which revealed whether there are any significant mean differences across items with complete versus missing data. If there were no mean differences, then the suggestion was that values were missing at random (MAR) or missing completely at random (MCAR). In addition, missing values were estimated and replaced using the expectation-

maximization (EM) method or algorithm in SPSS, which utilizes a two-step iterative process to estimate the means, covariance matrix, and correlation of variables with missing values. More specifically, the EM method was used to determine expected values of parameters and then calculatesmaximum likelihood estimates. The EM method has been demonstrated to be better than other remedies like listwise, pairwise, and mean imputation estimation techniques (e.g., Dempster, Laird, & Rubin, 1977; Meng, 2000; Raaijmakers, 1999). The means and standard deviations for items in the original data set and items in the data set containing imputed values were then compared to determine if there are any significant deviations between the two.

Descriptive statistics for the questions on the questionnaire capturing control variables and/or demographic-type questions were determined and analyzed for all of the stages of data collection, while scale measurement properties were evaluated through the use of confirmatory factor analysis (CFA) in SEM in both the pilot test and main test, which allowed for scale unidimensionality, reliability, and all other dimensions of construct validity to be determined (Gerbing & Anderson, 1988). CFA is considered an ideal technique for refining and testing construct validity (Anderson & Gerbing, 1988; Gerbing & Anderson, 1988; Medsker, Williams, & Holahan, 1994). Therefore, CFA was utilized in the pilot test and main test to test each individual construct, then all possible pairs, and then for the whole measurement model and each construct in the presence of other constructs (Garver & Mentzer, 1999; Medsker, Williams, & Holahan, 1994). CFA was selected because it offers a more stringent test of construct validity than various other potential methods, such as exploratory factor analysis (EFA) and other more traditional techniques (Gerbing & Anderson, 1988; Garver & Mentzer, 1999). However, because the sample size obtained for the pilot test was not sufficient to run CFA, principal component analysis (PCA) was utilized for the assessment of sale unidimensionality (it was also used along

with CFA for the main test in order to enhance the rigor of the analysis) and Cronbach's coefficient alpha was utilized for the assessment of scale reliability, which is an approach used in previous research (e.g., Selnes & Sallis, 2003). This process resulted in the reduction of the number of scale items used to measure all constructs in the hypothesized conceptual model and provided evidence of unidimensionality and/or multidimensionality, as well as whether constructs were appropriately modeled as first-order or second-order constructs. (Complete details on the approach taken are provided in the "Construct Validity and Measurement" sub-section in this chapter.) The hypothesized conceptual model, which included both the measurement and structural models and was constructed based upon a review of the extant literature, was provided in FIGURE 2.13 and was analyzed with SEM.

Structural Equation Modeling

Structural equation modeling (SEM) initially appeared in the marketing literature in the 1980s (Bagozzi & Yi, 1988; Fornell & Larcker, 1981), though its use and application has been more extensive in recent years (Hair, Ringle, & Sarstedt, 2011). Notably, prior to 1990, less than 10 articles utilizing SEM were published in various marketing journals, while over two-thirds of all articles utilizing SEM appeared in the literature between 1965 and 2007 (Babin, Hair, & Boles, 2008). One of the main reasons why SEM has been embraced by business researchers, especially those in the field of marketing, is because of their desire to empirically test complete theories, concepts, and nomological networks (Steenkamp & Baumgartner, 2000). SEM has been utilized extensively in social science research (Anderson & Gerbing, 1988) largely because of its robust capabilities for testing and providing key insights for the modification of theoretical models (Bentler, 1983; Browne, 1984; Garver & Mentzer, 1999).

SEM is a covariance-based approach with an estimation process that minimizes the difference between the sample covariances and the implied theoretical model (Hair, Ringle, & Sarstedt, 2011). It is an advanced, powerful statistical technique that takes a confirmatory (i.e., hypothesis-testing) approach to analyzing a structural theory relevant to a certain phenomenon (Byrne, 2001), with the theory usually representing "causal" processes that produce observations on various variables (Bentler, 1988). It combines the *measurement model* (CFA) and the *structural model* (regression or path analysis) into a simultaneous statistical test (Aaker & Bagozzi, 1979; Bagozzi, 1980, 1981). SEM provides many clear advantages compared to more traditional statistical techniques (Bagozzi, 1977, 1982; Medsker, Williams, & Holahan, 1994). For example, SEM accounts for measurement error in latent variables when estimating path relationships between latent variables, and it is optimal for testing and comparing rival theoretical models (Bollen, 1989b; Medsker, Williams, & Holahan, 1994).

The term *structural equation modeling* actually reveals two valuable features of this technique, which illustrate why it was used for this dissertation research study. First, the (causal) processes being studied are depicted in terms of structural (i.e., regression) equations, which specify how the concepts representing these processes are associated with or casually influence each other. Second, a path model (i.e., visual or graphic representation) can be utilized to pictorially illustrate the structural relations among the concepts represented in these processes and to supply a clear visual conceptualization of the theory being studied. The hypothesized model can then be empirically examined through the simultaneous testing and analysis of the all of variables included in the postulated (i.e., population) model in order to determine the degree to which it is in agreement with the data (i.e., sample). If the hypothesized model fits the data adequately (i.e., sufficient goodness of fit), the model (i.e., representation of the theory being

examined) makes the case for the plausibility or likelihood of the hypothesized relations among the variables and the model is accepted for now, until it is refuted or a superior alternative is proposed. However, if the fit is inadequate, the postulated (population) model, the relations among the variables, and proposed theory are rejected (Byrne, 2001).

SEM uses matrix algebra and involves the generation of a structural model for the estimation of the strength of the relationship between the different constructs in a theory (Hair, Anderson, Tatham, & Black, 1998; Jöreskog, 1978). Analysis of the path coefficients (or the strength of the relationships between the constructs) and the overall model fit help evaluate whether the data that is collected through the research supports the various hypotheses. Overall, the structural equation model combines elements of factor analysis, to determine the basic constructs or ideas underlying a group of independent variables, with regression analysis, which shows how – and how strongly – these constructs impact one or more dependent variables or constructs. It also provides estimates of the reliability with which all basic constructs are measured, and it measures direct and indirect effects among all variables and constructs in a model. Moreover, this occurs within the framework of a single conceptual model that can be diagrammed and quantified at the same time (Myers & Mullet, 2003). One of the primary advantages of SEM is that it can utilized to examine the relationships that exist among latent constructs that are indicated by multiple measures. It can also be used in both experimental and non-experimental research designs and with the collection of both cross-sectional and longitudinal data. Lastly, in general, every SEM analysis goes through the steps of model specification, data collection, model estimation, model evaluation, and (possibly) model modification (Lei & Wu, 2007).

As indicated by this basic explanation of the structural equation model, there are two separate parts (or sub-models) to the general SEM model: (1) the *measurement model* (or *CFA model*), and (2) the *structural model*. The measurement model defines the relationships that exist between the observed (i.e., indicators) and unobserved (i.e., latent) variables. More specifically, it offers the link between scores (i.e., measurements) on the observed indicator variables (i.e., scale items or item measurements) and the underlying constructs that they are supposed to measure (i.e., unobserved latent variables or factors). The measurement model is tested and refined with the expectation, though based on the actual results, that you next move on to empirically test and validate the second sub-model, the structural model. The structural model defines the relationships that exist among unobserved variables. Therefore, it indicates the manner by which certain latent variables directly or indirectly impact (i.e., "cause") changes in the values of certain other latent variables included in the model (Byrne, 2001).

The hypothesized measurement model and hypothesized structural model after pilot test data collection but before main test data collection and any refinements are provided in FIGURE 3.1 and FIGURE 3.2, respectively.

Data Collection/Measurement Bias and Error

Bias in self-report survey measures is a threat to validity and reliability because it causes measurement error (Barringer & Bluedorn, 1999). One oft-mentioned issue regarding bias with self-reported surveys is that respondents may simply provide answers that make them look good rather than respond truthfully (Arnold & Feldman, 1981; Tourangeau & Yan, 2007). This phenomenon is called *socially desirable responding* (SDR) or *social desirability response bias* (SDRB), and it introduces extraneous variation in scale scores, which jeopardizes the validity of marketing survey data. As a result, some researchers have named SDR or SDRB as a leading

pervasive response bias in survey data (e.g., Mick, 1996), especially when respondents view survey questions as being sensitive or private (Fowler, 2002) and thus more intrusive and including the risk of disclosure (Tourangeau & Yan, 2007). This would involve various topics (e.g., criminal activities, sexual behavior, voting behavior) but does not appear to be an issue with this dissertation research study. Moreover, over the years various marketing scholars have attempted to enhance the validity of survey research (Rindfleisch, Malter, Ganesan, & Moorman, 2008), including research contributions focused on construct validation (e.g., Gerbing & Anderson, 1988), informant qualification (e.g., John & Reve, 1982), item construction (e.g., Churchill, 1979), response bias (e.g., Baumgartner & Steenkamp, 2001), nonresponse bias (e.g., Armstrong & Overton, 1977), and reliability assessment (e.g., Peter, 1979). Many of the recommended approaches from these and other contributions to the extant literature were followed in this dissertation research study to reduce bias and increase reliability and validity.

According to McDaniel and Gates (2008), *measurement error* and *sample design error* are two general categories of *systematic error (or bias)*, which can impact survey research and result from problems or flaws with the implementation of the research design. They defined *measurement error* as a "systematic error that results from a variation between the information being sought and what is actually obtained by the measurement process" (p. 145), while *sample design error* is a "systematic error that results from an error in the sample design or sampling procedures" (p. 144). Overall, the assessment of the quality of the information obtained dealt with the following selected types of systematic error (or bias) provided and described by McDaniel and Gates (2008), along with the relevant strategies – described here and in other parts of this document – to be utilized to minimize the respective biases or errors:

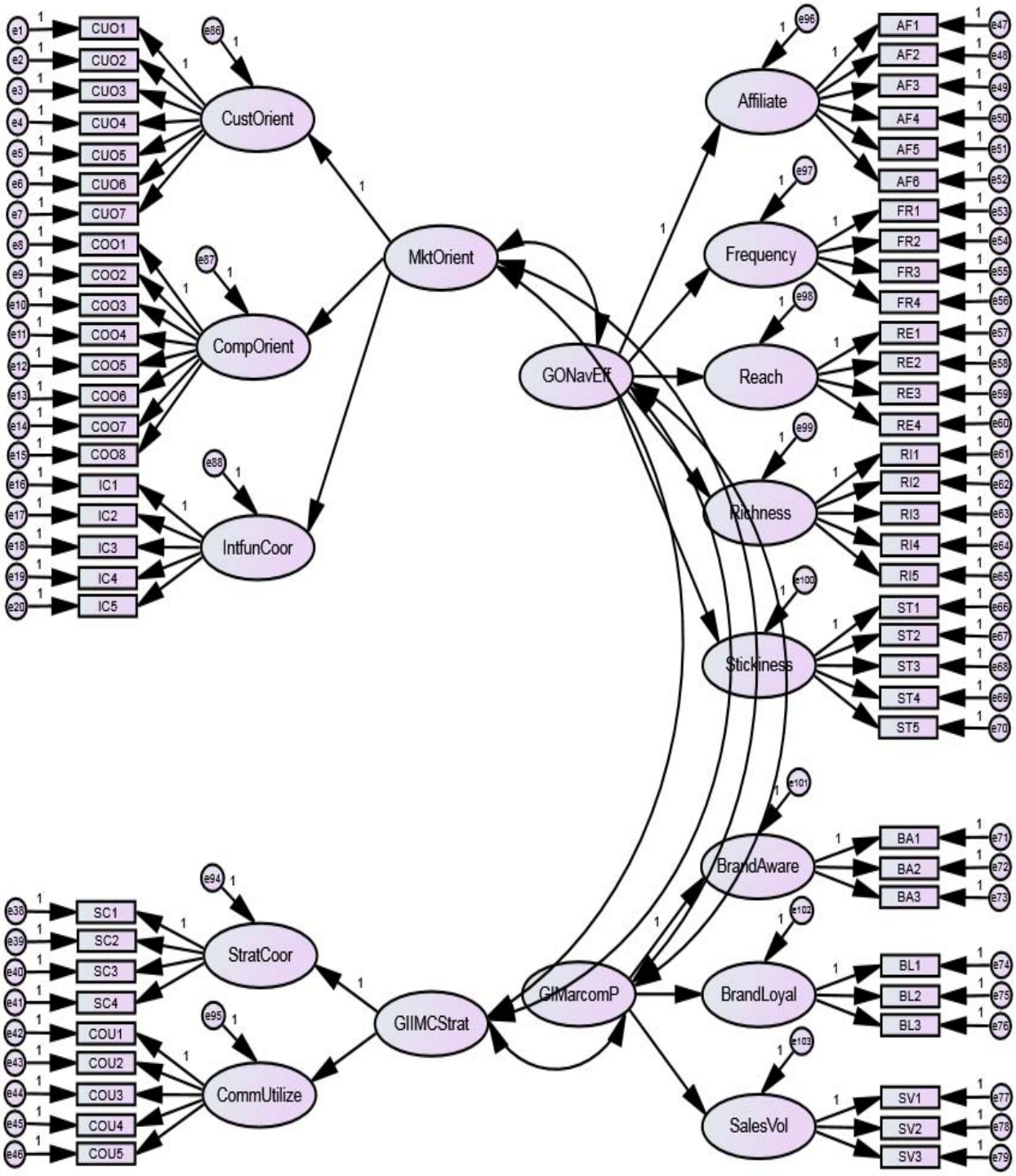


FIGURE 3.1 Hypothesized Measurement Model

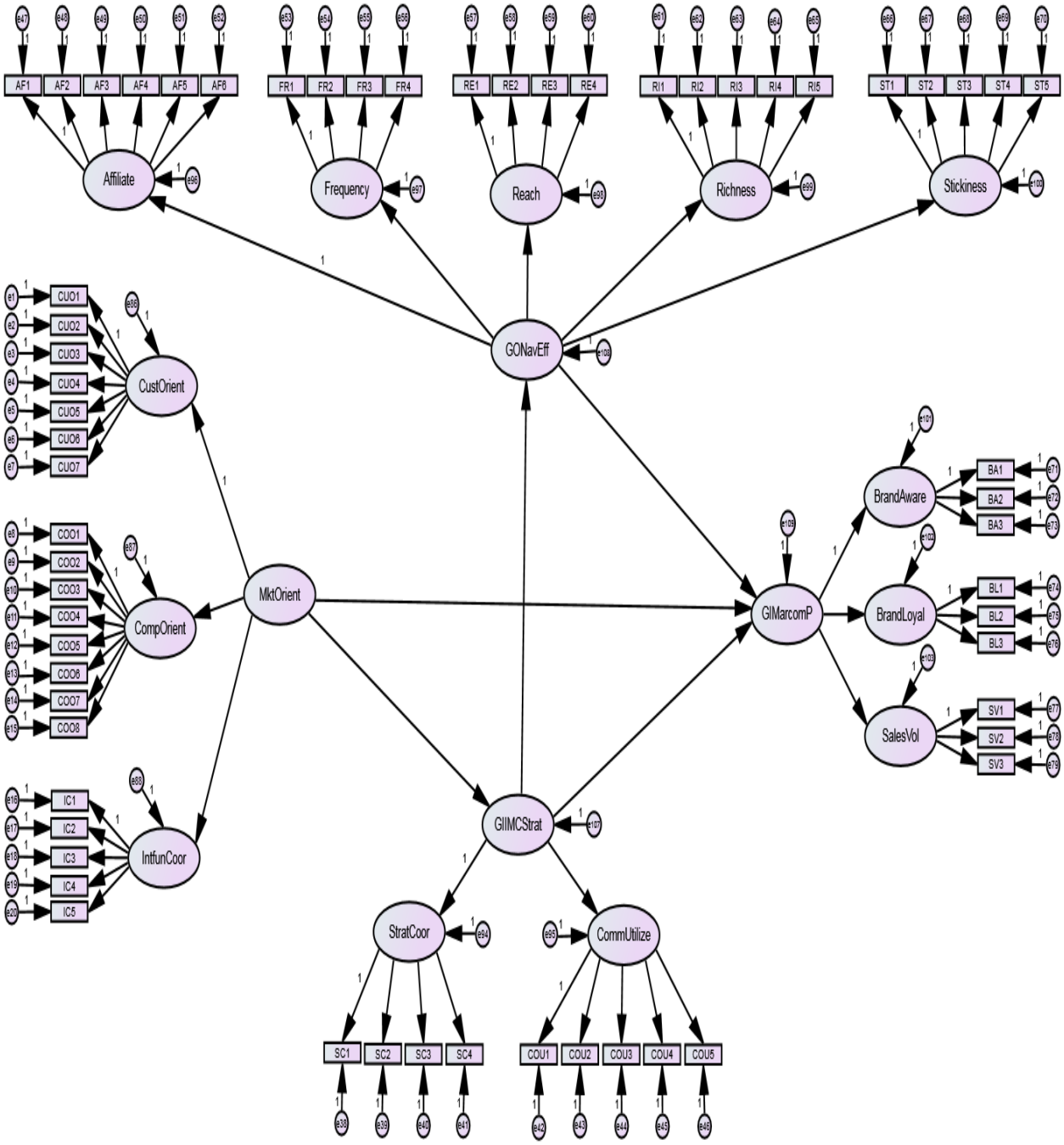


FIGURE 3.2 Hypothesized Structural Model

Measurement Error

- **Measurement Instrument Bias (aka Questionnaire Bias):** An error due to the design of the measuring instrument or questionnaire. This bias was mitigated through strong questionnaire design and the use of a pre-test stage.
- **Processing Error:** An error that occurs due to the flawed transfer of data from a survey or questionnaire document to a computer. This error was minimized through the primary use of an online questionnaire to collect data, which will mostly (or entirely) eliminate the need for data to be manually entered into a computer.
- **Non-Response Bias:** An error due to a systematic difference between individuals who do and individuals who do not complete a measurement instrument. It occurs when a prospective respondent: cannot be reached at a certain time; is reached but cannot or will not participate at that time; and is reached but declines to participate (which is measured by refusal rate). It was minimized through the design of an effective questionnaire (e.g., short in length, respondent friendly), the offering of incentives to prospective respondents to complete the questionnaire, and, most importantly, the use of respondents from online panel companies. (Due to its importance, this form of bias is discussed in more detail later in this sub-section.)
- **Response Bias:** An error due to individuals answering or responding to questions incorrectly by intentionally providing false answers to questions (i.e., deliberate falsification), such as concealing personal or embarrassing information, or by attempting to be accurate and truthful but offering an inaccurate or false response (i.e., unconscious misrepresentation) due to question content or format and various other reasons. This bias was minimized through effective questionnaire design so that qualified respondents did not find the questions difficult to answer for various reasons (e.g., ambiguous, deal with sensitive or embarrassing issues). In addition, consistent with recommendations in various contributions to the extant literature (e.g., Baumgartner & Steenkamp, 2001; Churchill, 1979; Nunnally, 1978), reverse wording, coding, and scoring of selected scale items was utilized on a few occasions for certain constructs, whether newly created or existing, for the pre-test and pilot test. The latter would include existing scale items already structured that way or new scale items that were added to existing constructs to improve the likelihood that the SEM minimum of three scale items is met and Cronbach's coefficient alpha can be calculated to determine the existence of scale reliability (Dunn, Seaker, & Waller, 1994; Mentzer & Flint, 1997; Peter, 1979). This use of reverse wording should have helped to encourage respondents to read each question more carefully and therefore improve the quality and reliability of the data that is collected. However, analyses of the datafor the pilot test indicated some issues with the use of this technique so it was abandoned for the main test.

Sample Design Error

- **Frame Error:** An error due to an inaccurate or incomplete sampling frame. This error was minimized by obtaining the best possible prospective respondents for the

phenomenon being studied – i.e., one that mirrors the targeted audience of interest – through online panel providers.

- **Population Specification Error:** An error due to the incorrect definition of the population of interest from which the sample is selected. This error was mitigated through the prudent consideration and definition of the population of interest based on extensive work reviewing and integrating relevant research contributions from the extant literature.

Although these types of systematic error (or bias) are important to address and various strategies mentioned were utilized to minimize them beyond simply using respondents provided by online panel companies, others are addressed in this dissertation research study document.

As part of the efforts to check for bias (or error) in the self-report survey data, three primary tests were conducted: (1) *common method variance*, (2) *inter-rater reliability (i.e., inter-respondent reliability)*, and (3) *non-response bias*.

Common Method Variance

Common method variance (CMV), which is also known as common method bias (CMB), has been defined as "systematic error variance shared among variables measured with and introduced as a function of the same method and/or source" (Richardson, Simmering, & Sturman, 2009, p. 763). It is a major validity threat to research findings, especially to survey-based research utilizing self-report methods of data collection (Doty & Glick, 1998; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Authors, editors, and reviewers of top marketing journals have become progressively more concerned about the validity of survey research, with two issues dominating these concerns: (1) CMV and (2) causal inference, which is the ability to infer causation from observed empirical relations (Rindfleisch, Malter, Ganesan, & Moorman, 2008). CMV has actually been found to account for approximately 30 percent of the total variance in social science surveys according to multiple research studies (e.g., Cote & Buckley, 1987; Doty & Glick, 1998; Ostroff, Kinicki, & Clark, 2002). Most cross-sectional survey research studies are

believed to be particularly susceptible to CMV bias because a single respondent completes the survey at a single point in time (Jap & Anderson, 2004). Overall, CMV is an ongoing issue in survey-based research, with its presence having a positive or negative impact on correlations between constructs and resulting in questionable research findings.

Cross-sectional studies of attitude-behavior relationships – the approach and focus taken with this dissertation research study – are considered vulnerable to the inflation of correlations due to CMV (Lindell & Whitney, 2001). Nonetheless, research that has examined this problem has resulted in divergent findings, with some research suggesting that it is a widespread problem that has a negative impact on research findings (e.g., Cote & Buckley, 1987; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Sharma, Yetton, and Crawford (2009) actually determined that spurious correlation because of CMV could increase a real correlation of zero between constructs to an observed correlation as high as 0.68 between measures of the constructs. However, other research has shown that CMV may be overstated as it does not occur as frequently as some researchers have suggested and even when present does not have a large impact on research findings (e.g., Crampton & Wagner, 1994; Malhotra, Kim, & Patil, 2006). Therefore, going back two decades, various researchers have called for this CMV issue to undergo further study (e.g., Crampton & Wagner, 1994; Harrison, McLaughlin, & Coalter, 1996).

The three sources of CMV bias in survey research provided by Rindfleisch, Malter, Ganesan, and Moorman (2008) are: (1) *measurement procedures*, (2) *respondents*, and (3) *context*. Regarding *measurement procedures*, surveys that utilize a single-scale format (e.g., 7-point Likert-type scale) and common-scale response anchors (e.g., “Strongly Disagree” vs. “Strongly Agree”) are thought to be particularly susceptible to CMV bias because repeated

contact with a single format and/or anchor is believed to decrease respondents' cognitive processing and thereby result in straight-line responding that is not related to the content of the scale items. One suggestion for reducing this issue with cross-sectional research is by using measurement separation in which different formats and scales for predictors vs. outcomes are utilized (Crampton & Wagner, 1994; Lindell & Whitney, 2001). Regarding *respondents*, CMV bias can occur due to respondent tendencies, such as enduring characteristics (e.g., response styles) and transient states (e.g., moods). The result is that certain respondents demonstrate a psychological tendency to provide survey responses in a consistent manner (Podsakoff & Organ, 1986; Steenkamp & Baumgartner, 1998), which can produce spurious covariation between predictor and outcome variables. Regarding *context*, CMV bias seems to be at least somewhat attributable to a survey's context (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Williams, Cote, & Buckley, 1989). For example, method variance due to measurement was found by Cote and Buckley (1987) to be significantly higher in psychology or sociology studies than marketing studies, which, according to Rindfleisch, Malter, Ganesan, and Moorman (2008) is likely due in part to constructs in social-psychological research (e.g., cognitive processes, personality) being more abstract than those in marketing research (e.g., brand loyalty, market orientation). This makes it more likely to minimize CMV bias in cross-sectional survey research.

Survey researchers have recommended three different data collection strategies for reducing the threat of CMV bias and improving causal inference: (1) employing multiple respondents; (2) collecting multiple types of data; or (3) collecting data over multiple time periods (Jap & Anderson, 2004; Ostroff, Kinicki, & Clark, 2002; Podsakoff & Organ, 1986; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Van Bruggen, Lilien, & Kacker, 2002). All three of these strategies are capable of producing separation between the collection of data to

measure independent and dependent variables, which theoretically should decrease CMV and thus increase causal inference (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Longitudinal surveys, as would occur with the third data collection strategy, are frequently suggested as a solution to this problem since temporal separation causes a reduction in the cognitive accessibility of responses to predictors gathered previously, which then decreases the possibility for those earlier responses to affect subsequent responses to outcome variables (Hawk & Aldag, 1990; Podsakoff & Organ, 1986). However, a longitudinal approach is not always appropriate or feasible for certain research studies due to their specific focus, which is also true of this dissertation research study.

Lindell and Whitney (2001) outlined an approach for designing cross-sectional surveys that they claimed addresses CMV by estimating and controlling for its effect in individual research studies that do not utilize multiple methods: the marker variable technique. This technique depends on the inclusion in research studies of a "marker variable," which they defined as "a scale that is theoretically unrelated to at least one other scale in the questionnaire, so there is an a priori justification for predicting a zero correlation" (p. 115). They argued that their marker variable technique partials out the effect of CMV from correlations obtained in mono- or single-method cross-sectional research designs and results in correlation values that are not negatively impacted by CMV. More specifically, the calculated correlation that exists between the marker variable and the one identified theoretically unrelated variable serves as an estimate of CMV. It is easy to apply to both pre-planned and post-hoc analyses. Moreover, researchers should design their questionnaires to support a test of discriminant validity by intentionally including one or more marker variables meeting certain conditions. First, the marker variables needs to have shown high reliability in previous research contributions, such as

it being measured by a multi-item scale that, based on the calculated coefficient alpha, has been shown to have a high level of reliability. Second, as indicated in the provided definition, the marker variable must be theoretically unrelated to at least one of the other variables included in the hypothesized conceptual model being examined empirically. “Theoretically unrelated” means that the two constructs are statistically independent of each other, which is different from theoretically distinct, which means only that the two constructs are not measuring the same thing. Researchers might actually design the questionnaire to include multiple marker variables if they are unsure about the statistical independence of a proposed marker variable.

To summarize and explain the approach by Lindell and Whitney (2001), it ideally requires researchers to: (1) identify a “marker variable” that is anticipated to be entirely unrelated theoretically to the substantive variables of interest; (2) utilize the smallest correlation between the marker variable and substantive variables as an estimate of the effects or results of method bias; (3) adjust the zero-order correlation between every pair of substantive variables of interest by subtracting this estimate from the zero-order correlation between any pair of substantive variables and dividing by the quantity of 1 minus this estimate; and (4) analyze whether the resulting partial correlation is significantly different from zero, with the substantive relationships still holding even after controlling for method bias if this partial correlation remains significant (Podsakoff, MacKenzie, & Podsakoff, 2012).

It should also be mentioned that concerns have been raised by some researchers regarding the theoretical validity of the marker variable technique (e.g., Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Straub & Burton-Jones, 2007), while a simulation analysis completed by Richardson, Simmering, and Sturman (2009) recommended that the technique not be used after they found through their research that the technique may exhibit low accuracy rates and therefore

was unreliable. Despite these and other disadvantages of the technique expressed in the extant literature by various researchers, the primary advantage of the marker variable technique is its easy implementation (Podsakoff, MacKenzie, & Podsakoff, 2012). Moreover, researchers have extensively utilized this technique in recent years (Williams, Hartman, & Cavazotte, 2010). This provides support for its acceptance as a valid approach for dealing with CMV. Thus, a single marker variable was used for this purpose for this dissertation research study.

Along with the marker variable technique, which is used during the data collection process, a second approach was conducted after the collection of data for the pilot test and main test to control for CMV was Harman's one-factor test as outlined by Podsakoff and Organ (1986). It is a procedure from Harman (1967) that has been used in multiple research contributions to the extant business and non-business literature over the years (e.g., Aulakh & Gencturk, 2000; Greene & Organ, 1973; Krishnan, Martin, & Noorderhaven, 2006; Podsakoff, Todor, Grover, & Huber, 1984; Schriesheim, 1979; Schriesheim, 1980; Steensma, Tihanyi, Lyles, and Dhanaraj, 2005). For this procedure, a factor analysis using all of the variables of interest is conducted (e.g., exploratory factor analysis, or EFA). The results of the unrotated factor solution is then reviewed in order to ascertain the specific number of variables that are needed to explain the variance in the variables. The fundamental assumption of this technique is that if a significant amount of CMV exists, either a single factor (or construct) will emerge through the factor analysis, or one "general" factor will account for most of the covariance that exists in the independent and criterion variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff & Organ, 1986). If Harman's one-factor test for common method variance yields multiple factors with eigenvalues greater than the value of one and no one factor is dominant, then common method variance is not a significant problem in the data. This test may

be relatively simply to employ, but there are some potential issues with using the technique. For example, as can happen with the use of factor analysis, the possibility of identifying more than one factor rises as the number of variables increases. Therefore, Harman's one-factor test becomes increasingly less conservative as the total number of variables increases. Also, there are no agreed-upon rules for the number of factors that a researcher should anticipate finding with factor analysis. Clearly, it is very possible that common method variance accounts for most of the interrelationships when only one factor is identified from factor analysis. However, it is not as clear how many additional factors need to be identified or the specific amount of variance the first factor needs to remove before it can be considered to be a general factor (Podsakoff & Organ, 1986). Podsakoff, MacKenzie, Lee, and Podsakoff (2003) even stated that they did not believe it was useful to addressing the problem of CMV, though they acknowledged that it was a widely used procedure. Nonetheless, despite these limitations and concerns, Harman's one-factor test was utilized. Any concerns about its usefulness were lessened because it was only one of the multiple approaches in the research design or one of the multiple statistical techniques utilized to deal with or test for CMV in this dissertation research study.

Overall, in addition to identifying CMV, multiple steps, including those outlined above and elsewhere in this chapter, were taken with the research design of this dissertation research study that helped to minimize the possibility of CMV. They included qualifying respondents' based on their responsibilities and knowledge before requesting and accepting their participation, guaranteeing respondents' anonymity, and providing distance in the order of independent and dependent variables on the questionnaire. Nonetheless, due to the fact that this dissertation research study utilized a key-informant approach with the collection of data, a marker variable as already defined and described was included in the questionnaire in order to evaluate whether the

survey method impacted answers provided by respondents. Moreover, based on the advice of Lindell and Whitney (2001), the marker variable was placed in its ideal location on the questionnaire – i.e., "immediately after the theoretically relevant predictors and before the dependent variable" (p. 118).

Inter-Rater Reliability (i.e., Inter-Respondent Reliability)

Gwet (2008, p. 29) has described inter-rater reliability in the following manner: "Inter-rater reliability quantifies the closeness of scores assigned by a pool of raters to the same study participants. The closer the scores, the higher the reliability of the data collection method." Three types of inter-rater reliability have been cited and utilized: (1) inter-interviewer, (2) inter-respondent, and (3) mixed inter-rater (Thompson, Tassé, & McLaughlin, 2008). The second type of inter-rater reliability (i.e., inter-respondent reliability) was most relevant to the methodological focus of this dissertation research study, which collected data via a self-report survey. Inter-respondent reliability is an index of the degree that different individuals providing responses to the same survey instrument under comparable circumstances provide similar responses, such as different staff members at the same company office (Bloom, Hill, & Riccio, 2003; Rothaermel & Alexandre, 2009). Unfortunately, because online panel respondents were used to collect data for the pilot test and main test and all of them are guaranteed anonymity by their respective online panel companies, it was not possible to check for the existence of inter-respondent reliability in this manner.

Non-Response Bias

Non-response bias (or error) refers to when the result of people who complete a survey differs from members of the sampled population who did not respond, in a manner germane to

the study (Dillman, 2000). Therefore, it is an "error that results from a systematic difference between those who do and those who do not respond to a measurement instrument" (McDaniel & Gates, 2008, p. 146). Because online panel respondents comprised the sample for both the pilot test and main test, many of the techniques that can be used to mitigate it could not be used. Nonetheless, to check for the existence of non-response bias in the data collected for the pilot test and the main test, the collected data for the early respondents and for the late respondents were compared, as suggested by various researchers (e.g., Armstrong & Overton, 1977; Churchill, 1976; Prasad, Ramamurthy, & Naidu, 2001). The basic assumption of this early-late responses test is that late respondents' opinions may be more similar to those of non-respondents than early respondents. If the comparison of early and late respondents using statistical analysis (e.g., correlations, independent *t*-test) performed on the data demonstrates that no statistically significant differences exists in terms of all major variables of the study, no evidence exists for non-response bias. However, the efficacy of this approach has been criticized by some researchers claiming that it compares early and late respondents but does not test non-response bias (e.g., Mentzer & Flint, 1997). However, this technique was used for this dissertation research study because there were limited options to test for non-response bias, though caution was taken when interpreting the results of the early-late response test.

Construct Validity

The measures on the online survey instrument were evaluated through the pilot test and the main test based on their reliability and validity, which are two important, related properties for measures. The general assessments of reliability and validity that occurred helped to establish construct validation for the various constructs included in the hypothesized conceptual model that this quantitative dissertation research study empirically examined and tested via the survey

method. Notably, surveys possess a distinct advantage among different scientific methods since it allows for the checking of the validity and reliability of the data collected (Kerlinger & Lee, 2000).

Validity is "the degree to which what the researcher was trying to measure was actually measured" (McDaniel & Gates, 2008, p. 249). It ensures that the instrument developed for measurement purposes truly represents the underlying construct (DeVellis, 1991; Nunnally & Bernstein, 1994). Moreover, McDaniel and Gates (2008) defined construct validity as the "degree to which a measurement instrument represents and logically connects, via the underlying theory, the observed phenomenon to the construct" (p. 252). Special attention was paid to ensuring that construct validity exists since it "lies at the very heart of the scientific process" (Churchill, 1979, p. 70). Specifically, construct validity investigates the degree to which a scale measures what it aims to measure (Churchill, 1979, 1992). Therefore, it relates to the degree of correspondence between constructs and their measures (i.e., degree to which an observation measures the concept it is intended to measure) and is a required condition for the development and testing of theory (Bagozzi & Phillips, 1982; Churchill, 1979, 1992; Peter, 1981). Validity can be achieved and examined both within a certain research study and across multiple research studies (Garver & Mentzer, 1999), with external validity defined as "the degree to which the research findings can be generalized to the broader population" (Mentzer & Flint, 1997, p. 211). External validity can only be attained over an assortment of research studies executed within different contexts though steps can be taken within a single research study to enhance external validity (Garver & Mentzer, 1999).

Construct validity is comprised of many sub-dimensions, all of which need to be fulfilled in order to attain construct validity (Garver & Mentzer, 1999). These sub-dimensions or specific

criteria (or types of validity) for assessing the validity of a measure and helping ensure construct validity were identified through the integration of multiple contributions to the extant literature (e.g., Bagozzi, 1980; Campbell, 1960; Campbell & Fiske, 1959; Churchill, 1979; Cronbach & Meehl, 1955; DeVellis, 1991; Garver & Mentzer, 1999; Peter, 1981). The ones that were identified for examination in this dissertation research study include: (1) *theoretical and observational meaningfulness*, including *content validity*, *face validity*, and *substantive validity*; (2) *unidimensionality*; (3) *reliability*; (4) *convergent validity*; (5) *discriminant validity*; and (6) *predictive validity*, including *nomological validity*. These sub-dimensions of construct validity were specifically examined through subjective analysis (i.e., No. 1) or statistical analysis (i.e., Nos. 2-6) and took place sequentially (i.e., one criterion must be established before the next one). The initial step to be taken in the statistical process is to test the constructs in the measurement model for unidimensionality (Churchill, 1979; Gerbing & Anderson, 1988). This examination of unidimensionality will also include an assessment of all constructs – using an approach outlined by Garver and Mentzer (1999) – to determine whether they are correctly conceptualized as first-order constructs or second-order constructs. Once unidimensionality is attained, then reliability can be evaluated (Churchill, 1979; Gerbing & Anderson, 1988; Peter, 1979). Then, once each construct (scale) is evaluated to be unidimensional and reliable, researchers can conduct empirical examination to determine convergent, discriminant, and predictive validity (Anderson & Gerbing, 1988; Gerbing & Anderson, 1988). All of this was done for this dissertation research study. (Each sub-dimension of construct validity is discussed in further detail throughout the remainder of this section.)

Theoretical and Observational Meaningfulness (Content, Face, & Substantive Validity)

Neither the theoretical nor the observational meaningfulness of concepts require statistical tests but instead relate to semantic issues. Theoretical meaningfulness "refers to the nature and internal consistency of the language used to represent the concept" (Bagozzi, 1980, p. 117). Therefore, for a concept to be considered "meaningful," and thus achieve construct validity, the terminology that is utilized to describe it needs to accurately indicate its range, scope, or degree of specificity. The potential linguistic problems with the theoretical meaningfulness of terms include ambiguity, contradiction, opacity, and vagueness (Lachenmeyer, 1971). Regarding the observational meaningfulness of concepts, it "refers to the relationship between theoretical variables (which are unobservable) and their operationalizations (which, of course, are observable)" (Bagozzi, 1980, p. 121).

In general terms, both the theoretical and observational meaningfulness of concepts deal with the development of measures and whether they are developed from well-grounded theory. Every attempt was made to rely on well-grounded theory from the extant literature in utilizing and developing the constructs in this dissertation research study so that their theoretical validity was established. As DeVellis (1991) stated, "Relevant social science theories should always be considered before developing a scale." This includes both the use of existing or adapted scales, as well as any that were newly created for this study. Thus, content and face validity for the measures has been established from the review of the extant literature that has already taken place, so the items in the measures do look appropriate (Churchill, 1979). According to McDaniel and Gates (2008), face validity is the "degree to which a measurement seems to measure what it is supposed to measure," while content validity is the "representativeness, or sampling adequacy, of the content of the measurement instrument" (p. 250). However, as took

place during the pre-test, a review of the constructs and scale items by other academic researchers, as well as managers from industry with a level of expertise in the various areas from which the constructs and measures were sourced, can be helpful. Overall, a strong foundation in the literature is believed to exist to support the theoretical validity of the constructs and measurement scale items in the hypothesized conceptual (theoretical) model in this dissertation research study, while the concepts are believed to exhibit theoretical and observational meaningfulness.

Specific types of validity dealing with the theoretical and observational meaningfulness of concepts in this and other research studies are content (or face) validity, as well as substantive validity. Content and substantive validity deal with the nature and domain of a construct, and whether the specified scale items proposed to measure this construct in fact agree with the conceptual definition and establish a connection with the domain of the construct (Garver & Mentzer, 1999). They are important subjective components of construct validity, as if a measurement scale does not have content and substantive validity, it cannot achieve construct validity regardless of the results of the statistical analysis (Anderson & Gerbing, 1988; Gerbing & Anderson, 1988). Content validity alludes to the degree in which a construct is represented by scale items that encompass its domain of meaning (Dunn, Seaker, & Waller, 1994). Researcher judgment and understanding need to be utilized because no formal statistical test exists for content validity (Garver & Mentzer, 1999). As for substantive validity, it refers to the theoretical connection or linkage that exists between the construct (i.e., latent variable) and its scale items. Therefore, it is the connection between individual items and the latent variable, while content validity refers to the correlation that exists between the construct and its scale of items. Importantly, a construct (or latent variable) needs to have substantive validity if it has content

validity (Dunn, Seaker, & Waller, 1994). Although testing for content and substantive validity is generally subjective, it demands a researcher has substantial knowledge and insight into the conceptual nature of the construct within a specific context (i.e., theory).

Unidimensionality

Unidimensionality can be defined as the existence of a single construct underlying a set or group of (scale) items (Anderson, Gerbing, & Hunter, 1987; Kumar & Dillon, 1987; Steenkamp & van Trijp, 1991). Thus, it is the extent to which the items represent one and only one underlying latent variable (i.e., construct, factor) or the indicators form a single, underlying latent variable (Garver & Mentzer, 1999). It has been acknowledged as "one of the most critical and basic assumptions of measurement theory" (Hattie, 1985, p. 139). Within-factor items should possess one and only one underlying construct in common in order for unidimensionality to exist (Hair, Anderson, Tatham, & Black, 1998). Therefore, the measures for each variable need to be tested for unidimensionality to verify that one latent construct underlies each set of measures (Hair, Anderson, Tatham, & Black, 1998; Hattie, 1985). This occurred in the pilot test and the main test stages of this dissertation research study.

Compared to traditional techniques like exploratory factor analysis (EFA), confirmatory factor analysis (CFA) is a more rigorous and precise test of unidimensionality (Anderson & Gerbing, 1988; Anderson, Gerbing, & Hunter, 1987; Gerbing & Anderson, 1988; Steenkamp & van Trijp, 1991). Therefore, initial tests for unidimensionality occurred through CFA in order to determine whether measurement scale items loaded on the single factor or construct on which they were hypothesized to load, as well as the calculated variance explained. Measurement models with indicators that cross load (i.e., load on more than one estimated construct) do not represent unidimensional construct measurement (Gerbing & Anderson, 1984). A more robust

approach for determining unidimensionality can be obtained through CFA by evaluating the overall goodness-of-model fit and analyzing convergent and discriminant validity. Measurement scales that exhibit both convergent and discriminant validity are considered unidimensional (Anderson & Gerbing, 1982, 1988; Gerbing & Anderson, 1988).

As part of this process for determining unidimensionality in the measurement model, all constructs were assessed in the pilot test and the main test utilizing an approach outlined by Garver and Mentzer (1999) so as to determine whether they are correctly conceptualized as first-order constructs or second-order constructs. A first-order construct (or factor) is unidimensional and established directly from its indicators (Anderson, Gerbing, & Hunter, 1987), while a second-order construct is higher in abstraction and may have many first-order constructs included or embedded within it (Anderson, Gerbing, & Hunter, 1987; Gerbing & Anderson, 1988). Whether a construct – new or taken in some form from research or theory in the extant literature – is specified or conceptualized as a first-order or second-order construct for this dissertation research study, they were specified and examined statistically and theoretically. Statistically, the correlation coefficients between first-order constructs were evaluated to confirm or determine whether they indicate the existence of first-order or second-order constructs. If the data collected from respondents indicates relatively high correlations between various first-order constructs (e.g., 0.60 or higher) in the hypothesized measurement model, then the existence of second-order constructs was supported. However, if the correlations were below 0.60, then the existence of first-order constructs was not supported. The 0.60 threshold for the minimum level of correlation between first-order constructs indicating the existence of a second-order construct was selected after no definitive standard was located in the extant business and non-business

literature though several different standards were mentioned, including 0.50 (Kahn, 2006), above 0.70 (Garver & Mentzer, 1999), and 0.80 (Pavlou & El Sawy, 2006).

Depending on the initial conceptualization of the model from theory and research in the extant literature in regards to these constructs, the form of the hypothesized model will either be confirmed or need to be revised. Overall, both theoretical and statistical considerations need to be evaluated when determining the level of constructs (or factors) to be specified in the measurement model (Garver & Mentzer, 1999).

Reliability

Reliability is the precision of a measuring instrument or scale, with a highly reliable measure indicating that it is providing a precise or consistent measurement (i.e., results do not change if administered over time), though it may or may not be accurate or measuring the intended concept (Churchill & Peter, 1984; Kerlinger & Lee, 2000; McDaniel & Gates, 2008). Therefore, it is the degree to which an instrument yields the same results on repeated trials or with repeated administration (Carmines & Zeller, 1979) or the degree to which measures produce consistent data because they are free from random error (McDaniel & Gates, 2008). Reliability may not assure validity but reliability is actually a form of validity, and it "can be defined conceptually as the correlation between a measure and itself" (Peter, 1981, p. 136).

Internal consistency reliability is by far the most prevalent type of reliability reported in the marketing literature (Bruner, 2003). It is defined as the "ability of an instrument to produce similar results when used on different samples during the same time period to measure a phenomenon" (McDaniel & Gates, 2008, p. 249). Scale reliability concerns the internal consistency of a scale to measure a latent variable (Anderson, Gerbing, & Hunter, 1987; Churchill & Peter, 1984; Cronbach & Meehl, 1955; Peter, 1979), with reliable scales containing

scale items that measure the same unidimensional construct and vary together statistically (Dunn, Seaker, & Waller, 1994). Importantly, unidimensionality must be attained before reliability because tests for reliability assume unidimensionality. The primary source of unreliability is measurement error (Anderson, Gerbing, & Hunter, 1987). Increased reliability is one of several reasons why only multi-item measures were utilized in this study.

Test-retest reliability is the "ability of the same instrument to produce consistent results when used a second time under conditions as similar as possible to the original conditions" (McDaniel & Gates, 2008, p. 247). However, it was not used in this dissertation research study because straight test-retest correlations are believed to establish very little about validity (Churchill, 1979). Moreover, the final question of the online questionnaire asking the respondents to evaluate their level of confidence with the accuracy of their responses acted as an additional check on data reliability, which is a technique utilized by some researchers as an additional check on data reliability (Ulaga & Eggert, 2006). Responses with low confidence were removed from the data collected for both the pilot test and the main test.

In order to fully evaluate internal consistency reliability and the reliability of all the measures in the questionnaire (as well as construct validity), Cronbach's coefficient alpha was calculated through factor analysis for all of the different constructs in the hypothesized model. It is a highly utilized and accepted formula for evaluating the reliability of a measurement scale containing multi-point items (Peter, 1979) and is the fundamental statistic used to ascertain the reliability of a measure based on its internal consistency (Churchill, 1979). An alpha level of 0.70 or above is generally considered to be acceptable (Churchill, 1979; Cronbach, 1951; Dunn, Seaker, & Waller, 1994; Nunnally, 1978; Peter, 1979), though Nunnally (1967) originally suggested reliabilities of 0.50 to 0.60 are sufficient for early stages of research (e.g., exploratory

or preliminary) and that increasing reliabilities above 0.80 is ostensibly excessive and unnecessary. Murphy and Davidshofer (1988) offered a reliability coefficient scale in which below 0.60 is considered unacceptable, 0.70 is a low level, 0.80-0.90 is a moderate to high level, and 0.90 is a high level. Attaining an acceptable alpha level (0.70 is being adopted for this dissertation research study) supports reliability by validating that each of the measures, as constructed in the survey instrument, tests the respective constructs for which they were developed to test or simply that the scale items are a good indicator of the construct (Churchill, 1979). However, a minimum of three indicators per construct is needed to calculate Cronbach's coefficient alpha (Dunn, Seaker, & Waller, 1994; Mentzer & Flint, 1997; Peter, 1979), which is a standard followed in this dissertation research study.

The benefit of conducting a factor analysis test on the research measures is that it can tell us the specific measures that belong together (i.e., virtually measure the same thing), as well as how much they do so (Kerlinger & Lee, 2000). Therefore, factor analysis was helpful to assessing construct validity and whether the scales measure the variables as anticipated. If any measures are below the level of 0.70 but are still included in further analysis (e.g., measures with Cronbach's coefficient alpha of over 0.60 but less than 0.70), then caution would have to be taken in interpreting the results involving these scale items. Although the goal at the outset was simply to remove any measures below the 0.70 threshold, which would result in more parsimonious measurement scales, they were evaluated on a case-by-case basis. However, due to coefficient alpha having a tendency to underestimate scale reliability (Baumgartner & Homburg, 1996; Hulland, Chow, & Lam, 1996; Steenkamp & van Trijp, 1991) and becoming artificially inflated if the construct has a large number of scale items (Churchill & Peter, 1984; Dunn, Seaker, & Waller, 1994; Peter, 1979), among its different limitations, SEM scale reliability

measures such as construct reliability and average variance extracted (AVE) were calculated and reported for each construct. This is an approach recommended by various researchers (e.g., Baumgartner & Homburg, 1996; Garver & Mentzer, 1999).

The item-to-total correlation were used to evaluate the reliability of all scale items for all constructs by purifying them. It describes the correlation that exists between a single indicator and the sum of all indicators hypothesized to represent a single factor or construct (Nunnally & Bernstein, 1994). Item-to-total correlations are regularly employed to remove scale items that do not correlate well with the other items in the scale (Delamere, Wankel, & Hinch, 2001). Along with the Cronbach's coefficient alpha, several "rules of thumb" exist for determining what represents a sufficient correlation to merit retention or removal as a feasible scale item. The corrected item-to-total correlation is the correlation between a single indicator and the total score of all other indicators less the item being evaluated (Reeve & Mâsse, 2004). The values range from 0 to 1. The scale item with the lowest item-to-total correlation is typically removed or dropped in order to increase the Cronbach's coefficient alpha value for a measurement instrument. However, the elimination of single scale items due to a low item-to-total correlation is only allowed in reflective models (like exists in this dissertation research study), not formative models (Jarvis, MacKenzie, & Podsakoff, 2003). The most frequently utilized guideline for the removal of items is based on a corrected item-to-total correlation of less than 0.50 (e.g., Bearden, Netemeyer, & Teel, 1989; Zaichkowsky, 1985). However, other researchers favor a more conservative approach and thus choose lower levels of item-to-total correlation when evaluating the scale items. For example, Kehoe (1995) supports the "restructuring" of items that correlate less than 0.15 with the total test score. The goal for this dissertation research study was to use the higher value of 0.50.

Convergent Validity

Convergent validity is the degree to which the latent variable correlates to items intended to measure that same latent variable (Anderson & Gerbing, 1988; Dunn, Seaker, & Waller, 1994; Gerbing & Anderson, 1988; Steenkamp & van Trijp, 1991). Therefore, convergent validity tests confirm the existence of a high correlation between the measure being evaluated and other measures of the same construct (Campbell, 1960; Campbell & Fiske, 1959; Cronbach & Meehl, 1955; McDaniel & Gates, 2008; Peter, 1981). This type of validity deals with whether the items in a scale that are intended to measure a construct (or latent variable) statistically converge together on a single construct in the measurement model, and it is exhibited when items have significant loadings on the constructs that they are intended to measure (Dunn, Seaker, & Waller, 1994; Garver & Mentzer, 1999; Steenkamp & van Trijp, 1991). Rules of thumb for measuring convergent validity include: (1) item loadings greater than or equal to 0.70 that are (2) statistically significant and (3) have the correct sign (Hulland, Chow, & Lam, 1996; Steenkamp & van Trijp, 1991). Moreover, there is the item-to-total correlation, which, as mentioned earlier, has values that range from 0 to 1, with high values indicating high convergent validity of the item being examined. The scale item with the lowest item-to-total correlation is typically removed or dropped, though, as mentioned earlier in the "Reliability" sub-section, the elimination of single scale items due to a low item-to-total correlation is only allowed in reflective models (like exists in this dissertation research study), not formative models (Jarvis, MacKenzie, & Podsakoff, 2003). In the context of SEM, convergent validity can be evaluated through the assessment of the overall fit of the measurement model, and the magnitude, direction, and statistical significance of the estimated parameters between the different latent variables included in the model (Anderson & Gerbing, 1988; Garver & Mentzer, 1999;

Steenkamp & van Trijp, 1991). However, for reasons discussed in Chapter Four, this analysis could not be fully completed.

Discriminant Validity

Discriminant validity is an assessment that indicates whether a measure is distinct and empirically dissimilar (i.e., lacks correlation) from other measures from which is should differ (Peter, 1981). Churchill (1979) defined it as "the extent to which the measure is indeed novel and not simply a reflection of some other variable" because "scales that correlate *too highly* may be measuring the *same* rather than *different* constructs" (p. 70). Therefore, discriminant validity tests confirm that the measure being evaluated is not simply a reflection of measures of other constructs (Campbell, 1960; Campbell & Fiske, 1959; Cronbach & Meehl, 1955; McDaniel & Gates, 2008; Peter, 1981). Therefore, in contrast to convergent validity, which is concerned with whether scale items that are intended to measure a latent variable statistically converge together, discriminant validity refers to the degree to which the scale items representing a latent variable discriminate that construct from other items representing other latent variables (Mentzer & Flint, 1997; Mentzer & Kahn, 1995). A high level of correlation between different latent variables may indicate that they are measuring the same construct rather than different constructs, with relatively low correlations between the variables (constructs) signifying the existence of discriminant validity (Dabholkar, Thorpe, & Rentz, 1996).

Factor analysis was employed to assess the discriminant validity of this dissertation research study's variables. Specifically, a confirmatory factor analysis (CFA) was conducted on the measures on data collected during both the pilot test and the main test. CFA was used to determine if strong and clear factor loadings – i.e., 0.40 or higher is a common threshold for acceptance (though the goal was to strive for a value of 0.70 or higher) – for the various scale

items existed on each of the constructs included in the hypothesized model. This is best done during the later stages of the research (Churchill, 1979), which it was for this dissertation research study. This will include a set number of factors being specified to comply with the hypothesized conceptual model. These factor loadings measure the relationship between the scale items and the factors and will help validate the scales and confirm the hypothesized factor structure. However, principal component analysis (PCA) was utilized in place of CFA for the analysis of the data collected for the pilot test because the sample size obtained was not large enough. PCA was also utilized for the main test along with CFA but this was done for purposes of rigor since the main test sample size was sufficient according to selected standards in the extant literature. In addition, the average variance extracted (AVE), which is the total amount of variance in the indicators accounted for by a construct, was computed for each construct and compared to the shared variance between all possible pairs of constructs (Fornell & Larcker, 1981). Discriminant validity was supported when AVE surpassed the shared variance (e.g., average shared variance or ASV, and maximum shared variance or MSV) with other constructs and the square root of AVE was greater than inter-construct correlations (Hair, Black, Babin, & Anderson, 2010). This issue ended up being a key part of the main test analysis reported in Chapter Four.

In most instances, scale items that cross load (i.e., load on more than one factor) or load low (i.e., below 0.40) will be dropped from the factors. However, any items that dropped below the 0.40 threshold could be retained for conceptual reasons and/or to keep certain scales intact so that consistency was maintained with the scales used in previous studies, but this would have to be determined based on the specifics of the results. If the CFA findings do not agree with the model, including each of the hypothesized constructs do not achieve an eigenvalue of 1 or higher

and the hypothesized constructs do not comprise a majority of the model's variance (i.e., covariance among the variables), it may be necessary to go back and look at the literature to see if it is conceptualized incorrectly or perhaps there is a problem with the data. This had to be done when main test data issues were identified (see Chapter Four).

Discriminant validity can be evaluated for two estimated constructs by constraining the estimated correlation parameter between the two of them to 1.0 and then conducting a chi-square difference test on the values obtained for both the constrained and unconstrained models (e.g., Anderson & Gerbing, 1988; Jöreskog, 1971). According to Bagozzi and Phillips (1982), "A significantly lower $\chi 2$ value for the model in which the trait correlations are not constrained to unity would indicate that the traits are not perfectly correlated and that discriminant validity is achieved" (p. 476). Despite this being required to demonstrate discriminant validity, the specific significance of this difference is dependent on the specific research circumstances. Researchers should conduct this test for a single pair of factors at a time instead of conducting the test as a simultaneous examination of all factors of interest. The test is done in this manner because a nonsignificant value for a single pair of factors can be concealed if they are tested along with multiple other pairs of factors that have significant values (Anderson & Gerbing, 1988).

In more specific terms, a researcher runs what is called a *chi-square difference test* (aka *chi-square discriminant validity test*), which can be a satisfactory predictor of discriminant validity, on two nested models. Through the testing process, paired correlations among all the variables are examined in order to confirm discriminant validity among constructs, with those pairs of constructs having a high correlation the focus of the test so that the differences between the two can be examined and whether or not they are distinct can be determined. This process includes the running of two simple confirmatory factor analyses (CFAs) for two highly

correlated constructs, the first with the constructs "as one" (i.e., model constrained) and the second with the two constructs "separately defined" (i.e., model unconstrained) to determine their fit indices. If the former simple "constrained" CFA determined the constructs to be a poor fit and the latter simple "unconstrained" CFA determined them to be a good or excellent fit due to having a significantly lower chi-square value, then discriminant validity will have been confirmed (e.g., Anderson & Gerbing, 1988; Andersen & Narus, 1984; Dabholkar & Bagozzi, 2002; Jöreskog, 1971). This approach was utilized for this dissertation research study, with additional details provided in Chapter Four.

Predictive Validity (Nomological Validity)

An idea developed by Cronbach and Meehl (1955), the *nomological network* is "the interlocking system of laws which constitute a theory" (p. 290). More specifically, it is a representation of the different theoretical concepts (or constructs) of interest in a research study, their observable manifestations, and the interrelationships among and between them. Constructs achieve their meaning through the series of relationships with other constructs as identified by a certain theory (Bagozzi, 1984). Generally, nomological tests involve "investigating both the theoretical relationship between different constructs and the empirical relationship between measures of those different constructs" (Peter, 1981, p. 135). The elements of a *nomological network* include: the inclusion of at least two constructs; theoretical propositions identifying linkages between the constructs; correspondence rules allowing a construct to be operationalized or measured; theoretical constructs or variables that can be empirically measured; and various empirical linkages between the constructs or variables, as posited in the hypotheses before the data were collected and the empirical generalization supported or not supported by the data that is collected. The *nomological network* can be explored within the context of the full structural

equation model. One way for accomplishing this that has been generally adopted for this dissertation research study is the approach apparently developed by Anderson and Gerbing (1988), which permits an evaluation of nomological validity. The SEM measurement model is developed and analyzed separately from the full structural equation model in which measurement and structural relations are simultaneously modeled. The measurement model in combination with the structural model allows for a comprehensive confirmatory assessment of construct validity. As previously presented in FIGURES 2.13 and 3.2, the *nomological network* of all of the exogenous and endogenous constructs or variables that are the empirical focus of this dissertation research study is illustrated by the hypothesized relationships that exist among them, which is represented by the directional paths shown.

Also known as – or mentioned as closely related to – predictive validity, nomological validity is a form of construct validity defined as the degree to which predictions from a formal theoretical network containing the concept under scrutiny are confirmed, with it based on evidence that measures of a construct show relationships with measures of other constructs in keeping with relevant theory (Bagozzi, 1981; Campbell, 1960; Campbell & Fiske, 1959; Carmines & Zeller, 1979; Cronbach & Meehl, 1955; Peter, 1981). According to DeVellis (1991), "It is the extent to which a measure 'behaves' the way that the construct it purports to measure should behave with regard to established measures of other constructs" (p. 46). In addition, predictive validity has been defined as the "degree to which a future level of a criterion variable can be forecast by a current measurement scale" (McDaniel & Gates, 2008, p. 252). While citing previous research contributions (e.g., Dunn, Seaker, & Waller, 1994; Mentzer & Flint, 1997), Garver and Mentzer (1999), who used the term and concept of predictive validity in their research contribution, said that predictive validity estimates whether or not constructs predict or

covary with the constructs that they are expected to predict or covary. Moreover, predictive validity can be attained by correlating constructs to other constructs that they are supposed to predict, which means that correlations between the two constructs should be substantial in magnitude and statistically significant (Dunn, Seaker, & Waller, 1994). Therefore, if the measurement model contains the construct of interest and a construct that it should predict, predictive validity can be tested in the SEM measurement model (Garver & Mentzer, 1999). This action took place in this dissertation research study.

To conduct an assessment of nomological validity, the theoretical relationships that exist among relevant constructs first needs to be carefully specified, empirical tests that measure the relationships that exist among the constructs need to be completed, and the empirical results need to be interpreted (Carmines & Zeller, 1979). Therefore, in general, nomological tests involve "investigating both the theoretical relationship between different constructs and the empirical relationship between measures of those different constructs" (Peter, 1981, p. 135). Confidence in a measure's construct validity is increased if the empirical results are consistent with theory. Some researchers, including Carmines and Zeller (1979), have argued that the eventual level of nomological validity attributed by scholars to a certain measure increases over time as the measure is utilized by divergent researchers in diverse circumstances, with each providing more support and evidence for validity. The nomological validity test, which is seen as crucial in scale validation, can be conducted through SEM. In addition, predictive validity can be empirically examined as a component of this effort to examine nomological validity in which the full structural model (i.e., measurement model and structural relationships between latent variables) is identified and comprehensively investigated (Garver & Mentzer, 1999).

Hypothesis Testing

The testing of the various hypotheses in this study were to take place through the advanced technique of structural equation modeling (SEM). The various hypotheses for the *structural model* to be tested that were fully described and explicated in Chapter Two (see TABLE 2.12) were as follows:

> **Hypothesis 1**: Companies' level of market orientation will have a direct, positive effect on their level of global Internet marketing communications performance.
>
> **Hypothesis 2**: The effect of the level of market orientation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global Internet integrated marketing communications strategy implementation.
>
> **Hypothesis 3**: Companies' level of market orientation will have a direct, positive effect on their level of global Internet integrated marketing communications strategy implementation.
>
> **Hypothesis 4**: Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global online navigational effectiveness.
>
> **Hypothesis 5**: Companies' level of global online navigational effectiveness will have a direct, positive effect on their level of global Internet marketing communications performance.
>
> **Hypothesis 6**: Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global Internet marketing communications performance.
>
> **Hypothesis 7**: The effect of the level of global Internet integrated marketing communications strategy implementation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global online navigational effectiveness.

Model Fit

Model fit indices produce information dealing only with models' lack of fit so they can in no way reveal the degree to which the model is plausible. This determination is the responsibility of researchers. Therefore, the evaluation of models needs to be based on a variety of criteria that

take into account theoretical, statistical, and practical considerations (Byrne, 2001). All of these aspects of model evaluation were to be utilized in this dissertation research study, though statistical is the primary focus of this section of the chapter.

The two most popular statistical methods of assessing model fit for SEM measurement and structural models are those utilizing the χ^2 goodness-of-fit statistic and fit indices. The χ^2 goodness-of-fit statistic or test evaluates the magnitude of discrepancy between the sample and fitted covariance matrices, while the so-called fit indices have been provided to supplement the χ^2 goodness-of-fit and can be utilized to specify the degree of fit along a continuum (Hu & Bentler, 1999). Fit indices were designed to prevent various problems of sample size and distributional misspecification related to the χ^2 goodness-of-fit statistic in the assessment of a model (Bentler & Bonett, 1980). The fit indices can be categorized into absolute and incremental fit indices (Bollen, 1989a; Hu & Bentler, 1999; Marsh, Balla, & McDonald, 1988), as well as parsimony fit indices (Hooper, Coughlan, & Mullen, 2008; Mulaik, James, Van Alstine, Bennet, Lind, & Stilwell, 1989). According to Hu and Bentler (1999), "An absolute fit index assesses how well an a priori model reproduces the sample data," while "an incremental fit index measures the proportionate improvement in fit by comparing a target model with a more restricted, nested baseline model" (p. 2). The baseline model that is often used is a null model in which all the observed variables are uncorrelated (Bentler & Bonett, 1980). Incremental fit indices are also known as comparative (Miles & Shevlin, 2007) or relative fit indices (McDonald & Ho, 2002). As for parsimony fit indices, they penalize models that are nearly saturated and complex, which is a circumstance that actually produces less rigorous theoretical models that generate better results with other goodness-of-fit indices than they do parsimony fit indices

(Crowley & Fan, 1997; Hooper, Coughlan, & Mullen, 2008; Mulaik, James, Van Alstine, Bennet, Lind, & Stilwell, 1989).

The criteria that are used to evaluate SEM models based on goodness of fit are controversial to a certain extent (Shook, Ketchen, Hult, & Kacmar, 2004). Specifically, there is not a single metric that has achieved universal acceptance and researchers have proposed using multiple indices to evaluate results (Breckler, 1990). According to Garver and Mentzer (1999), there are two general strategies to assess overall model fit: (1) utilizing fit indices representing different families of fit indices (Bollen & Long, 1992; Hair, Anderson, Tatham, & Black, 1998); and (2) specifying rigorous criteria and choosing "ideal" fit indices that are strong representations of this criteria (Marsh, Balla, & McDonald, 1988; Medsker, Williams, & Holahan, 1994). Both strategies were followed to a certain degree in this dissertation research study. Marsh, Balla, and McDonald (1988) propose the following as criteria for ideal fit indices: (1) relative independence of sample size; (2) accuracy and consistency to evaluate different models; and (3) interpretation made easier due to a clearly defined, pre-set range or continuum (e.g., 0 to 1). A lot of fit indices do not meet these criteria because they are negatively impacted by sample size (Gerbing & Anderson, 1992; Marsh, Balla, & McDonald, 1988; Medsker, Williams, & Holahan, 1994). Therefore, based on these criteria, Garver and Mentzer (1999) recommended the use of the following fit indices: (1) Root Mean Square Error of Approximation (RMSEA); (2) Comparative Fit Index (CFI); and (3) Tucker-Lewis index (TLI).

The following fit indices in their respective categories (i.e., Absolute, Incremental, Parsimony) suggested in the aggregate by multiple researchers (e.g., Garver & Mentzer, 1999; Hooper, Coughlan, & Mullen, 2008; Mulaik, James, Van Alstine, Bennet, Lind, & Stilwell,

1989) were selected for use in this dissertation research study to assess the fit of the measurement (CFA) model and the structural model:

Absolute Fit Indices

- **Chi-Square (χ^2) Goodness-of-Fit Index:** This index (aka Chi-Square statistic) specifies the degree to which the estimated model corresponds with the pattern of variances and covariances in the data that is collected. Thus, it evaluates the magnitude of discrepancy between the sample and fitted covariance matrices (Hu & Bentler, 1999). The χ^2 *difference test* is often utilized as a measure of incremental fit for comparing nested models (e.g., testing for measurement invariance across different groups). A significant finding with both the χ^2 Goodness-of-Fit Index and χ^2 difference test indicates lack of model fit. A low chi-square value indicates good fit. It is the most common method of evaluating model fit, but it is extremely sensitive to sample size and the significance test can be deceptive (Baumgartner & Homburg, 1996; Hulland, Chow, & Lam, 1996; Marsh, Balla, & McDonald, 1988; Medsker, Williams, & Holahan, 1994). One issue illustrating why this statistic needs to be utilized with caution when assessing models is that when the sample size becomes large (e.g., over 200 observations), significant differences will be found for most models. Therefore, models are nearly always rejected when using this index when large samples are utilized (Bentler & Bonett, 1980). Also, the Chi-Square statistic lacks power when samples are small and thus may not differentiate between good-fitting and poor-fitting models (Kenny & McCoach, 2003). This need for a smaller sample size is especially problematic because a minimum sample size of 200 is recommended to obtain stable parameter estimates (Baumgartner & Homburg, 1996; Hulland, Chow, & Lam, 1996; Medsker, Williams, & Holahan, 1994). Overall, despite this index having been characterized as a "poor" measure of model fit, especially as the size of a sample increases (Bollen, 1989b; Fornell, 1983), and often discounted or minimized compared to other fit indices (Mullen, 1995; Steenkamp & Baumgartner, 1998), it is regularly included in published research.
- **Chi-Square Ratio (χ^2/df):** This ratio is the χ^2 Goodness-of-Fit Index divided by degrees of freedom and is less reliant on sample size than the χ^2 Goodness-of-Fit Index. It is one of the first fit statistics created by researchers to deal with the limitations of the χ^2 Goodness-of-Fit Index (Wheaton, Muthén, Alwin, & Summers, 1977). Ratios in the range of 2-5 are considered acceptable (Hair, Anderson, Tatham, & Black, 1998), though others (e.g., Kline, 1998) recommend 2-3 or less as being acceptable. Additionally, Wheaton, Muthén, Alwin, and Summers (1977) stated that a ratio of around 5 or less is beginning to be reasonable.
- **Root Mean Square Error of Approximation (RMSEA):** This index takes into account the error of approximation in the population and shows how well the model, with unknown but optimally selected parameter estimates, would fit the population's covariance matrix (Browne & Cudeck, 1993; Byrne, 2001). It measures the difference between the observed and estimated covariance matrices per degree of freedom

(Medsker, Williams, & Holahan, 1994), and it measures the difference in terms of the population, not the sample (Hair, Anderson, Tatham, & Black, 1998). Therefore, according to some researchers (e.g., Garver & Mentzer, 1999; Gerbing & Anderson, 1992; Marsh, Balla, & McDonald, 1988; Medsker, Williams, & Holahan, 1994), this fit index is likely to better approximate or estimate the population and be relatively independent of sample size effects. However, other researchers like Hu and Bentler (1999) warned that RMSEA is less preferable to use when sample size is small because it tends to over-reject true population models. RMSEA also favors parsimonious models that are less complex and have a fewer number of estimated parameters (Byrne, 2001; Hooper, Coughlan, & Mullen, 2008). This index ranges from 0 to 1, with lower RMSEA values indicating better fit (Hair, Black, Babin, & Anderson, 2010). Values ranging from 0.05 to 0.08 are considered acceptable (Baumgartner & Homburg, 1996; Hair, Anderson, Tatham, & Black, 1998; Hulland, Chow, & Lam, 1996; Medsker, Williams, & Holahan, 1994). Browne and Cudeck (1993) actually consider values less than 0.05 to be a good fit and values up to 0.08 to represent reasonable errors of approximation in the population, while others support a cutoff value around 0.06 (e.g., Hu & Bentler, 1999) or a strict upper limit of 0.07 (e.g., Steiger, 2007). It should be mentioned that despite previous research to a cutoff value of 0.05 or 0.08 for RMSEA, more recent research indicates that it is inadvisable to use an absolute cutoff value for RMSEA (Chen, Curran, Bollen, Kirby, & Paxton, 2008).

Incremental Fit Indices

- **Comparative Fit Index (CFI):** This index is a noncentrality parameter-based index to deal with the limitation of sample size effects, as it was proposed by Bentler (1990) to deal with Normed Fit Index (NFI) underestimating fit in small samples (Bentler, 1990). The CFI is one of the most widely used indices due to its many attractive properties, such as its relative, though not complete, insensitivity to model complexity (Hair, Black, Babin, & Anderson, 2010). This index ranges from 0 to 1, with a value of 0.90 or greater for the statistic once considered to be an acceptable or good fit (Baumgartner & Homburg, 1996; Hair, Black, Babin, & Anderson, 2010; Hulland, Chow, & Lam, 1996; Medsker, Williams, & Holahan, 1994). However, more recent research has shown that a value above 0.90 is required to guarantee that misspecified models are not accepted, with a CFI value of 0.95 or greater currently accepted as indicating a good fit (Hu & Bentler, 1999).
- **Tucker-Lewis Index (TLI):** Also known as the Non-Normed Fit Index (NNFI), this index compares the fit of a proposed model to that of a nested baseline (or null) model, with it measuring parsimony by evaluating the degrees of freedom from the proposed model to the degrees of freedom of the null model (Garver & Mentzer, 1999). Because the TLI is not normed, its values can be below 0 or above 1, though models with good fit have values close to 1 while a model with a higher value suggests one with a better fit than one with a lower value (Hair, Black, Babin, & Anderson, 2010). TLI is highly recommended because it appears to be accommodating to divergent sample sizes (Marsh, Balla, & McDonald, 1988). An

acceptable threshold for TLI is 0.90 or greater (Baumgartner & Homburg, 1996; Hu & Bentler, 1999; Hulland, Chow, & Lam, 1996), with Hu and Bentler (1999) actually recommending that the cutoff value for good fit be close to 0.95 (for large samples).

Parsimony Fit Indices

- **Parsimony Goodness-of-Fit Index (PGFI) & Parsimonious Normed-Fit Index (PNFI):** These indices were introduced to address the issue of parsimony in SEM (Byrne, 2001). More specifically, parsimony fit indices are designed to determine the best model among competing models based on its fit relative to its complexity. Models are improved based on a better fit or a simpler model, which is one with fewer estimated parameters paths (Hair, Black, Babin, & Anderson, 2010). The PGFI – which was introduced by James, Mulaik, and Brett (1982) – is based upon the Goodness-of-Fit Index (GFI) and adjusts for the loss of degrees of freedom, with it taking into consideration the complexity (i.e., number of estimated parameters) of the hypothesized model when evaluating overall model fit. It offers a more realistic assessment of the hypothesized model by combining a model's goodness of fit and parsimony into one index (Mulaik, James, Van Alstine, Bennet, Lind, & Stilwell, 1989). The PNFI also adjusts for degrees of freedom but is based on the Normed Fit Index (NFI). There are no threshold levels suggested for these indices but researchers can obtain parsimony fit indices around 0.50 while the other fit indices have values over 0.90 (Mulaik, James, Van Alstine, Bennet, Lind, & Stilwell, 1989). Researchers are recommended to utilize parsimony fit indices in conjunction with other fit indices since these parsimony fit indices are more difficult to interpret because there are no accepted threshold levels for them (Hooper, Coughlan, & Mullen, 2008). However, the PNFI should be utilized for the comparison of models, with the highest PNFI value being preferred with respect to the criteria captured by this index (Hair, Black, Babin, & Anderson, 2010).

Looking at the fit indices and taking into consideration the sample size and number of observed variables, Hair, Black, Babin, & Anderson (2010) is one contribution leveraged specifically for this dissertation research study. They advocated that the CFI or TLI be above 0.90 for studies with more than 30 observed variables and RMSEA values be less than 0.07 with CFI of 0.90 or higher. With this dissertation research study having more than 30 observed variables, these were among the targeted values for this research study, with the values for different versions of the measurement and structural models determining the relative superiority of one model version over another. This is especially important when comparing different versions of the measurement and structural models during the refinement process.

Refinement of the measurement model took place after analysis of modification indices, standardized residuals, parameter estimates (e.g., factor loadings) for each construct, and overall fit statistics listed above result in the identification of any problematic scale items (Anderson & Gerbing, 1988). According to Chin, Peterson, and Brown (2008), this step in the SEM process allowed for reflection and reassessment of the initial nomological network and the theoretical foundation of the hypothesized model. For example, if the calculated fit of the measurement and structural models are relatively satisfactory, it may make sense for a researcher to contemplate whether it is justified for them to make modifications to simplify one or both parts of the SEM model. On the other hand, a weak or poor calculated fit will result in the researcher to question whether they should make modifications to the model in order to improve fit. However, before citing model misspecification as the sole reason for a poor model fit, various other factors (e.g., sample size, data distribution, multilevel data, etc.) need to be considered. Moreover, estimated *t*-values can suggest model simplifications, while modification indices identify possible model expansions. This illustrates how determining when to refine a model is a critical and difficult issue within SEM.

Researchers should avoid approaches that are completely driven by data, such as model changes lacking a suitable theoretical justification (Hoyle & Panter, 1995). A respecification of a model based on sample-dependent results alter a model's substantive meaning in some manner, while significant modifications decrease the chance that the model can be replicated in the future when using different samples. Therefore, model refinements should be based on whether each modification makes sense theoretically and is aligned with the research objectives. If widespread modifications are made instead of careful, calculated incremental changes, the probable result will be a final model that is flawed (Chin, Peterson, & Brown, 2008). A key concern of this

modification approach is that model modifications benefit from previous knowledge of path values and random characteristics of the data, particularly if a maximum likelihood estimation technique is utilized (MacCallum, 1986; MacCallum, Roznowski, & Necowitz, 1992). Maximum likelihood-based fit indices include RMSEA, CFI, TLI, SRMR, and IFI (Hu & Bentler, 1999). By modifying paths of a model or allowing manifest variable or construct error variances to covary, practically any theoretical model can be adequately altered or distorted to conform to existing data (McQuitty, 2004). At the very least, the modification of an initially estimated structural equation model diminishes or decreases its generality and requires that an independent sample be utilized to validate the model (Chin, Peterson, & Brown, 2008).

Post-Hoc Analysis

If a hypothesized structural equation model is rejected based on the calculated goodness-of-fit statistics, researchers are frequently interested in identifying an alternative model that fits the data that was collected (Lei & Wu, 2007). As outlined by Byrne (2001), once evidence regarding the existence of model fit and misspecification has been evaluated, including the specific areas most impacting both, it may be necessary to conduct post-hoc analyses, including respecifying the original hypothesized model. However, it is necessary that any researcher that undertakes this activity be aware of both the exploratory nature of, and the risks associated with, the post-hoc model fitting procedure, including the possible respecification of the model (e.g., deletion of certain scale items used to initially measure some of the constructs) to improve various fit indices. As put forth by Lei and Wu (2007), post hoc model modification shifts the approach of SEM from a confirmatory one in which a hypothesized theoretical model is confirmed or disconfirmed to an exploratory one. Therefore, model respecification must be supported by a strong substantive and/or empirical justification (Jöreskog, 1993).

Usually researchers utilizing covariance structure modeling like SEM to empirically examine a hypothesized model can determine from certain goodness-of-fit criteria that a model that fits better statistically can be achieved by respecifying the original model and freely estimating certain parameters that were initially constrained to zero (Breckler, 1990; MacCallum, Roznowski, & Necowitz, 1992; MacCallum, Roznowski, Mar, & Reith, 1994; MacCallum, Wegener, Uchino, & Fabrigar, 1993). The majority of researchers who utilize this respecification procedure are aware of the exploratory aspect of these types of follow-up processes (Byrne, 2001), which is likely due to the substantial criticism of covariance structure modeling procedures that exist in the extant literature (e.g., Biddle & Marlin, 1987; Breckler, 1990; Cliff, 1983). Plus, the actual and expected changes to model modification indices because of parameter changes may vary substantially if multiple parameters are changed at the same time or the order of changes may be important if multiple parameters are changed one at a time due to the fact that parameter estimates are not independent of one another. Different final models could conceivable result from the same initial model being modified by different researchers and analysts (Lei & Wu, 2007). Overall, researchers need to be aware that large numbers of changes, including additionally specified parameters in models, need to be theoretically substantiated (Byrne, 2001).

The advantages and disadvantages of post hoc model fitting have undergone significant debate in the extant literature (Byrne, 2001). Some scholars have contended that as long as the researcher is completely aware of the exploratory aspect of their analyses, the process can be meaningful due to the fact that practical and statistical significance can be considered (e.g., Tanaka & Huba, 1984). Nonetheless, others have harshly criticized the use of post hoc model fitting (e.g., Cliff, 1983; Cudeck & Browne, 1983). Moreover, Jöreskog (1993) stated that the

problem faced by researchers after a model is rejected by the data is to ascertain what is specifically wrong with the model, as well as how it needs to be modified in order to achieve better fit with the data. Plus, any changes made to a model due to the calculated modification indices still might not result in the identification of the "true" model (MacCallum, 1986; MacCallum, Roznowski, & Necowitz, 1992) and researchers can never be completely sure that the modified model is actually closer to the "true" model (Byrne, 2001). Overall, the probability of success with post hoc model modification efforts is contingent on multiple conditions, including whether the initial model is relatively close in composition to the "true" model, the investigation continues even if a statistically credible model is identified, theoretical justification exists for all modifications, and the sample size is sufficiently large (MacCallum, 1986).

Researchers do disagree about the next step to take after a hypothesized model is rejected, with some saying that this ends the specific research effort, but others stating that it is incumbent upon researchers to continue their inquiry to determine why the model fit was lacking. Regardless, multiple different approaches now exist for researchers using covariance structure modeling if they want to increase the quality of their research findings obtained from post hoc analysis efforts (Byrne, 2001). However, post hoc model fitting in the analysis of covariance structures is definitely risky. For example, there is the risk with multiple model specifications that the modifications are being based on the unique characteristics of the specific sample being utilized for empirical testing, including its size, heterogeneity, etc. (MacCallum, Roznowski, & Necowitz, 1992). A model that results from modification efforts often is due to chance idiosyncrasies of the sample data and therefore may not be generalizable to the larger population (Browne & Cudeck, 1989). There is also the increased risk of committing either a Type I or Type II error, with researchers finding it extremely difficult to adjust for the

probability of such error (Byrne, 2001). Most research use of hypothesized covariance structure models tend to necessitate the specification of alternative models in order to identify one that best fits the data (Anderson & Gerbing, 1988; MacCallum, 1986) due to the fact that those types of models only replicate approximations of reality so they are not anticipated to fit real-world phenomena precisely (Cudeck & Browne, 1983; MacCallum, Roznowski, & Necowitz, 1992).

Overall, based on the empirical results obtained from this dissertation research study, post-hoc analysis took place in order to improve the results and the hypothesized measurement and structural models. This approach is consistent with the view in the extant literature (e.g., Bollen & Long, 1992; Rust, Lee, & Valente, 1995) that researchers should compare proposed models to rival models and investigate alternate explanations.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

CHAPTER OVERVIEW

This chapter includes a comprehensive analysis of the empirical data that was collected for this dissertation research study in order to empirically analyze and assess the hypothesized conceptual model. The sole exogenous (independent) variable included in the hypothesized measurement and structural models was *Market Orientation*, while the three endogenous (dependent) variables or constructs included in both models were *Global Internet Integrated Marketing Communications Strategy Implementation*, *Global Online Navigational Effectiveness*, and *Global Internet Marketing Communications Performance*. The assessment of the hypothesized conceptual model that took place is reported in this chapter, with the evaluation involving the empirical evaluation of the model's components (i.e., variables or constructs), including the related measurement scale items used for measuring the components. Both the hypothesized measurement model and structural model were formulated, presented and discussed in detail in Chapter Two, while the research design and measures to conduct the empirical examination were presented and discussed in Chapter Three. However, the research hypotheses related to the hypothesized structural relationships between the model components were not empirically examined because of various issues that were identified during the empirical examination of the hypothesized measurement model, especially the lack of support for the existence of discriminant validity.

A complete analysis of all the data and the subsequent findings from the empirical examination that took place for this dissertation research study is provided throughout this chapter. Details and analysis for all three rounds of data collection – (1) pre-test, (2) pilot test, and (3) main test – are provided sequentially in separate sub-sections of the chapter. A summary

of the findings from all of the data analysis activities are provided at the end of the chapter, with special focus on the main test results but also on the post-hoc analysis that was conducted.

The pre-test utilized a convenience sample of professional and personal individuals who were friends, family members, and professional acquaintances of the researcher, and all of the collected data were analyzed and various changes made to the research design and other materials used for this dissertation research study prior to the launch of the pilot test. The sample included members of academia (e.g., faculty members and doctoral students) and industry practitioners (e.g., business and marketing practitioners). It was completed with the intention of checking, obtaining feedback on, and refining the online questionnaire used to eventually collect data for empirical evaluation of the hypothesized measurement and structural models. Special emphasis was placed on evaluating the wording, clarity of instructions, measurement scales, readability, content validity, and face validity.

The pilot test was conducted after the pre-test using the refined online questionnaire and a sample or sub-group of targeted respondents from the primary audience of interest in order to investigate and analyze various measurement and procedural refinements and modifications that needed to be made prior to the main test. The targeted respondents for the pilot test were panel members provided by SurveyMonkey and the data were primarily analyzed through the use of the principal component analysis (PCA) statistical technique with varimax rotation available in the SPSS software package (SPSS Statistics 21). PCA was used to evaluate the components of the hypothesized measurement model because of the relatively small sample (n = 70) procured for the pilot test that was not sufficient in size to justify the use of structural equation modeling (SEM), though SEM was used for the main test. All four variables or constructs included in the hypothessized measurement and structural models were tested with the focus on assessing the

individual variables or constructs and their scale items, not on the structural relationships between the individual variables or constructs contained in the hypothesized model. Therefore, no structural relationships between constructs were analyzed during the pilot test stage of the dissertation research study. The investigation that took place during the pilot test stage consisted of an examination of the descriptive statistics, analysis of the data (e.g., missing values, normality testing, outliers, skewness, kurtosis), and the initial evaluation of the hypothesized theoretical latent (unobserved) constructs and their measurement scales, including construct validity and reliability. In general, an approach was taken during the pilot test that combined exploratory and confirmatory methodologies and analytical techniques when analyzing the data collected for all four substantive variables or constructs of interest included in the hypothesized measurement and structural models.

The main test was conducted after all necessary refinements and modifications were made that were identified through the pilot test, and it involved the collection of data from a sample of targeted respondents in the primary audience of interest. These targeted respondents for the main test were panel members provided by Qualtrics and by McMillion Research (i.e., their Mindfield Online panel). Analysis of data that was collected during the main test included an examination of the descriptive statistics, analysis of the data (e.g., missing values, normality testing, outliers, skewness, kurtosis), and a second evaluation of the hypothesized theoretical latent constructs and their measurement scales, including construct validity and reliability. This was followed by the final evaluation of the hypothesized theoretical latent constructs and their measurement scales following any refinements and modifications based on the results of the main test, including construct validity and reliability. The analysis of the measurement model – with its four substantive variables or constructs of interest – using the final refined data set (*n*

=400) and the structural equation modeling (SEM) statistical method via the SPSS software package (SPSS Amos 22) was to be followed by the analysis of the hypothesized structural model, including the hypothesized structural relationships between the model components. However, the lack of support for the existence of discriminant validity prohibited any analysis of the hypothesized structural model, including testing of the proposed hypotheses. Nonetheless, various findings, anticipated and unanticipated, were obtained through the main test analysis. Those findings are presented later in this chapter.

The post-hoc analysis involved an empirical examination of a highly modified version of the hypothesized measurement model in which two of the four theoretical constructs in the model (*Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness*) were combined into a new single construct (*Global Internet Integrated Marketing Communications*) in order to address the issues with discriminant validity. However, as the actual results showed, the issues with discriminant validtiy were not fully mitigated until the *Market Orientation* construct was removed (dropped) from the three-construct version of the hypothesized measurement and structural models. This action, which led to the creation of a two-construct measurement model that performed well based on the calculated fit indices, was followed by an empirical examination of the relationship (path) between the remaining second-order constructs (i.e., *Global Internet Integrated Marketing Communications* and *Global Internet Marketing Communications Performance*), which were both preliminarily validated through the measurement model analysis. Lastly, the result of the final analysis of the two-construct version of the structural model was that strong support was found for *Global Internet Integrated Marketing Communications* having a direct positive effect on *Global Internet Marketing Communications Performance*.

(NOTE: The IMC Orientation construct, which was one of the independent variables identified in the "Research Program Framework" provided in Chapter Two, was also included on the questionnaire used for the main test but the data that was gathered for the construct was not used for this dissertation research study for various reasons. The data for IMC Orientation will be used for future research studies on the same general topic that was the primary focus of this study.)

PRE-TEST

The pre-test was conducted using an online questionnaire as outlined in the procedures described in Chapter Three. The goal was to check and obtain feedback on the questionnaire wording, clarity of instructions, measurement scales, readability, content validity, and face validity, and was completed online so that it used the same mode or method as the two other rounds or stages of data collection (i.e., pilot test and main test). The procedures involved e-mailing a convenience sample of professional and personal contacts of the researcher who conducted the dissertation research study, with all prospective participants currently academic researchers, mostly in the area of marketing, or industry practitioners in various areas of business, including some in the area of marketing. Each prospective participant was sent: (1) an e-mail message requesting their participation in the pre-test in which they would need to complete and/or evaluate the online questionnaire and notifying them that they would automatically receive a second e-mail in the next day or two that contained a link to the online questionnaire; and (2) the e-mail (which in content and form was identical to one that targeted prospective respondents would have received in the pilot test and main test using the back-up data collection plan, which did not have to be used), with the link to the online questionnaire. The prospective participants were also told in the initial e-mail message that, unlike respondents

from the targeted audience of interest who would participate in the pilot test and main test, they were not be eligible for any financial-related participation incentives from their respective panel companies. However, if pre-test participants (like pilot test and main test participants) were interested in and requested a copy of the study's *Executive Summary*, they received one after the conclusion of the study, which was when the final draft of the dissertation document was submitted to the University of Tennessee.

Respondents provided responses to 56 substantive scale items related to the hypothesized measurement and structural models presented for empirical examination (as well as 17 additional scale items for the *IMC Orientation* construct, though it was not involved in any of the analysis that was completed for this dissertation research study). They also provided responses to six additional scale items representing a marker variable utilized to test for common method variance (CMV) or common method bias (CMB), which was not examined for the pre-test or pilot test but was examined for the main test. Respondents also provided responses to 31 questions, including demographic/control-type questions about them and their current company, questions about their qualifications for completing the questionnaire related to their background and experience as well as that of their current company (though restrictions for participation were not enforced for this data collection stage), and/or questions obtaining their input on the study and questionnaire.

All of the substantive scale items were measured on a 7-point Likert-type scale (i.e., minimum was 1, maximum was 7) and most represented statements for which participants could respond on a scale from "Strongly Disagree" (1) to "Strongly Agree" (7). One exception among the latent constructs was the 7-point scale for the *Global Internet Marketing Communications Performance* construct, which ranged from "Much Worse" (1) to "Much Better" (7).

Out of the 132 contacts (66 academic researchers and 66 industry practitioners) targeted for participation through both e-mail messages, 71 (53.8%) completed the online questionnaire. In addition, two other contacts (1.5%) did not complete the questionnaire but reviewed it and e-mailed their input on the questionnaire directly to the researcher. Therefore, 55.3% of all targeted participants participated in the pre-test. Of the 73 participants, 31 (42.5% of all participants) were academic researchers and 42 (57.5% of all participants) were industry practitioners. (See "Pre-Test Data, and Results" in APPENDIX D.) The input on the study and questionnaire that was received from participants in the pre-test was then utilized to make refinements and modifications to the study, scale items, and online questionnaire. For example, the number of scale items for the second-order *Global Online Navigational Effectiveness* construct were increased by one from 23 to 24 due to addition of single scale item to *Stickiness* first-order construct. In addition, two reverse-worded, coded, and scored items for second-order *Global Internet Integrated Marketing Communications Strategy Implementation* construct were adapted to be positively worded, and although reverse-wording, coding, and scoring was retained for multiple scale items measuring the second-order *Global Online Navigational Effectiveness* construct, specific items were modified or changed in some instances. Moreover, some question stems for newly created constructs like *Global Online Navigational Effectiveness* were rewritten for purposes of clarity. These changes were made before proceeding to the next stage of data collection taking place for the pilot test. The refined measurement scales for all substantive constructs, as well as for a marker variable used to test for common method variance (CMV) or common method bias (CMB) that would be used with the analysis of the main test data, are provided in TABLE 4.1. These are the initial measurement scales that were used to empirically evaluate the components of the measurement model through the pilot test.

TABLE 4.1 Measurement Scales for Testing of Measurement Model [Pilot Test]

Construct (Second Order)	Construct (First Order)	Scale Items
Market Orientation		In our company:
	Customer Orientation	**(CUO1)** We constantly monitor our level of commitment and orientation to serving customers' needs.
		(CUO2) Our business strategies are driven by our beliefs about how we can create greater value for customers.
		(CUO3) Our strategy for competitive advantage is based on our understanding of customers' needs.
		(CUO4) Our business objectives are driven primarily by customer satisfaction.
		(CUO5) We measure customer satisfaction systematically and frequently.
		(CUO6) We give close attention to after-sales service.
	Competitor Orientation	**(COO1)** Our salespeople regularly share information within our business concerning competitors' strategies.
		(COO2) We rapidly respond to competitive actions that threaten us.
		(COO3) Top management regularly discusses competitors' strengths and strategies.
		(COO4) We target customers where we have an opportunity for competitive advantage.
	Interfunctional Coordination	**(IC1)** Our top managers from every function regularly visit our current and prospective customers.
		(IC2) We freely communicate information about our successful and unsuccessful customer experiences across all business functions.
		(IC3) All of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.) are integrated in serving the needs of our target markets.
		(IC4) All of our managers understand how everyone in our business can contribute to creating customer value.
		(IC5) Our resources are shared among and between our business functions and business units.
Global Internet Integrated Marketing Communications Strategy Implementation		When implementing Internet (online) marketing communications strategies for the global market, our company:
	Strategic Coordination	**(SC1)** Coordinates the planning and execution of different Internet marketing communications tools.
		(SC2) Assigns responsibility to a single individual for overall Internet marketing communications efforts.
		(SC3) Ensures that the elements of our Internet marketing communications efforts have a common strategic objective.
		(SC4) Focuses on a common message with our Internet marketing communications.

TABLE 4.1 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
	Communication Utilization	**(COU1)** Incorporates different messages (in number and kind) within a single Internet advertising vehicle (e.g., banner advertisements for brand building and for multiple direct responses such as purchasing and downloading information).
		(COU2) Presents a single position, image, and/or theme across multiple Internet communication and promotional tools, whether across categories of online media (e.g., e-mail and banner advertising) or within one category of online media.
		(COU3) Coordinates marketing communication campaigns using online media within and across different countries to create synergies at the campaign level.
		(COU4) Use multiple online media that converge to form new, hybrid online advertising vehicles (e.g., interactive e-mail directing recipients to interactive Web pages).
		(COU5) Utilizes a mixed-media strategy to move targeted audience members from different online media to complete an advertising experience (e.g., banner advertisement directing audience to Web page to view content).
Global Online Navigational Effectiveness		Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers:
	Affiliation	**(AF1)** Represents their interests as much or more than our own interests.
		(AF2) Provides them with unbiased information about related products sold by other companies.
		(AF3) Only exposes them to information that is important and directly relevant to our products and brands. **(R)**
		(AF4) Offers them information that is for building relationships and communities rather than directly related to purchasing our products and brands.
		(AF5) Provides them with the most relevant messages at the most relevant times.
		(AF6) Maximizes the level of connection to our company that they experience.
	Frequency	**(FR1)** Creates a sufficient amount of interactions with them across multiple different online media.
		(FR2) Exposes them to our marketing messages and brands multiple times across multiple different online media.
		(FR3) Intentionally creates a small number of targeted interactions between them and our marketing messages and brands. **(R)**

TABLE 4.1 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
		(FR4) Maximizes their exposure to our marketing messages and brands.
	Reach	**(RE1)** Increases the number of different products that we can promote to them.
		(RE2) Maximizes the number of them whose needs are served through different online media.
		(RE3) Communicates and connects with them, regardless of their online activities or behavior, through the use of multiple different types of online media.
		(RE4) Communicates and connects with a small, targeted number of them. **(R)**
	Richness	**(RI1)** Positively affects their attitudes by presenting information across different online media to appeal to their different senses.
		(RI2) Provides an appeal to them with our online media that intentionally avoids or minimizes the use of interactivity and vividness. **(R)**
		(RI3) Creates new, hybrid online media (e.g., e-mail messages linking to animated videos) through the extensive convergence of online media that provides them with high-quality information about our products.
		(RI4) Offers a brand-as-experience branding strategy in which an experience is conveyed to them that establishes a connection with their feelings, associations, and memories.
		(RI5) Maximizes the quality of the information that we can provide to them about our products.
	Stickiness	**(ST1)** Provides an online advertising experience that persuades them to spend more time with the online media that we utilize.
		(ST2) Offers a narrow assortment of marketing messages through a single or a small number of online media tools that allows them to focus on completing a single or a small number of tasks. **(R)**
		(ST3) Offers a wide variety of marketing messages through multiple or a large number of online media tools that allows them to process a large number of messages.
		(ST4) Convinces them to want to spend less time with the marketing messages and brands of other companies.
		(ST5) Maximizes the duration on any one occasion that they spend with or at the online communication vehicles that we utilize.

TABLE 4.1 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
Global Internet Marketing Communications Performance		Based on each of the following criteria, rate the current performance of your company's Internet (online) marketing communications for the global market compared to your company's competition, objectives, and historical performance.
	Brand Awareness	**(BA1)** Competition
		(BA2) Objectives
		(BA3) Historical Performance
	Brand Loyalty	**(BL1)** Competition
		(BL2) Objectives
		(BL3) Historical Performance
	Sales Volume	**(SV1)** Competition
		(SV2) Objectives
		(SV3) Historical Performance
Marker Variable		
Entrepreneurial Orientation		Please rate your company on the respective scales used for each of the following questions or statements.
	Innovativeness	**(IN1)** How many new lines of products has your company marketed during the past 3 years? *1=No new lines of products.* *7=Very many new lines of products.*
		(IN2) Changes in product lines have been: *1=Mostly of a minor nature.* *7=Quite dramatic.*
	Proactiveness	**(PR1)** In dealing with its competition, my company: *1=Typically responds to actions which competitors initiate.* *7=Typically initiates actions to which competitors then respond.*
		(PR2) In dealing with its competition, my company: *1=Is very seldom the first business to introduce new products, administrative techniques, operating technologies, etc.* *7=Is very often the first business to introduce new products, administrative techniques, operating technologies, etc.*
	Risk-Taking	**(RT1)** In general, the top managers of my company have: *1=A strong proclivity (i.e., inclination) for low-risk projects (with normal and certain rates of return).* *7=A strong proclivity (i.e., inclination) for high-risk projects (with chances of very high returns).*
		(RT2) In general, the top managers of my company believe that: *1=Owing to the nature of the environment, it is best to explore it gradually via cautious, incremental behavior.* *7=Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives.*

(R) = Reverse-worded, coded, and scored items.

(NOTE: The original data collection plan for both the pilot test and main test was to involve the purchasing of a contact list of prospective respondents from a list company or broker, with the prospective respondents recruited via phone. However, following multiple consultations with members of academia and industry practitioners who specialize in these types of data collection activities, the decision was made to use online respondent panels for the collection of pilot test and main test data due to the time, money, and effort it would take to obtain large enough sample sizes for both rounds of data collection. Therefore, all initially planned financial incentives were eliminated after the pre-test, though the other participation incentive – i.e., providing Executive Summary of the final study results – was offered to all interested individuals who participated in pilot test and main test by fully completing the online questionnaire. However, various small incentives were offered to study participants by SurveyMonkey, Qualtrics, and McMillion Research, which were the companies contracted to provide online panel respondents for either the pilot test or the main test.)

PILOT TEST

The pilot test was administered according to the procedures described in Chapter Three, which involved targeting an online panel of prospective respondents provided by SurveyMonkey. Members of the online respondent panel included qualified industry practitioners who were current managers or at least employees in the marketing function of U.S. companies and were involved with and/or knowledgeable about their company's Internet (online) marketing communications (IOMC) strategies and tactics for reaching, communicating with, and promoting and selling products to the global market (i.e., both domestic and foreign markets). The panel members were recruited by SurveyMonkey via electronic communication to complete the questionnaire and thus earn the various incentives they offered to their panel

members. Data from completed questionnaires were stored on the SurveyMonkey Web site before being downloaded into a Microsoft Excel file and then imported into the SPSS software package (SPSS Statistics 21) for further data analysis.

Respondents provided responses to 57 substantive scale items related to the hypothesized measurement and structural models presented for empirical examination (as well as 17 additional scale items for the *IMC Orientation* construct, though it was not involved in any of the analysis that was completed for this dissertation research study). They also provided responses to six additional scale items representing a marker variable utilized to test for common method variance (CMV) or common method bias (CMB), which was not examined for the pre-test or pilot test but was examined for the main test. They also provided responses to one "attention filter" question (with accompanying text field) for screening out respondents who did not fully read the questionnaire or scale items, and to 31 other questions, including demographic/control-type questions about them and their current company, questions about their qualifications for completing the questionnaire related to their background and experience as well as that of their current company, and/or questions obtaining their input on the study and questionnaire. This latter group of questions also included a total of seven questions in the "Company Information" section and the "Respondent Information" section that were used to qualify or disqualify respondents, as well as two questions in the "Input on Study and Questionnaire" section that were used to: (1) determine whether respondents' submitted questionnaires would be included in the final data set for analysis based on their self-reported level of confidence with the accuracy of their responses; and (2) solicit respondents' open-ended comments about the dissertation research study, the questionnaire, their company, and their company's IOMC activities for the global market.

Descriptive Statistics

Of the 703 unique panel respondents who started completing the online questionnaire (i.e., attempted to answer at least one question and had IP address that differed from all other respondents), 70 (10.0%) were fully qualified according to the respondent criteria established before the data collection process began and submitted completed questionnaires that were usable for analysis (i.e., provided responses to all or most of the substantive scale items). Of the 633 panel respondents whose responses were not included in the data analysis (90.0% of all respondents), 561 of them (88.6% of disqualified respondents) were disqualified based on their responses to one or more of the various qualifying questions in the "Company Information" or "Respondent Information" sections at the beginning of the questionnaire and thus did not submit fully completed questionnaires. Responses from the other 72 respondents (11.4% of disqualified respondents) were not included in the final data set for various reasons, including: their record had significant missing data (i.e., "missing" responses to five or more substantive questions and/or to all scale items measuring a single theoretical latent first-order construct or dimension); they appeared to provide random responses (i.e., straight-line responses for all or nearly all of the questions on the questionnaire); they responded to the "attention filter" question incorrectly; their response time (i.e., less than eight minutes) indicated that the accuracy, credibility, and value of their responses were lacking; and/or they lacked confidence with the accuracy of their responses (i.e., respondent rated their confidence as "Very Low" or "Somewhat Low" at end of questionnaire). Although 70 fully completed questionnaires for analysis was not optimum for the type of quantitative analysis that needed to be conducted, the sample appeared to be relatively sound and the pilot test did result in input that assisted with the construction, refinement, and

modification of the data collection procedures utilized for the main test, including refinement and modification of scale items and the design of the questionnaire.

(NOTE: Percentages provided in this sub-section for each question were calculated based on responses provided by all 70 pilot test respondents, whether or not all 70 respondents provided usable responses to a specific individual question. The tables containing all "Pilot Test Data and Results," including frequencies and percentages of responses and non-responses to each question in Sections D, E, G, H, and I of the pilot test questionnaire, are provided in APPENDIX E.)

The information provided by respondents (i.e., key informants) about their companies indicated that it was a fairly diverse sample. Based on number of employees worldwide, the size of the for-profit companies for which the 70 respondents were employed varied, with 45.7% of respondents employed by companies with 250 or more employees and 54.3% employed by companies with 249 or fewer employees. This included 40.0% having fewer than 100 employees of which half (20.0%) had fewer than 10 employees. The majority of respondents (67.1%) were from a "Service Providing" company and the remainder (32.9%) were from a "Goods Producing" company. In addition, 78.6% of respondents described their company and its sector of operation as "For Profit, Privately Held," with the remaining 21.4% describing their company's sector as "For Profit, Publicly Owned." (Based on the specific focus of the dissertation research study, no responses were solicited or accepted from "Non Profit/Not For Profit" or "Government" entities of organizations.) As for the approximate total annual revenue for respondents' companies (in U.S. dollars) from all business activities worldwide, 52.9% selected a category indicating that their company's total annual revenue was less than $20 million, including 21.4% that said it was under $1 million, while the remaining 47.1% selected a

category indicating it was $20 million or more, including 12.9% from company's with total annual revenue of $1 billion or more.

Regarding industry sectors and subsectors as categorized by the North American Industry Classification System (NAICS) that best described the primary industry of operation and business activity of respondents' companies, 18 different industry sectors and 40 different subsectors were listed by respondents. In regards to the industry sectors for all 70 respondents' companies, whether in the "Goods-Producing" industry group or the "Service Providing" industry group, it included 27.1% who selected "Manufacturing" and 10.0% each who selected "Professional, Scientific, and Technical Services" or "Retail Trade," while in regards to the subsectors, 8.6% selected "Professional, Scientific, and Technical Services," 7.1% selected "Miscellaneous Manufacturing," and 5.7% selected "Merchant Wholesalers, Durable Goods." (More detailed breakdowns for both industry groups are provided in APPENDIX E.) When asked to select one or more descriptions for all of the products that are offered, promoted, and sold by their company for its primary business activity, "Goods, Tangible" was selected by 44.3% of respondents, "Goods, Intangible" and "Services" were each selected by 31.4%, and "Goods-and-Services Combinations" was selected by 20.0%. In addition, when asked to describe the primary products offered, promoted, and sold by their company for its primary business activity, 81.4% selected either "Goods with no accompanying services" (28.6%), "Goods with accompanying services" (27.1%), or "Services with no accompanying goods" (25.7%). As for the sectors that respondents' companies operate in when conducting their primary business activity, 65.7% of respondents' companies operate in the business-to-consumer (B2C) sector, 62.9% in the business-to-business (B2B) sector, and 15.7% in the business-to-government (B2G) sector.

The information that was collected from respondents regarding their company's specific use of Internet (online) marketing communications (IOMC) for promoting products (i.e., goods, services, and goods-and-services combinations) to the global market (i.e., both domestic and foreign markets) included the number of foreign country markets in which their company generates sales for its products due to its IOMC efforts. Nearly half (47.1%) of respondents selected 5-20 foreign country markets, 37.1% selected 2-4 foreign country markets, and the remaining 15.7% selected 21 or more foreign country markets. (Respondents whose company selected "0-1 foreign country market" were disqualified from completing the remainder of the questionnaire because it did not constitute the global use of IOMC.) As for company experience using IOMC for promoting its products to the global market, 84.3% of respondents' companies had four or more years of experience, while 90% considered their IOMC activities to comprise 25 or more percent of all of their marketing communications activities (i.e., online and offline) for promoting their products to the global market. The different products promoted to the global market with IOMC by respondents' companies included: "Goods, Tangible" (42.9%), "Services" (31.4%), "Goods, Intangible" (30.0%), and "Goods-and-Services Combinations" (22.9%). The sectors in which respondents' companies used IOMC to promote its products to the global market included 67.1% using IOMC in the B2C sector, 64.3% in the B2B sector, and 14.3% in the B2G sector. Additionally, 50.0% of respondents stated that their company uses external third-party agencies to formulate, implement, and/or evaluate some of their IOMC strategies and tactics for promoting their goods and/or services to the global market.

Regarding the specific IOMC tools used by respondents' companies to promote their products and brands to the global market, they included the following, in order of percentage use: (1) *Direct Marketing* (78.6%), which includes e-mail marketing, microsites, and mobile

communication marketing; (2) *Advertising* (64.3%), which includes online display advertising and search engine advertising/pay-per-click; (3) *Web Site* (60.0%), which includes company Web sites; (4) *Public Relations* (48.6%), which includes blogs, electronic newsletters/e-zines, online communities, online events, online games/advergaming, online sponsorships, search engine optimization, and social media; (5) *Sales Promotion* (41.4%), which includes affiliate marketing, online competitions/contests/sweepstakes, and online coupons/rebates/premiums; and (6) *Personal Selling* (40.0%), which includes live chat, online events, and audio/video conferences via Voice over Internet Protocol.

The information provided by respondents about themselves and their experience with IOMC also provide evidence of the sample's diverse nature. When asked to describe their current position with their company, 31.4% of respondents selected "Executive/Senior Level Manager," 28.6% selected "Mid-Level Manager," and 20.0% selected "Owner," with the remaining 20.0% selecting "Non-Manager" (14.3%) or "Entry-Level Manager" (5.7%). Regarding personal experience with IOMC strategies and tactics for the global market, over a quarter of respondents (28.6%) stated that overall they had "4 years to less than 7 years" of experience, with 24.3% having "10 years or more" of experience, 22.9% having "1 year to less than 4 years" of experience, 20.0% having "7 years to less than 10 years" of experience, and 4.3% having less than a year of experience. *Implementation* was selected by 75.7% of respondents as one of the strategic management process elements of their company's IOMC for promoting their products to the global market that they are involved with and/or knowledgeable about, while 70.0% of respondents mentioned *evaluation* and 55.7% mentioned *formulation*. As for their current employment, 92.9% worked for their current company for a year or longer, with

nearly half (48.6%) having done so for seven or more years. (See "Pilot Test Data and Results" in APPENDIX E for more details.)

Analysis of Data

All 57 substantive scale items were measured on a 7-point Likert-type scale (i.e., minimum was 1, maximum was 7) and most represented statements for which respondents could respond on a scale from "Strongly Disagree" (1) to "Strongly Agree" (7). One exception among the latent constructs was the 7-point scale for the *Global Internet Marketing Communications Performance* construct, which ranged from "Much Worse" (1) to "Much Better" (7). Prior to imputation of missing data and addressing outliers in the data, mean values for all constructs ranged from 2.70 to 6.30, while standard deviations ranged from 0.745 to 1.772. These levels of range and deviation were determined to be satisfactory for this specific data set.

Missing values in the data were examined by case (i.e., each respondent) and for each item (i.e., each variable) on the questionnaire across cases for all submitted questionnaires and then again for each of the 70 submitted questionnaires meeting the aforementioned criteria for inclusion in the data analysis. The result of this detailed item-by-item examination of responses to the 57 substantive scale items for the hypothesized measurement and structural models was that missing values due to non-response (i.e., blank and "Don't Know/Not Applicable" responses) accounted for 1.15% of all responses to all scale items (i.e., 46 out of 3,990 total items). This included 40 cases (57.1%) having no missing data, 19 cases (27.1%) only containing missing responses to one scale item, and 11 cases (15.7%) missing responses to 2-4 scale items. Therefore, the percentage of missingness for all cases ranged from 0% to 7% (i.e., 4 out of 57 scale items). Moreover, the pilot test data were examined for the existence of *item-level missingness*, which is when a respondent provides responses to one or more but not all of the

scale items on a multi-item scale, and *construct-level missingness*, which is when a respondent does not provide an answer to any items for a scale, as both described by Newman (2014). *Item-level missingness* was found to exist among hypothesized constructs, though there were no cases in which respondents left more than one item blank on a multi-item scale used to measure any of the hypothesized first-order constructs, while *construct-level missingness* did not exist in the collected data. Consistent with recommendations provided by Newman (2014), all of these submitted questionnaires were considered usable for analysis. Overall, full data for 29 scale items (50.9% of all scale items) were collected from respondents, while 18 scale items (31.6%) were each only missing data from one respondent, 10 scale items (17.5%) were each missing data from 2-4 respondents, and no scale item was missing data from five or more respondents.

The Missing Value Analysis functionality in SPSS Statistics 21, including Expectation Maximization (EM) estimation, was utilized to analyze the missing data. The result of this analysis, including Little's MCAR test yielding a chi-square of 1488.865 (df = 1496, p = .547), indicated that the missing data were missing completely at random (MCAR), which means that no discernible pattern existed to the missing data (Little, 1988). Therefore, missing values were not considered to be a threat to the integrity of the pilot test data. In addition, all 30 cases with data missing for at least one variable were individually examined visually as part of the Missing Value Analysis output to determine if individual patterns in the data emerged. However, none were identified. Missing values were then estimated and replaced (i.e., imputed) for each hypothesized first-order construct separately using the EM method. It is a method regularly utilized to compute maximum likelihood estimates for missing data in a sample and is usually considered to be less biased and more accurate than other missing value techniques (Schafer & Olsen, 1998). Some argue in the literature that researchers should use imputed numbers that are

rounded to the nearest integer value (e.g., Schafer, 1997) and others argue that researchers should use unrounded imputed numbers that are non-integer values due to concerns about bias when rounding (e.g., Horton, Lipsitz, & Parzen, 2003), but the decision was made to go with the latter approach due to the belief in the most recent research that it is the most accurate approach (e.g., Wu, Jia, & Enders, 2015).

Potential response bias often can be determined for survey research through the use of an early-late response test (Armstrong & Overton, 1977). Completed questionnaires can be categorized as being early or late based on the date and time their completed questionnaire was submitted. An independent samples *t*-test can then be run on two sub-groups of respondents, with some categorized as early responses and the others categorized as late respondents based on the date and time they submitted their completed questionnaire. If no statistical significant difference is found to exist between the responses by each of the groups to any of the demographic questions or substantive scale items examined, then response bias will not be considered a problem or concern. This is a feasible approach when a researcher or company conducts the research themselves without hiring another company to complete the data collection activities. However, when using online panel respondents provided by a third-party service provider, as occurred for the pilot test of this dissertation research study, it was simply not possible to conduct this test. Specifically, the third-party service provider was privy to the information required to conduct this test but the researcher (i.e., client) was not and the former was not willing to share with the researcher the proprietary information required to conduct this test. The information they did not share includes the following: specific date and time each prospective respondent was initially contacted to complete the online questionnaire, as these efforts required multiple separate recruitment efforts over several days; and names and numbers of prospective

respondents they attempted to recruit to complete the online questionnaire, which also made it impossible to calculate a response rate. In addition, data collection activities using online panel respondents often take place over a much shorter period of time than occurred with research projects in the past, such as those in which a researcher would purchase a list of prospective respondents and contact them over several weeks or months to request and obtain their participation in the dissertation research study. Therefore, all of these limitations existed with this research study, which made it impossible to accurately and credibly evaluate whether a response bias existed.

As for non-response bias, it can be evaluated for survey research by the researcher capturing non-respondent's verbal answer to five scale items and then testing to see if there are any differences between the non-respondent's responses and the responses of those who completed the full questionnaire (Mentzer & Flint, 1997). However, this test was also not possible for some of the same reasons that it was not possible to test for response bias. Therefore, no tests were run to evaluate the existence of response bias or non-response bias. However, a detailed review of the demographic information gathered from all online panel respondents to the pilot test indicated a fairly diverse sample (see APPENDIX E), especially considering that it only included 70 respondents. Based in part on this analysis, the pilot test sample was deemed acceptable for analysis at this stage of the dissertation research study.

The results of the normality testing in SPSS Statistics 21 for the sample of 70 cases, with values obtained for relevant descriptive statistics, skewness and kurtosis are provided in TABLE 4.2. Both the "Descriptives" and "Histograms" for each variable provided in the table and/or in the output were reviewed. According to IBM Corporation (2013), the skewness value offers important information on the symmetry of the distribution, while kurtosis offers details regarding

the so-called “peakedness” of the distribution or, more specifically, the degree to which observations are clustered around a central point. Moreover, the normal distribution is symmetric and has a value of 0 for both skewness and kurtosis. However, according to Pallant (2005), a skewness and kurtosis value of 0 is uncommon in social sciences research. As it relates to this dissertation research study, analyzing and using skewness has less value because the vast majority of the data that was collected, especially for the substantive scale items, were Likert-scale data. This is largely due to the nature of Likert scales and the data they generate, such as a limited number of response alternatives, with only a few often selected by respondents (Fink, 2009). Moreover, Likert scales are developed with the objective of getting respondents to provide responses on one end of the scale or spectrum and the data and results expected to skew in one direction or the other. Therefore, the primary focus of the analysis for the pilot test (and main test) of this dissertation research study, especially for identifying outliers, was on kurtosis.

Overall, outliers based on unacceptable levels of kurtosis were identified and examined by case and by item. The standard adopted for the review of the pilot test (and main test) data was that a kurtosis statistic in the range of –2 to +2 indicated the existence of a normal distribution (Cameron, 2004). Outliers were identified and normality rejected if the calculated kurtosis statistic was not in that range. This standard was deemed acceptable for the pilot test and main test. Although not the most stringent kurtosis standard for determining normality in the literature, it was more stringent than some offered in various statistical books and contributions to the literature over the years. For example, one more lenient standard for normality used by various reserchers was that normality was indicated by a kurtosis value in the range of -3 to +3 (e.g., Boneau, 1962; Cohen, 1969; Garson, 2012). It is a standard used by conservative researchers (Lomax & Hahs-Vaughn, 2012). However, another oft-used standard requires that

the ratio of the kurtosis statistic to its standard error (i.e., its Z-score) be between -2 and +2 (e.g., Bachman, 2004; Garson, 2012; IBM Corporation, 2013; Rovai, Baker, & Ponton, 2013). However, this standard is sensitive to small sample sizes and therefore should only be treated as a general guideline (Lomax & Hahs-Vaughn, 2012). All of these standards are also true for the examination of skewness.

Based on the standard used for the pilot test, seven scale items with unacceptable levels of kurtosis were identified and are bolded in TABLE 4.2. It should be mentioned that the marker variable and its six scale items did not have to be assessed during the pilot test stage. Therefore, they were not included in the analysis of skewness and kurtosis and is why they do not appear in TABLE 4.2. However, data were collected for them through the administering of the questionnaire in order to properly replicate the data collection process that would take place for the main test stage of the dissertation research study.

A review of the output in TABLE 4.2 illustrates that skewness was not a major concern with the data compared to kurtosis, as the calculated kurtosis statistic was outside the range of -2 to +2 for certain scale items but that was not true of the skewness statistic. Also, the seven scale items that had extreme, unsatisfactory levels of kurtosis had calculated kurtosis statistics ranging from 2.072 to 5.886. Six of these items were for the *Market Orientation* construct (or scale) and its hypothesized dimensions (or first-order constructs), including three for the *Customer Orientation* dimension (CUO2, CUO3, and CUO6), two for the *Competitor Orientation* dimension (COO3 and COO4), and one for the *Interfunctional Coordination* dimension (IC1). The remaining item was for the *Reach* dimension of the *Global Online Navigational Effectiveness* construct (RE1). An examination of the relevant cases using SPSS Statistics 21 resulted in the identification of seven items and seven observations among all 70 cases that

TABLE 4.2 Output of Normality Statistics for Raw Data [Pilot Test, *n*=70]

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
CUO1	6.30	0.922	-1.326	0.287	1.505	0.566
CUO2	**6.30**	**0.823**	**-1.257**	**0.287**	**2.233**	**0.566**
CUO3	**6.33**	**0.863**	**-1.395**	**0.287**	**2.211**	**0.566**
CUO4	6.11	0.925	-0.911	0.287	0.088	0.566
CUO5	6.04	1.069	-1.115	0.287	1.487	0.566
CUO6	**6.14**	**1.094**	**-1.529**	**0.287**	**2.513**	**0.566**
COO1	5.46	1.654	-1.264	0.287	0.976	0.566
COO2	5.77	1.299	-1.113	0.287	1.436	0.566
COO3	**5.88**	**1.222**	**-1.671**	**0.287**	**3.898**	**0.566**
COO4	**6.01**	**1.083**	**-1.860**	**0.287**	**5.886**	**0.566**
IC1	**5.35**	**1.440**	**-1.337**	**0.287**	**2.072**	**0.566**
IC2	5.58	1.439	-1.262	0.287	1.508	0.566
IC3	5.91	1.100	-0.970	0.287	0.393	0.566
IC4	5.76	1.345	-1.305	0.287	1.719	0.566
IC5	5.96	1.042	-0.704	0.287	-0.328	0.566
SC1	5.64	1.143	-1.053	0.287	1.082	0.566
SC2	5.34	1.632	-1.091	0.287	0.407	0.566
SC3	5.97	0.932	-0.933	0.287	0.754	0.566
SC4	6.06	0.740	-0.537	0.287	0.275	0.566
COU1	5.10	1.426	-0.956	0.287	0.275	0.566
COU2	5.41	1.277	-1.087	0.287	1.253	0.566
COU3	5.47	1.259	-0.920	0.287	1.413	0.566
COU4	5.28	1.492	-1.038	0.287	0.871	0.566
COU5	5.41	1.609	-1.254	0.287	1.063	0.566
AF1	5.41	1.245	-0.981	0.287	0.897	0.566
AF2	5.36	1.064	-0.915	0.287	0.565	0.566
AF3	2.70	1.301	0.379	0.287	-0.910	0.566
AF4	5.40	1.301	-0.790	0.287	0.356	0.566
AF5	5.53	1.139	-0.740	0.287	-0.197	0.566

TABLE 4.2 Continued

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
AF6	5.63	1.092	-0.442	0.287	-0.592	0.566
FR1	5.64	1.180	-1.170	0.287	1.581	0.566
FR2	5.54	1.030	-0.838	0.287	1.374	0.566
FR3	2.86	1.386	0.700	0.287	0.193	0.566
FR4	5.59	1.171	-0.708	0.287	0.353	0.566
RE1	**5.60**	**1.122**	**-1.114**	**0.287**	**2.862**	**0.566**
RE2	5.59	1.173	-0.960	0.287	1.193	0.566
RE3	5.51	1.315	-0.942	0.287	1.054	0.566
RE4	2.86	1.487	0.638	0.287	-0.029	0.566
RI1	5.69	1.084	-0.812	0.287	0.849	0.566
RI2	2.90	1.456	0.874	0.287	0.475	0.566
RI3	4.86	1.772	-0.679	0.287	-0.479	0.566
RI4	5.28	1.675	-1.134	0.287	0.661	0.566
RI5	5.70	1.376	-1.393	0.287	1.843	0.566
ST1	5.51	1.358	-1.249	0.287	1.427	0.566
ST2	3.04	1.449	0.834	0.287	0.329	0.566
ST3	5.40	1.398	-0.886	0.287	0.586	0.566
ST4	4.96	1.706	-0.741	0.287	-0.180	0.566
ST5	5.51	1.336	-0.747	0.287	-0.118	0.566
BA1	5.44	1.326	-0.872	0.287	0.258	0.566
BA2	5.59	1.171	-1.042	0.287	1.072	0.566
BA3	5.31	1.427	-0.735	0.287	0.312	0.566
BL1	5.31	1.314	-0.529	0.287	-0.269	0.566
BL2	5.49	1.176	-0.652	0.287	0.061	0.566
BL3	5.33	1.377	-1.002	0.287	1.014	0.566
SV1	5.31	1.343	-0.704	0.287	0.227	0.566
SV2	5.49	1.292	-1.041	0.287	1.381	0.566
SV3	5.26	1.500	-0.861	0.287	0.533	0.566

contributed the most to the existence of these outliers and to the relatively high estimate of kurtosis for the various items: (1) CUO2 = observation 41; (2) CUO3 = observation 65; (3) CUO6 = observation 48; (4) COO3 = observation 22; (5) COO3 = observation 31; (6) COO4 = observation 65; and (7) RE1 = observation 50. Because the data were MCAR, the records with these observations could have been deleted from the data set (i.e., listwise deletion). However, with only 70 usable records collected for the pilot test, this was a less-than-ideal approach. Therefore, to address these outliers, the general approach taken was to balance obtaining a valid and interpretable solution with any loss of data. This involved deletion of problem observations (i.e., pairwise deletion) but not entire cases or records (i.e., listwise deletion), which was deemed to be the best approach considering the situation, including it being the pilot test stage, not the main test stage, of the project.

Once the problematic observations were removed from the data set, six of the problematic items bolded in TABLE 4.2 were found to have acceptable levels of kurtosis (i.e., –2 to +2). However, the seventh item (IC1), which was for the *Interfunctional Coordination* dimension of the *Market Orientation* construct, was not able to be refined through the removal of outliers to obtain a kurtosis statistic in the acceptable range. Each removed outlier(s) either did not improve the kurtosis statistic or even pushed it further from the acceptable range indicating a normal distribution. Therefore, the decision was made to retain the IC1 scale item as is, which was less of a concern because its calculated kurtosis statistic was just above the +2 threshold (2.072) and because it was for a latent construct well-established in the literature. In the case of the latter reason, the possibility certainly exists that the results may only be due to the vagaries of the specific sample obtained for the pilot test. Although not an ideal approach, it was deemed acceptable at this stage of the dissertation research project, which had the primary objective of

evaluating and refining the measures before the main test during which more data would be collected and analyzed before final conclusions were drawn. The resulting data set was then used to evaluate the measures.

The final normality statistics for all scale items after refinement to achieve normality are provided in TABLE 4.3, with refined scale items (and IC1) in bold. The data set providing these normality statistics were then used for the final part of the pilot test in which all latent construct (measures) were quantitively examined and evaluated. It should be noted that based on the output provided in TABLE 4.3 for the refined data, mitigating the issues with kurtosis for selected scale items also mitigated the skewness of those same scale items.

Evaluation of Measures

The scale items for measuring the various theoretical constructs included on the version of the online questionnaire used for the pilot test were analyzed both quantitatively and qualitatively, with the quantitative analysis including testing for both statistical validity and reliability. Two different approaches were taken to analyze the data, with each involving an empirical examination of a different version or conceptualization of the measurement model components. Specifically, the latent constructs were conceptualized and modeled as: (1) four different first-order constructs containing a set of items representing multiple dimensions that were not separate constructs; and (2) 13 first-order constructs included or embedded into four different second-order constructs. The small sample size procured for the pilot test (i.e., less than four respondents per measurement scale item) made it necessary to use principal component analysis (PCA) instead of confirmatory factor analysis (CFA) as the statistical procedure to evaluate scale unidimensionality, which was determined by scale items loading on a single latent construct or factor.

TABLE 4.3 Output of Normality Statistics for Refined Data [Pilot Test, *n*=70]

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
CUO1	6.30	0.922	-1.326	0.287	1.505	0.566
CUO2	**6.35**	**0.724**	**-0.643**	**0.289**	**-0.828**	**0.570**
CUO3	**6.38**	**0.769**	**-0.971**	**0.289**	**0.093**	**0.570**
CUO4	6.11	0.925	-0.911	0.287	0.088	0.566
CUO5	6.04	1.069	-1.115	0.287	1.487	0.566
CUO6	**6.20**	**0.979**	**-1.206**	**0.289**	**0.938**	**0.570**
COO1	5.46	1.654	-1.264	0.287	0.976	0.566
COO2	5.77	1.299	-1.113	0.287	1.436	0.566
COO3	**6.01**	**0.970**	**-0.971**	**0.291**	**0.927**	**0.574**
COO4	**6.09**	**0.903**	**-0.916**	**0.289**	**0.845**	**0.570**
IC1	**5.35**	**1.440**	**-1.337**	**0.287**	**2.072**	**0.566**
IC2	5.58	1.439	-1.262	0.287	1.508	0.566
IC3	5.91	1.100	-0.970	0.287	0.393	0.566
IC4	5.76	1.345	-1.305	0.287	1.719	0.566
IC5	5.96	1.042	-0.704	0.287	-0.328	0.566
SC1	5.64	1.143	-1.053	0.287	1.082	0.566
SC2	5.34	1.632	-1.091	0.287	0.407	0.566
SC3	5.97	0.932	-0.933	0.287	0.754	0.566
SC4	6.06	0.740	-0.537	0.287	0.275	0.566
COU1	5.10	1.426	-0.956	0.287	0.275	0.566
COU2	5.41	1.277	-1.087	0.287	1.253	0.566
COU3	5.47	1.259	-0.920	0.287	1.413	0.566
COU4	5.28	1.492	-1.038	0.287	0.871	0.566
COU5	5.41	1.609	-1.254	0.287	1.063	0.566
AF1	5.41	1.245	-0.981	0.287	0.897	0.566
AF2	5.36	1.064	-0.915	0.287	0.565	0.566
AF3	2.70	1.301	0.379	0.287	-0.910	0.566
AF4	5.40	1.301	-0.790	0.287	0.356	0.566
AF5	5.53	1.139	-0.740	0.287	-0.197	0.566

TABLE 4.3 Continued

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
AF6	5.63	1.092	-0.442	0.287	-0.592	0.566
FR1	5.64	1.180	-1.170	0.287	1.581	0.566
FR2	5.54	1.030	-0.838	0.287	1.374	0.566
FR3	2.86	1.386	0.700	0.287	0.193	0.566
FR4	5.59	1.171	-0.708	0.287	0.353	0.566
RE1	**5.67**	**0.980**	**-0.339**	**0.289**	**-0.415**	**0.570**
RE2	5.59	1.173	-0.960	0.287	1.193	0.566
RE3	5.51	1.315	-0.942	0.287	1.054	0.566
RE4	2.86	1.487	0.638	0.287	-0.029	0.566
RI1	5.69	1.084	-0.812	0.287	0.849	0.566
RI2	2.90	1.456	0.874	0.287	0.475	0.566
RI3	4.86	1.772	-0.679	0.287	-0.479	0.566
RI4	5.28	1.675	-1.134	0.287	0.661	0.566
RI5	5.70	1.376	-1.393	0.287	1.843	0.566
ST1	5.51	1.358	-1.249	0.287	1.427	0.566
ST2	3.04	1.449	0.834	0.287	0.329	0.566
ST3	5.40	1.398	-0.886	0.287	0.586	0.566
ST4	4.96	1.706	-0.741	0.287	-0.180	0.566
ST5	5.51	1.336	-0.747	0.287	-0.118	0.566
BA1	5.44	1.326	-0.872	0.287	0.258	0.566
BA2	5.59	1.171	-1.042	0.287	1.072	0.566
BA3	5.31	1.427	-0.735	0.287	0.312	0.566
BL1	5.31	1.314	-0.529	0.287	-0.269	0.566
BL2	5.49	1.176	-0.652	0.287	0.061	0.566
BL3	5.33	1.377	-1.002	0.287	1.014	0.566
SV1	5.31	1.343	-0.704	0.287	0.227	0.566
SV2	5.49	1.292	-1.041	0.287	1.381	0.566
SV3	5.26	1.500	-0.861	0.287	0.533	0.566

For the evaluation of the latent constructs, measurement scales, and scale items in the pilot test, a primary factor loading of 0.40 or higher was the threshold used to determine whether a variable or scale item loaded onto a first-order construct. The loading of the scale items indicated convergent validity (e.g., Dunn, Seaker, & Waller, 1994; Garver & Mentzer, 1999; Steenkamp & van Trijp, 1991). The 0.40 cut-off was a flexible standard that Hair, Black, Babin, & Anderson (2010) advocated for sample sizes of 200 or more to ensure significance (they advocated a loading of 0.65 for a sample of 70 as was procured for the pilot test), with them citing factor loadings with absolute values in the range of 0.30 to 0.40 as meeting the minimal level of interpretation of structure. Additionally, Stevens (2009) suggested a factor loading cut-off as low as 0.40 for interpretative purposes regardless of sample size, while Comrey and Lee (1992) suggested the use of increasingly stringent cut-offs: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good), or 0.71 (excellent). Based on these contributions to the extant literature, 0.40 was deemed an acceptable factor loading for this stage of the dissertation research study, which included both an exploratory and a confirmatory examination. In addition, a minimum corrected item-to-total correlation of 0.50 as advocated and/or utilized by some researchers (e.g., Bearden, Netemeyer, & Teel, 1989; Hair, Black, Babin, & Anderson, 2010; Shimp & Sharma, 1987; Zaichkowsky, 1985) was the optimal target, though an item-to-total correlation of as low as 0.15 (e.g., Kehoe, 1995) has been considered acceptable in the literature under certain circumstances. Therefore, the less stringent standard of 0.15 was utilized for the pilot test stage of this dissertation research study. Lastly, Cronbach's coefficient alpha was used to assess the scale reliability (internal consistency) of all measurement scales (Selnes & Sallis, 2003). This evaluation was guided by the common rule of thumb that a coefficient alpha of 0.70 and higher indicates that a satisfactory level of correlation exists (Churchill, 1979). However, for the pre-test

(and consistent with the literature), item loadings as low as between 0.40 and 0.50 have been considered acceptable when preserving a measurement model's theoretical integrity.

Since three of the four latent constructs or factors included in the hypothesized measurement and structural models were newly created for this dissertation research study, the comprehensive analysis of the data collected for the pilot test involved a methodical approach and the use of less stringent standards than the most rigid included in the extant literature. The two steps that were taken as part of this effort included: (1) the evaluation of the constructs and their respective measurement scale items; and (2) the determination of whether some or all of the four main latent constructs were: (a) one-dimensional, first-order constructs with multiple (non-factor) components; or (b) multidimensional, second-order constructs with varying numbers of first-order constructs as indicators (i.e., they are subsumed by one of the second-order constructs). In the case of the former, it is hypthesized that the components load onto the first-order construct, while in the case of the latter, it is hypothesized that each of the first-order constructs are dimensions of and load onto the broader, more-encompassing second-order construct. The primary objective was to evaluate then refine various aspects of the constructs, scale items, and questionnaire before collecting the data for the main test. Therefore, two separate examinations of the data were conducted and completed in sequence: (1) examination of four hypothesized first-order constructs with a total of 13 components (i.e., no second-order constructs); and (2) examination of four hypothesized second-order constructs with 13 embedded first-order constructs (or dimensions). The latter examination was the one that was consistent with the precise hypothesized measurement model formulated for empirical examination in this dissertation research study and described in Chapter Two of this document. However, the former examination was conducted to help clarify or further identify various issues with the data,

constructs, and scale items, as well as to facilitate the proper analysis and determination regarding the existence, if any, of higher order factors. Overall, both examinations, which are presented and discussed in the three sub-sections that start below, assisted with the review and refinement and modification of the hypothesized constructs and factor structure, scale items, and questionnaire design and content, which were then utilized for the main test.

First-Order Constructs Only

PCA in SPSS Statistics 21 was used for the examination of the four hypothesized first-order constructs with a total of 13 components (i.e., no second-order constructs). This examination actually provided additional information and support for the need to conduct the second examination of four hypothesized second-order constructs with 13 embedded first-order constructs (which is described in the *Both First-Order and Second-Order Constructs* sub-section). All scale items – with the exception of the five reverse worded, coded, and scored items (i.e., AF3, FR3, RE4, RI2, and ST2) – met the minimum 0.40 threshold for loading onto the respective first-order constructs that was used as an indicator of convergent validity. All of the measurement scales (i.e., 13 of 13) had Cronbach's coefficient alpha values of 0.70 or higher, which indicated scale reliability. However, the percentage of variance explained was less than 50 percent for three of four first-order constructs (i.e., *Market Orientation*, *Global Internet Integrated Marketing Communications Strategy Implementation*, and *Global Online Navigational Effectiveness*). This indicated the need for a solution that explained more of the variance (e.g., additional constructs), which is consistent with there being multiple second-order constructs, each with varying numbers of embedded first-order constructs as indicators. Scales containing three or more scale items (which was true for all constructs and dimensions in the model and study) were examined for potential improvement by assessing item-total correlation,

communalities, Cronbach's alpha if-item-deleted, and the inter-item correlation matrix. Issues were only detected for the five reverse-worded, coded, and score items, all of which were measuring *Global Online Navigational Effectiveness* (AF3, FR3, RE4, RI2, and ST2). Discriminant validity was evaluated and all scale items except these six items were found to load on the construct on which they were hypothesized to load using the aforementioned 0.40 or higher loading standard, with the vast majority well over that standard. However, the cumulative percentage of variance for the solution was problematic. Three of the four first-order constructs had a cumulative percentage of variance less than 50 percent, with the range running from 40.9% for *Global Internet Integrated Marketing Communications Strategy Implementation* to 72.6% for *Global Internet Marketing Communications Performance*.

TABLE 4.4 contains selected relevant metrics used for all of this analysis in which it is theorized that there are four first-order constructs with 13 components.

Both First-Order and Second-Order Constructs

PCA in SPSS Statistics 21 was then used for the examination of the four hypothesized constructs as second-order constructs with multiple first-order constructs. Depending on the metric being calculated and analyzed, hypothesized first-order constructs were evaluated either separately or with the first-order constructs for which they were hypothesized to be dimensions (or components) of the same second-order construct. All scale items, with the exception of the five reverse worded, coded, and scored items (i.e., AF3, FR3, RE4, RI2, and ST2), met the minimum 0.40 threshold for loading onto the respective first-order constructs that was used as an indicator of convergent validity. However, only seven of the 13 measurement scales (53.8% among the four hypothesized second-order constructs) had Cronbach's coefficient alpha values of 0.70 or higher and the percentage of variance explained was less than 50 percent for one first-

TABLE 4.4 Results of Principal Component Analysis for "First-Order Constructs with Components" Solution [Pilot Test, *n*=70]

Construct/Dimension	Type	Cronbach's Alpha	Eigenvalue	% of Variance Explained
Market Orientation	**First-Order Construct**	**.873**	**6.491**	**43.276**
Customer Orientation	Component			
Competitor Orientation	Component			
Interfunctional Coordination	Component			
Global Internet Integrated Marketing Communications Strategy Implementation	**First-Order Construct**	**.799**	**3.681**	**40.903**
Strategic Coordination	Component			
Communication Utilization	Component			
Global Online Navigational Effectiveness	**First-Order Construct**	**.831**	**10.227**	**42.612**
Affiliation	Component			
Frequency	Component			
Reach	Component			
Richness	Component			
Stickiness	Component			
Global Internet Marketing Communications Performance	**First-Order Construct**	**.951**	**6.535**	**72.612**
Brand Awareness	Component			
Brand Loyalty	Component			
Sales Volume	Component			

order construct (*Affiliation*, one of the hypothesized five dimensions of *Global Online Navigational Effectiveness*). Therefore, the scale reliability was problematic. Scales containing three or more scale items (which were all of them in the study) were examined for potential improvement by assessing item-total correlation, communalities, Cronbach's alpha if-item-deleted, and the inter-item correlation matrix. Various issues were detected for five items measuring *Global Online Navigational Effectiveness* (AF3, FR3, RE4, RI2, and ST2) and one item each measuring *Market Orientation* (IC1) and *Global Internet Integrated Marketing Communications Strategy Implementation* (SC2). Five of the seven scale items (AF3, FR3, RE4, RI2, and ST2) were reverse-worded, coded, and scored items, which likely contributed to erroneous responses and thus was probably the only or at least the primary cause of the problem. No clear issues were identified with the remaining two items (IC1 and SC2) so the problem was possibly due to the vagaries of the specific sample of panel respondents.

Discriminant validity was evaluated at the hypothesized second-order factor level and the results were problematic, as 19 of 51 scale items (37.3%) cross-loaded on multiple first-order constructs and multiple others had loadings on multiple first-order constructs that were just below the 0.40 threshold (with the other five scale items omitted from this analysis due to the aforementioned problems with them being reverse worded, coded, and scored items). The use of 0.4 or higher as the threshold to identify factor cross-loadings, which was used for this dissertation research study, is a standard regularly cited in the business literature (e.g., Hair, Black, Babin, & Anderson, 2010), including relatively recent research on Internet- or online-related topics like this research study (e.g., Barat & Spillan, 2014; Lu, Lai, & Cheng, 2007). The cumulative percentage of variance for the hypothesized second-order constructs was over 60 percent for all four second-order constructs, ranging from 60.5% for *Global Internet Integrated*

Marketing Communications Strategy Implementation to 85.1% for *Global Internet Marketing Communications Performance*. Therefore, based on all of these results, support was provided for the primary or exclusive use of first-order constructs with underlying dimensions as the best approach for the main test compared to the use of second-order constructs with first-order constructs. However, there were other issues impacting whether the model should be modeled as having first-order constructs with components or second-order constructs with first-order constructs. Those issues were evaluated before a final determination was made. TABLE 4.5 contains selected relevant metrics used for all of this analysis in which it is theorized that there are four second-order constructs with 13 first-order constructs.

Additional Testing for Second-Order Constructs

To further empirically examine the existence of second-order constructs and expand on the analysis already completed and discussed in this chapter, factor scores were computed for all hypothesized first-order constructs. These factor scores were then used to calculate the correlations between all first-order constructs. It is subsequently possible to illustrate the existence of a second-order construct if the first order factors are highly correlated, which would indicate the possibility that the correlations between the first-order constructs are "caused" by the second-order construct (Tanaka & Huba, 1984). Therefore, high levels of correlation between the factor scores of the first-order constructs hypothesized as components of the same second-order construct provides support for the existence of higher-order constructs. However, no definitive standard was located in the extant business or non-business literature for the minimum level of correlation indicating the existence of a second-order construct. For example, Kahn (2006) mentioned that three or more factors may be considered highly correlated and thus a second-order factor may exist when correlations are above 0.50, while Pavlou and El Sawy (2006) stated

TABLE 4.5 Results of Principal Component Analysis for "First-Order and Second-Order Constructs" Solution [Pilot Test, *n*=70]

Construct	Type	Cronbach's Alpha	Eigenvalue	% of Variance Explained
Market Orientation	**Second-Order Construct***	**.873**	**9.643**	**64.287**
Customer Orientation	First-Order Construct	.838	3.441	57.350
Competitor Orientation	First-Order Construct	.780	2.417	60.426
Interfunctional Coordination	First-Order Construct	.818	3.085	61.693
Global Internet Integrated Marketing Communications Strategy Implementation	**Second-Order Construct***	**.799**	**5.445**	**60.502**
Strategic Coordination	First-Order Construct	.668	2.250	56.241
Communication Utilization	First-Order Construct	.803	2.820	56.404
Global Online Navigational Effectiveness	**Second-Order Construct***	**.831**	**16.006**	**66.940**
Affiliation	First-Order Construct	.532	2.984	49.730
Frequency	First-Order Construct	-.014	2.428	60.689
Reach	First-Order Construct	.069	2.027	50.678
Richness	First-Order Construct	.593	3.005	60.107
Stickiness	First-Order Construct	.682	2.911	58.218
Global Internet Marketing Communications Performance	**Second-Order Construct***	**.951**	**7.663**	**85.135**
Brand Awareness	First-Order Construct	.870	2.399	79.796
Brand Loyalty	First-Order Construct	.920	2.600	86.654
Sales Volume	First-Order Construct	.852	2.326	77.533

* Calculated Cronbach's Alpha, Eigenvalue, and % of Variance Explained for second-order construct obtained by conducting principal component analysis (PCA) of second-order construct for specific hypothesized number of first-order constructs to extract.

that an exceptionally high correlation of 0.80 or higher would exist among the lower-order constructs of a reflective second-order construct. In addition, Lamanauskas, Šlekiene, Balog, and Pribeanu (2013) called correlations between first-order factors in a second-order measurement model moderate to high when values range from 0.61 to 0.79 and high when values range from 0.68 to 0.89. Lastly, Garver and Mentzer (1999) stated that if correlations were all above .70, then "statistically, respondents are viewing this phenomenon at the second-order factor level" (p. 38). Nonetheless, a flexible standard was utilized for analysis purposes in this stage of this dissertation research study due to the various issues with the data and measurement scales described previously in this chapter and because this was not the main test stage of the dissertation research project. The calculated correlations between factor scores for the relevant hypothesized first-order construct were found to range from 0.415 (SC and COU for *Global Internet Integrated Marketing Communications Strategy Implementation* construct) to 0.864 (BA and BL for *Global Internet Marketing Communications Performance* construct), with 17 of 17 correlations above 0.40 (100.0%) and 15 of 17 correlations above 0.50 (88.2%).

It should be stated that the reliability of second-order constructs or factors is usually not computed (Kumar, Scheer, & Steenkamp, 1995; Zhang, Tansuhaj, & McCullough, 2009). However, it was computed for the pilot test per selected research contributions in divergent research disciplines that advocated or used various procedures to calculate the approximate composite reliability of second-order constructs (e.g., Kohn, Khmelko, Paniotto, & Hung, 2004; Kumar, Scheer, & Steenkamp, 1995; Tanaka & Huba, 1984; Zhang, Tansuhaj, & McCullough, 2009). These uses informed the actions taken for the pilot test in which the factor scores for the second-order constructs were the subject of a PCA and reliability analysis, including the calculation of Cronbach's coefficient alpha. The results provided support for the existence of

three or four second-order constructs (depending on the specific standard used), with Cronbach's coefficient alpha ranging from 0.586 (*Global Internet Integrated Marketing Communications Strategy Implementation*) to 0.939 (*Global Internet Marketing Communications Performance*). TABLE 4.6 contains selected relevant metrics used for all of this analysis in which it is theorized that there are four second-order constructs with 13 first-order constructs. These metrics include the composite reliabilities of the hypothesized second-order constructs and the output for the various tests to empirically examine the existence of second-order constructs mentioned in this section.

In addition to the extensive quantitative analysis that was conducted and described in this chapter, qualitative analysis was conducted on the responses to the open-ended question at the end of the questionnaire (i.e., No. 12) in which respondents were invited to provide additional information and comments on their company and its IOMC activities for the global market, the questionnaire, their responses to the questionnaire, etc. Results of the qualitative and quantitative data analysis were then used to identify problems with and potential improvements to the questionnaire, scale items, and the entire dissertation research study. This analysis resulted in specific refinements and revisions being made to the measurement scales for various variables in the hypothesized measurement and structural models, which meant that refinements and modifications were made to the survey instrument before data were collected for the main test. However, the analysis that took place during the pilot test resulted in findings that were sometimes ambiguous for various reasons described throughout this chapter (e.g., quality of data collected, sample size, newly created constructs and measurement scales, etc.). Nonetheless, the data did inform various aspects of the dissertation research study before the round of data collection that occurred for the main test.

TABLE 4.6 Results of Principal Component Analysis of Factor Scores to Examine Existence of Second-Order Constructs [Pilot Test, *n*=70]

Construct	Type	Cronbach's Alpha	Eigenvalue	% of Variance Explained
Market Orientation	**Second-Order Construct***	**.744**	**2.066**	**68.877**
Customer Orientation	First-Order Construct			
Competitor Orientation	First-Order Construct			
Interfunctional Coordination	First-Order Construct			
Global Internet Integrated Marketing Communications Strategy Implementation	**Second-Order Construct***	**.586**	**1.415**	**70.726**
Strategic Coordination	First-Order Construct			
Communication Utilization	First-Order Construct			
Global Online Navigational Effectiveness	**Second-Order Construct***	**.924**	**3.817**	**76.345**
Affiliation	First-Order Construct			
Frequency	First-Order Construct			
Reach	First-Order Construct			
Richness	First-Order Construct			
Stickiness	First-Order Construct			
Global Internet Marketing Communications Performance	**Second-Order Construct***	**.939**	**2.673**	**89.102**
Brand Awareness	First-Order Construct			
Brand Loyalty	First-Order Construct			
Sales Volume	First-Order Construct			

* Calculated Cronbach's Alpha, Eigenvalue, and % of Variance Explained obtained by conducting factor analysis of factor scores.

Because more data, including a larger sample size for the main test, was desired before wholesale changes were made to the dissertation research study or to the online questionnaire, significant issues like whether various theoretical constructs were best modeled and depicted as first-order or second-order constructs were not fully addressed until the data collected for the main test was analyzed. The belief was that a better determination could be drawn about the different constructs and scale items when analyzing the data collected for the main test since it included a larger sample size. This would allow for the use of the advanced, robust structural equation modeling (SEM) statistical technique, including confirmatory factor analysis (CFA). Being able to complete this statistical analysis with the SPSS Amos 22 software would be a significant advantage over the use of SPSS Statistics 21 and principal component analysis (PCA) for the pilot test, which, as mentioned earlier, was necessary due to the relatively small sample that was procured. This was considered a prudent approach considering that most of the constructs were newly created and therefore would need to undergo rigorous examination and analysis throughout all stages of this dissertation research study.

Changes to be made to constructs, scale items, and the questionnaire were determined based on the results of the pilot test. All items that were negatively (or reverse) worded, coded, and scored, which were problematic based on the data analysis, were revised to be positively worded, coded, and scored items (e.g., AF3, FR3, RE4, RI2, and ST2). All of these items were included in the measurement scales for the *Global Online Navigational Effectiveness* construct. Other changes made to problematic scale items were done to simplify them or update them to the conditions and circumstances that exist in business today but without changing their desired and necessary conceptual focus. In addition, the choice "Don't Know/Not Applicable" was removed from all items on the questionnaire. The primary reason why this was done was to address the

issue identified through the conducting of the pilot test in which those choices were determined to not be synonymous. Therefore, they could not be treated the same when conducting the data analysis. Moreover, splitting the two choices into “Don't Know” and “Not Applicable” was problematic visually using an online questionnaire since nine points (i.e., 7-point scale plus “Don't Know” and “Not Applicable”) could potentially result in respondents inadvertently selecting responses that did not accurately reflect their views and opinions. Additional support for this change was provided by respondents simply being able to skip questions, with the exception of the six requisite qualifying questions.

These and other changes made to the constructs, scale items, and questionnaire based on the results of the pilot test are outlined in TABLE 4.7 and were utilized on the version of the questionnaire used for the main test. These refinements and modifications to the scale items and online questionnaire, which were based on the results of the pilot test, resulted in revised sale items and a revised survey instrument administered to respondents for the main test. Based on the results of the pilot test, the refined measurement scales for all substantive constructs, as well as for a marker variable used to test for common method variance (CMV) or common method bias (CMB) that would be used with the analysis of the main test data, are provided in TABLE 4.8. These are the measurement scales initially used for the main test in SPSS Amos 22 structural equation modeling (SEM) software to empirically evaluate the hypothesized measurement model, with refinements made to selected scales following examination of the model but prior to examination of the hypothesized structural model. In addition, the full version of the online questionnaire used for the main test – with all of the instructions, “Company Information” questions, and “Respondent Information” questions – is provided in APPENDIX F.

TABLE 4.7 Changes Based on Results of Pilot Test

CONSTRUCTS AND SCALE ITEMS	
Market Orientation	
Construct/Dimension	**Description of Changes**
Customer Orientation	**CUO4-CU06:** Item codes changed to CUO5-CUO7 **CUO4:** New item added ("We continuously try to discover additional needs of our customers of which they are unaware.")
Competitor Orientation	**COO1:** Item changed to "Employees throughout the company share information concerning competitors' activities and strategies." **COO3:** Item code changed to COO7 and item changed to "Top management regularly discusses competitors' strengths and weaknesses." **COO3:** New item added ("We evaluate the strengths and weaknesses of key competitors.") **COO5:** New item added ("We regularly collect information concerning competitors' activities.") **COO6:** New item added ("We track the performance of key competitors.") **COO8:** New item added ("We attempt to identify the strategy employed by our competitors.")
Interfunctional Coordination	**IC1:** Item changed to "Our top managers from every function regularly communicate with our current and prospective customers."
Global Internet Integrated Marketing Communications Strategy Implementation	
Construct/Dimension	**Description of Changes**
Strategic Coordination	NONE
Communication Utilization	**COU3:** Item changed to "Employs online media for marketing communication campaigns in a unified manner within and across different countries to create synergies at the campaign level."

TABLE 4.7 Continued

CONSTRUCTS AND SCALE ITEMS	
Global Online Navigational Effectiveness	
Construct/Dimension	**Description of Changes**
Affiliation	**AF3:** Reverse wording/coding/scoring eliminated; item changed to "Exposes them to information that is tangential or peripheral to our products and brands."
Frequency	**FR3:** Reverse wording/coding/scoring eliminated; item changed to "Maximizes the number of interactions between them and our marketing messages and brands."
Reach	**RE4:** Reverse wording/coding/scoring eliminated; item changed to "Maximizes the number of them with whom we communicate and connect."
Richness	**RI2:** Reverse wording/coding/scoring eliminated; item changed to "Provides an appeal to them with our online media that is interactive and vivid."
Stickiness	**ST2:** Reverse wording/coding/scoring eliminated; item changed to "Offers a wide variety of marketing messages through multiple online media tools that allows them to focus on completing multiple tasks."
Global Internet Marketing Communications Performance	
Construct/Dimension	**Description of Changes**
Brand Awareness	NONE
Brand Loyalty	NONE
Sales Volume	NONE
Entrepreneurial Orientation	
Construct/Dimension	**Description of Changes**
Innovativeness	NONE
Proactiveness	NONE

TABLE 4.7 Continued

CONSTRUCTS AND SCALE ITEMS	
Entrepreneurial Orientation	
Construct/Dimension	**Description of Changes**
Risk-Taking	**RT2:** Changed "firm's" to "company's"
QUESTIONNAIRE	
Section	**Description of Changes**
A: Introduction	Added "and brands" after "products" in bulleted text for "Respondents"
C: Questionnaire Instructions	Revised text in "Response Flexibility" sub-section to reflect removal of "DON'T KNOW/NOT APPLICABLE" answer option from all questions
D: Company Information	**D8:** Reworded question so easier and clearer for respondents to understand **D9:** Added "and brands" after "product" **D10:** Added "and brands" after "product" **D12:** Added "and brands" after "product" **D13:** Added "and brands" after "product"; revised six choices so they match TABLE 1.3 in Chapter One
E: Respondent Information	**E2:** Added "and brands" after "product" **E3:** Added "and brands" after "product" **E4:** Added "and brands" after "product"; revised to include "and/or" in place of "and" (i.e., "involved with and/or knowledgeable about")
F: Variables of Interest	**ALL:** Removed "DON'T KNOW/NOT APPLICABLE" choice from all scale items
G: Additional Company Information	**G3:** Added "and brands" after "product" **G4:** Added "and brands" after "product" **G5a:** Added "and brands" after "product" **G5b:** Added "and brands" after "product"
J: FREE *Executive Summary*	Revised text to reflect changes in project timeline

TABLE 4.8 Initial Measurement Scales for Testing of Hypothesized Measurement and Structural Models [Main Test]

Construct (Second Order)	Construct (First Order)	Scale Items
Market Orientation		In our company:
	Customer Orientation	**(CUO1)** We constantly monitor our level of commitment and orientation to serving customers' needs.
		(CUO2) Our business strategies are driven by our beliefs about how we can create greater value for customers.
		(CUO3) Our strategy for competitive advantage is based on our understanding of customers' needs.
		(CUO4) We continuously try to discover additional needs of our customers of which they are unaware.
		(CUO5) Our business objectives are driven primarily by customer satisfaction.
		(CUO6) We measure customer satisfaction systematically and frequently.
		(CUO7) We give close attention to after-sales service.
	Competitor Orientation	**(COO1)** Employees throughout the company share information concerning competitors' activities and strategies.
		(COO2) We rapidly respond to competitive actions that threaten us.
		(COO3) We evaluate the strengths and weaknesses of key competitors.
		(COO4) We target customers where we have an opportunity for competitive advantage.
		(COO5) We regularly collect information concerning competitors' activities.
		(COO6) We track the performance of key competitors.
		(COO7) Top management regularly discusses competitors' strengths and weaknesses.
		(COO8) We attempt to identify the strategy employed by our competitors.
	Interfunctional Coordination	**(IC1)** Our top managers from every function regularly communicate with our current and prospective customers.
		(IC2) We freely communicate information about our successful and unsuccessful customer experiences across all business functions.
		(IC3) All of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.) are integrated in serving the needs of our target markets.

TABLE 4.8 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
		(IC4) All of our managers understand how everyone in our business can contribute to creating customer value.
		(IC5) Our resources are shared among and between our business functions and business units.
Global Internet Integrated Marketing Communications Strategy Implementation		When implementing Internet (online) marketing communications strategies for the global market, our company:
	Strategic Coordination	**(SC1)** Coordinates the planning and execution of different Internet marketing communications tools.
		(SC2) Assigns responsibility to a single individual for overall Internet marketing communications efforts.
		(SC3) Ensures that the elements of our Internet marketing communications efforts have a common strategic objective.
		(SC4) Focuses on a common message with our Internet marketing communications.
	Communication Utilization	**(COU1)** Incorporates different messages (in number and kind) within a single Internet advertising vehicle (e.g., banner advertisements for brand building and for multiple direct responses such as purchasing and downloading information).
		(COU2) Presents a single position, image, and/or theme across multiple Internet communication and promotional tools, whether across categories of online media (e.g., e-mail and banner advertising) or within one category of online media.
		(COU3) Employs online media for marketing communication campaigns in a unified manner within and across different countries to create synergies at the campaign level.
		(COU4) Use multiple online media that converge to form new, hybrid online advertising vehicles (e.g., interactive e-mail directing recipients to interactive Web pages).
		(COU5) Utilizes a mixed-media strategy to move targeted audience members from different online media to complete an advertising experience (e.g., banner advertisement directing audience to Web page to view content).

TABLE 4.8 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
Global Online Navigational Effectiveness		Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers:
	Affiliation	**(AF1)** Represents their interests as much or more than our own interests.
		(AF2) Provides them with unbiased information about related products sold by other companies.
		(AF3) Exposes them to information that is tangential or peripheral to our products and brands.
		(AF4) Offers them information that is for building relationships and communities rather than directly related to purchasing our products and brands.
		(AF5) Provides them with the most relevant messages at the most relevant times.
		(AF6) Maximizes the level of connection to our company that they experience.
	Frequency	**(FR1)** Creates a sufficient amount of interactions with them across multiple different online media.
		(FR2) Exposes them to our marketing messages and brands multiple times across multiple different online media.
		(FR3) Maximizes the number of interactions between them and our marketing messages and brands.
		(FR4) Maximizes their exposure to our marketing messages and brands.
	Reach	**(RE1)** Increases the number of different products that we can promote to them.
		(RE2) Maximizes the number of them whose needs are served through different online media.
		(RE3) Communicates and connects with them, regardless of their online activities or behavior, through the use of multiple different types of online media.
		(RE4) Maximizes the number of them with whom we communicate and connect.
	Richness	**(RI1)** Positively affects their attitudes by presenting information across different online media to appeal to their different senses.
		(RI2) Provides an appeal to them with our online media that is interactive and vivid.

TABLE 4.8 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
		(RI3) Creates new, hybrid online media (e.g., e-mail messages linking to animated videos) through the extensive convergence of online media that provides them with high-quality information about our products.
		(RI4) Offers a brand-as-experience branding strategy in which an experience is conveyed to them that establishes a connection with their feelings, associations, and memories.
		(RI5) Maximizes the quality of the information that we can provide to them about our products.
	Stickiness	**(ST1)** Provides an online advertising experience that persuades them to spend more time with the online media that we utilize.
		(ST2) Offers a wide variety of marketing messages through multiple online media tools that allows them to focus on completing multiple tasks.
		(ST3) Offers a wide variety of marketing messages through multiple or a large number of online media tools that allows them to process a large number of messages.
		(ST4) Convinces them to want to spend less time with the marketing messages and brands of other companies.
		(ST5) Maximizes the duration on any one occasion that they spend with or at the online communication vehicles that we utilize.
Global Internet Marketing Communications Performance		Based on each of the following criteria, rate the current performance of your company's Internet (online) marketing communications for the global market compared to your company's competition, objectives, and historical performance.
	Brand Awareness	**(BA1)** Competition
		(BA2) Objectives
		(BA3) Historical Performance
	Brand Loyalty	**(BL1)** Competition
		(BL2) Objectives
		(BL3) Historical Performance
	Sales Volume	**(SV1)** Competition
		(SV2) Objectives
		(SV3) Historical Performance

TABLE 4.8 Continued

Construct (Second Order)	Construct (First Order)	Scale Items
Marker Variable		
Entrepreneurial Orientation		Please rate your company on the respective scales used for each of the following questions or statements.
	Innovativeness	**(IN1)** How many new lines of products has your company marketed during the past 3 years? *1=No new lines of products.* *7=Very many new lines of products.*
		(IN2) Changes in product lines have been: *1=Mostly of a minor nature.* *7=Quite dramatic.*
	Proactiveness	**(PR1)** In dealing with its competition, my company: *1=Typically responds to actions which competitors initiate.* *7=Typically initiates actions to which competitors then respond.*
		(PR2) In dealing with its competition, my company: *1=Is very seldom the first business to introduce new products, administrative techniques, operating technologies, etc.* *7=Is very often the first business to introduce new products, administrative techniques, operating technologies, etc.*
	Risk-Taking	**(RT1)** In general, the top managers of my company have: *1=A strong proclivity (i.e., inclination) for low-risk projects (with normal and certain rates of return).* *7=A strong proclivity (i.e., inclination) for high-risk projects (with chances of very high returns).*
		(RT2) In general, the top managers of my company believe that: *1=Owing to the nature of the environment, it is best to explore it gradually via cautious, incremental behavior.* *7=Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the company's objectives.*

MAIN TEST

The main test was administered according to the procedures described in Chapter Three, which involved targeting online panels of prospective respondents provided by Qualtrics and by McMillion Research (i.e., their Mindfield Online panel). Members of the online respondent panels included qualified industry practitioners who were current managers or at least employees in the marketing function of U.S. companies and were involved with and/or knowledgeable about their company's Internet (online) marketing communications (IOMC) strategies and tactics for reaching, communicating with, and promoting and selling products to the global market (i.e., both domestic and foreign markets). The panel members were recruited by Qualtrics and by McMillion Research via electronic communication to complete the questionnaire and thus earn the various incentives they offered to their panel members. Data from completed questionnaires, which were gathered concurrently from both panels over the same eight-day period, were stored on the Qualtrics Web site before being downloaded into a Microsoft Excel file and then imported into the SPSS software package (SPSS Statistics 21) for further data analysis.

Respondents provided responses to 62 substantive scale items related to the hypothesized measurement and structural models presented for empirical examination (as well as 17 additional scale items for the *IMC Orientation* construct, though it was not involved in any of the analysis that was completed for this dissertation research study). They also provided responses to six additional scale items representing a marker variable utilized to test for common method variance (CMV) or common method bias (CMB). They also provided responses to one "attention filter" question (with accompanying text field) for screening out respondents who did not fully read the questionnaire or scale items, and to 31 other questions, including demographic/control-type questions about them and their current company, questions about their qualifications for

completing the questionnaire related to their background and experience as well as that of their current company, and/or questions obtaining their input on the study and questionnaire. This latter group of questions also included a total of seven questions in the "Company Information" section and the "Respondent Information" section that were used to qualify or disqualify respondents, as well as two questions in the "Input on Study and Questionnaire" section that were used to: (1) determine whether respondents' submitted questionnaires would be included in the final data set for analysis based on their self-reported level of confidence with the accuracy of their responses; and (2) solicit respondents' open-ended comments about the dissertation research study, the questionnaire, their company, and their company's IOMC activities for the global market.

Descriptive Statistics

The data sets collected through the online respondent panels provided by Qualtrics and by McMillion Research were combined to create the aggregated data set used for all analysis. The details on all of the data collected for analysis for the main test before the identification and removal of outliers are provided in TABLE 4.9. As shown in the final column of TABLE 4.9, the aggegated data set included 2,810 unique panel respondents who started completing the online questionnaire (i.e., attempted to answer at least one question and had IP address that differed from all other respondents), with 410 respondents (14.59%) who were fully qualified according to the respondent criteria established before the data collection process began and who submitted completed questionnaires that were usable for analysis (i.e., provided responses to all or most of the substantive scale items). Of the 2,400 disqualified panel respondents whose responses were not included in the final data set used for analysis (85.41% of all respondents), 1,652 of them (68.83% of disqualified respondents) were disqualified based on their responses to one or more

TABLE 4.9 Data Collected for Main Test (Before Identification and Removal of Outliers)

Panel Respondents Details	Panel Provider *(Panel Name)*		TOTAL
	Qualtrics ***(SAME)***	**McMillion Research** ***(Mindfield Online)***	
# of Unique Respondents	**718**	**2,092**	**2,810**
# of Completes ***(% of Respondents)***	**372** ***(51.81%)***	**154** ***(7.36%)***	**526** ***(18.72%)***
Qualified *(% of Completes)*	294 *(79.03%)*	116 *(75.32%)*	410 *(77.95%)*
Disqualified *(% of Completes)*	78 *(20.97%)*	38 *(24.68%)*	116 *(22.05%)*
# of Incompletes ***(% of Respondents)***	**346** ***(48.19%)***	**1,938** ***(92.64%)***	**2,284** ***(81.28%)***
Disqualified – Disqualifying Questions *(% of Incompletes)*	110 *(31.79%)*	1,542 *(79.57%)*	1,652 *(72.33%)*
Disqualified – Misc. Other Reasons *(% of Incompletes)*	236 *(68.21%)*	396 *(20.43%)*	632 *(27.67%)*

of the various qualifying questions in the "Company Information" or "Respondent Information" sections at the beginning of the questionnaire and thus did not submit fully completed questionnaires. Responses from the other 748 respondents (31.17% of disqualified respondents) were not included in the final data set for various reasons, including: their record had significant missing data (i.e., "missing" responses to eight or more substantive scale items[1] and/or to all scale items measuring a single theoretical latent first-order construct or dimension); they appeared to provide random responses (i.e., straight-line responses for all or nearly all of the questions on the questionnaire); they responded to the "attention filter" question incorrectly; their response time (i.e., less than eight minutes) indicated that the accuracy, credibility, and value of their responses were lacking; and/or they lacked confidence with the accuracy of their responses (i.e., respondent rated their confidence as "Very Low" or "Somewhat Low" at end of questionnaire).

*(**Note:** Percentages provided in this sub-section for each question were calculated based on responses provided by all 410 main test respondents, whether or not all 410 respondents provided usable responses to a specific individual question. The tables containing all "Main Test Data and Results,"including frequencies and percentages of responses and non-responses to each question in Sections C, D, F, G, and H of the main test questionnaire, are provided in APPENDIX G.)*

[1] The rigorous standard used to determine the omission of a record (or case) from the final data set due to a high level of missing data was loosened from five or more missing scale items per case (i.e., approximately 8.8% missing data) for the "Pilot Test" stage, which had 57 substantive questions or scale items, to eight or more missing scale items per case (i.e., approximately 12.9% missing data) for the "Main Test" stage, which had 62 substantive questions or scale items. This adapted standard, which was still consistent with the general standards advocated by authors in the extant literature in multiple disciplines over the years (e.g., Bennett, 2001; Little & Rubin, 2002), was necessary to maximize the size of the sample, which needed to meet certain minimum requirements, and thus the amount of data used to complete the necessary data analysis activities.

The information provided by respondents (i.e., key informants) about their companies indicated that it was a very diverse sample, though differing somewhat from the much smaller sample procured for the pilot test (e.g., included a higher percentage of responses from representatives of larger companies than occurred with the pilot test, etc.). Based on number of employees worldwide, the size of the for-profit companies for which the 410 respondents (that comprised the sample prior to the removal of outliers from the data set) were employed varied, with 58.3% of respondents employed by companies with 500 or more employees and 41.7% employed by companies with 499 or fewer employees. This included 19.5% having fewer than 100 employees of which nearly two-thirds (63.75%) had fewer than 50 employees. The majority of respondents (54.6%) were from a "Goods Producing" company and the remainder (45.4%) were from a "Service Providing" company. In addition, 72.4% of respondents described their company and its sector of operation as "For Profit, Privately Held," with the remaining 27.6% describing their company's sector as "For Profit, Publicly Owned." (Based on the specific focus of the dissertation research study, no responses were solicited or accepted from "Non Profit/Not For Profit" or "Government" entities of organizations.) As for the approximate total annual revenue for respondents' companies (in U.S. dollars) from all business activities worldwide, 53.9% selected a category indicating that their company's total annual revenue was less than $100 million, including 16.1% that said it was under $5 million, while 83.7% selected a category indicating it was $5 million or more, including 21.7% from company's with total annual revenue of $1 billion or more.

Regarding industry sectors and subsectors as categorized by the North American Industry Classification System (NAICS) that best described the primary industry of operation and business activity of respondents' companies, all 20 different industry sectors and 79 of 100

different subsectors were listed by respondents. In regards to the industry sectors for all respondents' companies, whether in the "Goods-Producing" industry group or the "Service Providing" industry group, it included 42.2% who selected "Manufacturing," 8.0% who selected "Professional, Scientific, and Technical Services," 5.9% who selected "Information," 5.1% who selected "Agriculture, Forestry, Fishing and Hunting," and 5.1% who selected "Retail Trade." In regards to the subsectors, 6.8% selected "Apparel Manufacturing," 6.1% selected "Miscellaneous Manufacturing," and 6.1% selected "Computer and Electronic Product Manufacturing." (More detailed breakdowns for both industry groups are provided in APPENDIX G.) When asked to select one or more descriptions for all of the products that are offered, promoted, and sold by their company for its primary business activity, "Goods, Tangible" was selected by 49.0% of respondents, "Services" was selected by 32.4%, "Goods, Intangible" were selected by 28.0%, and "Goods-and-Services Combinations" was selected by 22.7%. In addition, when asked to describe the primary products offered, promoted, and sold by their company for its primary business activity, 78.3% of respondents selected either "Goods with no accompanying services" (30.5%), "Goods with accompanying services" (25.4%), or "Services with no accompanying goods" (22.4%), while "Services with supporting goods and sevices" was selected by 11.2% and "Hybrid of equal parts goods and services" was selected by 9.3%. As for the sectors that respondents' companies operate in when conducting their primary business activity, 72.2% of respondents' companies operate in the business-to-consumer (B2C) sector, 62.2% in the business-to-business (B2B) sector, and 13.4% in the business-to-government (B2G) sector, with 0.5% selecting "Other."

The information that was collected from respondents regarding their company's specific use of Internet (online) marketing communications (IOMC) for promoting and selling its

products (i.e., goods, services, and goods-and-services combinations) and brands to consumers and/or organizations in the global market (i.e., both domestic and foreign markets) included the number of foreign country markets in which their company generates sales for its products due to its IOMC efforts. Nearly half (44.6%) of respondents selected 2-4 foreign country markets, 36.8% selected 5-20 foreign country markets, and the remaining 18.5% selected 21 or more foreign country markets. (Respondents whose company selected "0-1 foreign country market" were disqualified from completing the remainder of the questionnaire because it did not constitute the global use of IOMC.) As for company experience using IOMC for promoting its products and brands to the global market, 82.9% of respondents' companies had four or more years of experience, while 89.8% of respondents considered their IOMC activities to comprise 25 or more percent of all of their company's marketing communications activities (i.e., online and offline) for promoting their products and brands to the global market. The different products promoted to the global market with IOMC by respondents' companies included: "Goods, Tangible" (50.2%), "Services" (32.9%), "Goods, Intangible" (31.2%), and "Goods-and-Services Combinations" (22.2%). The sectors in which respondents' companies used IOMC to promote its products and brands to the global market included 72.0% using IOMC in the B2C sector, 61.5% in the B2B sector, and 11.7% in the B2G sector, while 0.7% of respondents selected "Other." Additionally, 56.1% of respondents stated that their company uses external third-party agencies to formulate, implement, and/or evaluate some of their IOMC strategies and tactics for promoting their products and brands to the global market.

Regarding the specific IOMC tools used by respondents' companies to promote their products and brands to the global market, they included the following, in order of percentage use: (1) *Advertising* (68.0%), which includes online display advertising and search engine

advertising/pay-per-click; (2) *Direct Marketing* (65.6%), which includes e-mail marketing, microsites, and mobile communication marketing via Short-Message Service & Multimedia Messaging Service; (3) *Web Site* (54.6%), which includes company Web sites; (4) *Sales Promotion* (52.2%), which includes affiliate marketing, online competitions/contests/ sweepstakes, and online coupons/rebates/premiums; (5) *Public Relations* (46.8%), which includes blogs, electronic newsletters/e-zines, online communities, online events, online games/advergaming, online sponsorships, search engine optimization, and social media; and (6) *Personal Selling* (42.4%), which includes live chat, online events, and audio/video conferences via Voice over Internet Protocol.

The information provided by respondents about themselves and their experience with IOMC also provide evidence of the sample's diverse nature. When asked to describe their current position with their company, 41.0% of respondents selected "Executive/Senior Level Manager," 34.1% selected "Mid-Level Manager," and 10.5% selected "Owner," with 14.15% selecting "Non-Manager" (7.56%) or "Entry-Level Manager" (6.59%). Regarding personal experience with IOMC strategies and tactics for the global market, over a third of respondents (34.9%) stated that overall they had "4 years to less than 7 years" of experience, 23.2% had "1 year to less than 4 years" of experience, 19.3% had "7 years to less than 10 years" of experience, 19.3% had "10 years or more" of experience, and 3.4% had less than a year of experience. *Implementation* was selected by 72.9% of respondents as one of the strategic management process elements of their company's IOMC for promoting their products and brands to the global market that they are involved with and/or knowledgeable about, while 62.4% of respondents mentioned *evaluation* and 55.6% mentioned *formulation*. As for their current employment, 98.3% worked for their current company for a year or longer, with nearly half (45.9%) having

done so for seven or more years. (See “Main Test Data and Results (Before Removal of Outliers)” in APPENDIX G for more details.)

Analysis of Data

All 62 substantive scale items were measured on a 7-point Likert-type scale (i.e., minimum was 1, maximum was 7) and most represented statements for which respondents could respond on a scale from “Strongly Disagree” (1) to “Strongly Agree” (7). One exception among the latent constructs was the 7-point scale for the *Global Internet Marketing Communications Performance* construct, which ranged from “Much Worse” (1) to “Much Better” (7). Prior to imputation of missing data and addressing outliers in the data, mean values for all constructs ranged from 5.24 to 6.20, while standard deviations ranged from 0.989 to 1.568. These levels of range and deviation were determined to be satisfactory for this specific data set.

Missing values in the data were examined by case (i.e., each respondent) and for each item (i.e., each variable) on the questionnaire across cases for all submitted questionnaires and then again for each of the 410 submitted questionnaires meeting the aforementioned criteria for inclusion in the data analysis. The result of this detailed item-by-item examination of responses to the 62 substantive scale items for the hypothesized measurement and structural models was that missing values due to non-response (i.e., blank responses) accounted for 0.66% of all responses to all scale items (i.e., 168 out of 25,420 total items). This included 314 cases (76.6%) having no missing data, 70 cases (17.1%) only containing missing responses to one scale item, and 26 cases (6.3%) missing responses to 2-7 scale items. Therefore, the percentage of missingness for all cases ranged from 0% to 11.3% (i.e., 7 out of 62 scale items). Moreover, the main test data were examined for the existence of *item-level missingness* and *construct-level missingness*, as both described by Newman (2014). *Item-level missingness* was found to exist

among hypothesized constructs, though there were no cases in which respondents left all items blank on a multi-item scale used to measure any of the hypothesized first-order constructs, while *construct-level missingness* did not exist in the collected data. Consistent with recommendations provided by Newman (2014), all of these submitted questionnaires were considered usable for analysis. Overall, full data for three scale items (4.8% of all scale items) were collected from respondents, while 13 scale items (21.0%) were each only missing data from one respondent, 14 scale items (22.6%) were each missing data from two respondents, 19 scale items (30.6%) were each missing data from three respondents, and 13 scale items (21.0%) were each missing data from four or more respondents.

The Missing Value Analysis functionality in SPSS Statistics 21, including Expectation Maximization (EM) estimation, was utilized to analyze the missing data. The result of this analysis, including Little's MCAR test yielding a chi-square of 3894.585 ($df = 3958$, $p = 0.761$), indicated that the missing data were missing completely at random (MCAR), which means that no discernible pattern existed to the missing data (Little, 1988). (The results of Little's MCAR test for all 68 scale items, which included the six items to measure the marker variable, were also relatively similar, yielding a chi-square of 4783.948 ($df = 4806$, $p = 0.586$).) Therefore, missing values were not considered to be a threat to the integrity of the main test data. In addition, all 96 cases with data missing for at least one variable were individually examined visually as part of the Missing Value Analysis output to determine if individual patterns in the data emerged. However, none were identified. Missing values were then estimated and replaced (i.e., imputed) for each hypothesized first-order construct (including the marker variable) separately using the EM method. As was also done for the pilot test, unrounded imputed numbers that are non-integer values were used due to concerns about bias when rounding (e.g., Horton, Lipsitz, & Parzen,

2003), which is believed to be the most accurate approach (e.g., Wu, Jia, & Enders, 2015). The means and standard deviations for the items in the original data set and the items in the data set with imputed values were compared and there were no significant deviations.

As was explained with justficiation in the "Pilot Test" section of this dissertation research study document, no tests were run to evaluate the existence of response bias or non-response bias because the same issues existed with the data collection activities for the main test. However, a detailed review of the aggregate demographic information gathered from all online panel respondents for the main test, which were provided by two separate third-party service providers (i.e., Qualtrics, McMillion Research), indicated a fairly diverse sample (see APPENDIX G). Based in part on this analysis, the main test sample was deemed acceptable for analysis at this stage of the dissertation research study.

Because the online panel respondents for the main test were obtained from two separate third-party service providers and the sample sizes obtained from each were unequal (i.e., 294 from Qualtrics, 116 from McMillion Research), independent sample *t*-tests, chi-square tests, and Mann-Whitney U tests based on the specific data being analyzed (e.g., categorical, ordinal, interval/continuous) were run comparing the data gathered by each of the companies (i.e., Qualtrics, McMillion Research). This included all relevant demographic information and scale items for all hypothesized first-order constructs. These specific tests were selected because the sizes of the sub-samples were unequal so equal variances could not be assumed. For example, for independent sample *t*-tests (or Welch's *t*-test as it is known in situations when two samples have unequal variances and unequal sample sizes), the line of output labeled "Equal variances not assumed" was the focus. The results indicated that the responses by respondents provided by each online panel varied little from one another (see APPENDIX G). Specifically, responses to

only five of the 62 substantive scale items (8.1%) for the four theoretical constructs that are the focus of the dissertation research study differed at a statistically significant level ($p < .05$) between the two online panels. Regarding the demographic data that was collected through various questions on the questionnaire, only five of the 35 possible different responses (14.3%) to any of the questions collecting demographic or background data on the online questionnaire that were provided by the two online panels differed at a statistically significant level ($p < .05$): (1) selection of "Services" when describing products offered, promoted, and sold by their company for its primary business activity; (2) selection of "Business-to-Business (B2B)" as the sector in which their company operates when conducting its primary business activity; (3) selection of "Business-to-Business (B2B)" as the sector in which their company uses Internet (online) marketing communications (IOMC) for promoting its products and brands to the global market; (4) selection of "Sales Promotion" as one of the IOMC tools their company uses for promoting its products and brands to the global market; and (5) experience respondent's company has using IOMC for promoting its products and brands to the global market. These differences between the two online panels were considered acceptable, especially considering that there were significantly less online panel respondents in the sub-sample provided by McMillion Research compared to the one provided by Qualtrics. Moreover, these differences were also deemed useful to the quantitative analysis being conducted since it provided a more diverse overall sample for analysis, which should also help enhance the generalizability of the overall results.

The results of the normality testing in SPSS Statistics 21 for the sample of 410 cases, with values obtained for relevant descriptive statistics, skewness and kurtosis are provided in TABLE 4.10. Both the "Descriptives" and "Histograms" for each variable provided in the table

and/or in the output were reviewed. As was mentioned in the previous "Pilot Test" section, Likert scales are developed with the objective of getting respondents to provide responses on one end of the scale or spectrum and the data and results expected to skew in one direction or the other. Therefore, the primary focus of the analysis for the main test (and pilot test) of this dissertation research study, especially for identifying outliers, was on kurtosis.

Outliers based on unacceptable levels of kurtosis were identified and examined by case and by item. The standard adopted for the review of the main test (and pilot test) data was that a kurtosis statistic in the range of –2 to +2 indicated the existence of a normal distribution (Cameron, 2004). Outliers were identified and normality rejected if the calculated kurtosis statistic was not in that range. This standard was deemed acceptable for the pilot test and main test. Although not the most stringent kurtosis standard for determining normality in the literatre, it was more stringent than some offered in various statistical books and contributions to the literature over the years, as explained in the "Pilot Test" section.

Based on the standard used for the main test, 16 scale items with unacceptable levels of kurtosis were identified and are bolded in TABLE 4.10. A review of the output in TABLE 4.10 illustrates that skewness was not a major concern with the data compared to kurtosis, as the calculated kurtosis statistic was outside the range of -2 to +2 for certain scale items but that was not true of the skewness statistic. Also, the 16 scale items that had extreme, unsatisfactory levels of kurtosis had calculated kurtosis statistics ranging from 2.002 to 3.542. Eight of these items were for the *Market Orientation* construct (or scale) and its hypothesized dimensions (or first-order constructs), including four for the *Customer Orientation* dimension (CUO1, CUO2, CUO5, and CUO6), two for the *Competitor Orientation* dimension (COO6 and COO8), and two for the *Interfunctional Coordination* dimension (IC1 and IC3). Also, four of the items were for the

Table 4.10 Output of Normality Statistics for Raw Data [Main Test, *n*=410]

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
CUO1	**6.15**	**1.094**	**-1.548**	**0.121**	**2.959**	**0.240**
CUO2	**6.13**	**1.066**	**-1.612**	**0.121**	**3.542**	**0.240**
CUO3	6.20	1.038	-1.418	0.121	1.974	0.240
CUO4	6.08	1.008	-1.125	0.121	1.557	0.240
CUO5	**6.20**	**0.988**	**-1.569**	**0.121**	**3.277**	**0.240**
CUO6	**6.11**	**1.053**	**-1.459**	**0.121**	**2.907**	**0.240**
CUO7	6.12	1.044	-1.195	0.121	1.041	0.240
COO1	5.53	1.301	-1.170	0.121	1.611	0.240
COO2	5.76	1.226	-1.066	0.121	1.050	0.240
COO3	5.89	1.191	-1.295	0.121	1.986	0.240
COO4	6.01	1.090	-1.258	0.121	1.733	0.240
COO5	5.70	1.264	-1.254	0.121	1.977	0.240
COO6	**5.77**	**1.255**	**-1.383**	**0.121**	**2.335**	**0.240**
COO7	5.78	1.294	-1.372	0.121	1.976	0.240
COO8	**5.72**	**1.307**	**-1.371**	**0.121**	**2.120**	**0.240**
IC1	**5.84**	**1.194**	**-1.295**	**0.121**	**2.137**	**0.240**
IC2	5.75	1.179	-1.027	0.121	1.049	0.240
IC3	**5.93**	**1.109**	**-1.338**	**0.121**	**2.646**	**0.240**
IC4	5.95	1.158	-1.253	0.121	1.688	0.240
IC5	5.94	1.152	-1.215	0.121	1.661	0.240
SC1	**5.77**	**1.135**	**-1.147**	**0.121**	**2.166**	**0.240**
SC2	5.24	1.560	-0.934	0.121	0.413	0.240
SC3	**5.90**	**1.094**	**-1.357**	**0.121**	**2.946**	**0.240**
SC4	**5.94**	**1.102**	**-1.317**	**0.121**	**2.633**	**0.240**

Table 4.10 Continued

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
COU1	5.34	1.386	-1.000	0.121	0.980	0.240
COU2	5.65	1.182	-0.807	0.121	0.497	0.240
COU3	5.68	1.240	-1.066	0.121	1.383	0.240
COU4	5.60	1.318	-1.135	0.121	1.346	0.240
COU5	**5.67**	**1.282**	**-1.261**	**0.121**	**2.002**	**0.240**
AF1	5.72	1.113	-0.894	0.121	0.866	0.240
AF2	5.38	1.440	-1.160	0.121	1.300	0.240
AF3	5.66	1.198	-0.908	0.121	0.964	0.240
AF4	5.64	1.289	-1.085	0.121	1.304	0.240
AF5	5.83	1.093	-0.912	0.121	1.117	0.240
AF6	**5.91**	**1.103**	**-1.287**	**0.121**	**2.413**	**0.240**
FR1	**5.79**	**1.116**	**-1.117**	**0.121**	**2.037**	**0.240**
FR2	5.77	1.165	-1.133	0.121	1.778	0.240
FR3	5.81	1.152	-1.152	0.121	1.934	0.240
FR4	**5.85**	**1.142**	**-1.238**	**0.121**	**2.227**	**0.240**
RE1	5.80	1.156	-1.082	0.121	1.606	0.240
RE2	5.70	1.151	-1.062	0.121	1.636	0.240
RE3	5.75	1.158	-1.189	0.121	1.987	0.240
RE4	5.87	1.109	-1.058	0.121	1.394	0.240
RI1	5.85	1.136	-1.007	0.121	1.311	0.240
RI2	5.78	1.145	-0.890	0.121	0.978	0.240
RI3	5.55	1.398	-1.280	0.121	1.880	0.240
RI4	5.66	1.256	-0.984	0.121	0.924	0.240
RI5	5.94	1.044	-0.916	0.121	0.737	0.240

Table 4.10 Continued

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
ST1	5.72	1.131	-1.027	0.121	1.889	0.240
ST2	5.60	1.243	-1.005	0.121	1.201	0.240
ST3	5.61	1.269	-1.130	0.121	1.594	0.240
ST4	5.51	1.285	-0.926	0.121	0.970	0.240
ST5	**5.70**	**1.171**	**-1.155**	**0.121**	**2.340**	**0.240**
BA1	5.52	1.225	-0.739	0.121	0.604	0.240
BA2	5.66	1.138	-0.663	0.121	0.316	0.240
BA3	5.59	1.206	-0.844	0.121	0.881	0.240
BL1	5.55	1.245	-0.705	0.121	0.258	0.240
BL2	5.63	1.150	-0.714	0.121	0.447	0.240
BL3	5.65	1.215	-0.848	0.121	0.627	0.240
SV1	5.42	1.368	-0.890	0.121	0.614	0.240
SV2	5.63	1.208	-0.883	0.121	1.044	0.240
SV3	5.54	1.284	-0.918	0.121	1.062	0.240
Marker Variable						
IN1	4.59	1.595	-0.228	0.121	-0.714	0.240
IN2	4.29	1.658	-0.226	0.121	-0.746	0.240
PR1	4.98	1.508	-0.607	0.121	-0.057	0.240
PR2	5.21	1.455	-0.704	0.121	0.035	0.240
RT1	4.98	1.513	-0.668	0.121	0.047	0.240
RT2	4.89	1.535	-0.572	0.121	-0.189	0.240

Global Internet Integrated Marketing Communications Strategy Implementation construct, including three for the *Strategic Coordination* dimension (SC1, SC3, and SC4) and one for the *Communication Utilization* dimension (COU5). Lastly, four of the items were for the *Global Online Navigational Effectiveness* construct, including one item for the *Affiliation* dimension (AF6), two items for the *Frequency* dimension (FR1 and FR4), and one item for the *Stickiness* dimension (ST5).

An examination of the relevant cases using SPSS Statistics 21 resulted in the identification of 10 cases among the total of 410 cases that contributed the most to the existence of these outliers and to the relatively high estimate of kurtosis for the various items identified in TABLE 4.10. Because the data were MCAR and thus their removal from the data set would be appropriate, these identified cases were deleted from the data set (i.e., listwise deletion). Like the pilot test, the general approach taken to address the outliers in the main test data was to balance obtaining a valid and interpretable solution with any loss of data. The latter was especially important due to the need to have a final sample size of at least 400, as discussed in Chapter Three. However, unlike the pilot test in which selected responses to single scale items were removed for being outliers but no full cases were removed because the procured sample only contained 70 cases, the larger sample size procured for the main test allowed for the removal of full cases from the final data set. Overall, like occurred with the pilot test, the final data set for the main test needed to only include scale items with acceptable levels of kurtosis (and skewness) so that the conditions for data normality and its assumptions existed. The result was that there were 400 cases in the main test data that were appropriate for analysis. The details on all of the data collected for analysis for the main test after identification and removal of outliers,

which were categorized as “Completes” but “Disqualified,” are provided in TABLE 4.11 (see APPENDIX H for tabulations for final main test data).

Once the problematic cases were removed from the data set and the data set to be used for analysis was finalized, all of the problematic scale items bolded in TABLE 4.12 were found to have acceptable levels of kurtosis (i.e., –2 to +2). However, one item (COO8), which was for the *Competitor Orientation* dimension of the *Market Orientation* construct, was not able to be refined through the removal of outliers to obtain a kurtosis statistic in the acceptable range indicating a normal distribution. Therefore, the decision was made to retain the COO8 scale item as is, which was less of a concern because its calculated kurtosis statistic was right at the +2 threshold (2.002) and because it was for a latent construct well-established in the literature. In the case of the latter reason, the possibility certainly exists that the results may only be due to the vagaries of the specific sample obtained for the main test. The resulting data set was then used to evaluate the measures.

The final normality statistics for all scale items after refinement to achieve normality are provided in TABLE 4.12, with refined scale items (and COO8) in bold. The data set providing these normality statistics were then used for the final part of the main test in which all latent construct (measures) were quantitively examined and evaluated. As occurred with the pilot test and is indicated by the output provided in TABLE 4.12 for the refined data, mitigating the issues with kurtosis for selected scale items also mitigated the skewness of those same scale items.

TABLE 4.11 Data Collected for Main Test (After Identification and Removal of Outliers)

Panel Respondents Details	**Panel Provider *(Panel Name)***		**TOTAL**
	Qualtrics *(SAME)*	**McMillion Research *(Mindfield Online)***	
# of Unique Respondents	**718**	**2,092**	**2,810**
# of Completes ***(% of Respondents)***	**372** ***(51.81%)***	**154** ***(7.36%)***	**526** ***(18.72%)***
Qualified *(% of Completes)*	294 *(79.03%)*	116 *(75.32%)*	400 *(76.05%)*
Disqualified *(% of Completes)*	78 *(20.97%)*	38 *(24.68%)*	126 *(23.95%)*
# of Incompletes ***(% of Respondents)***	**346** ***(48.19%)***	**1,938** ***(92.64%)***	**2,284** ***(81.28%)***
Disqualified – Disqualifying Questions *(% of Incompletes)*	110 *(31.79%)*	1,542 *(79.57%)*	1,652 *(72.33%)*
Disqualified – Misc. Other Reasons *(% of Incompletes)*	236 *(68.21%)*	396 *(20.43%)*	632 *(27.67%)*

TABLE 4.12 Output of Normality Statistics for Refined Data [Main Test, *n*=400]

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
CUO1	**6.18**	**1.007**	**-1.211**	**0.122**	**1.209**	**0.243**
CUO2	**6.17**	**0.966**	**-1.198**	**0.122**	**1.382**	**0.243**
CUO3	6.21	0.990	-1.264	0.122	1.326	0.243
CUO4	6.10	0.948	-0.781	0.122	-0.227	0.243
CUO5	**6.22**	**0.921**	**-1.264**	**0.122**	**1.571**	**0.243**
CUO6	**6.15**	**0.962**	**-1.043**	**0.122**	**0.666**	**0.243**
CUO7	6.13	1.006	-1.101	0.122	0.689	0.243
COO1	5.57	1.240	-1.113	0.122	1.581	0.243
COO2	5.80	1.166	-0.953	0.122	0.595	0.243
COO3	5.94	1.113	-1.159	0.122	1.474	0.243
COO4	6.04	1.039	-1.072	0.122	0.843	0.243
COO5	5.76	1.174	-1.130	0.122	1.721	0.243
COO6	**5.83**	**1.169**	**-1.257**	**0.122**	**1.996**	**0.243**
COO7	5.83	1.226	-1.319	0.122	1.878	0.243
COO8	**5.79**	**1.206**	**-1.270**	**0.122**	**2.002**	**0.243**
IC1	**5.88**	**1.109**	**-1.029**	**0.122**	**1.049**	**0.243**
IC2	5.78	1.134	-0.890	0.122	0.530	0.243
IC3	**5.97**	**1.028**	**-1.077**	**0.122**	**1.571**	**0.243**
IC4	5.99	1.090	-1.025	0.122	0.590	0.243
IC5	5.97	1.081	-0.981	0.122	0.571	0.243
SC1	**5.84**	**1.013**	**-0.699**	**0.122**	**0.480**	**0.243**
SC2	5.27	1.535	-0.949	0.122	0.484	0.243
SC3	**5.94**	**0.991**	**-0.926**	**0.122**	**0.975**	**0.243**
SC4	**5.99**	**0.996**	**-0.869**	**0.122**	**0.509**	**0.243**
COU1	5.41	1.296	-0.895	0.122	0.792	0.243
COU2	5.66	1.150	-0.735	0.122	0.234	0.243
COU3	5.75	1.114	-0.663	0.122	-0.240	0.243
COU4	5.67	1.218	-0.953	0.122	0.707	0.243
COU5	**5.75**	**1.176**	**-1.046**	**0.122**	**1.281**	**0.243**
AF1	5.73	1.083	-0.799	0.122	0.438	0.243
AF2	5.43	1.390	-1.160	0.122	1.423	0.243
AF3	5.68	1.169	-0.857	0.122	0.794	0.243
AF4	5.67	1.237	-1.002	0.122	1.080	0.243
AF5	5.86	1.033	-0.638	0.122	-0.180	0.243
AF6	**5.93**	**1.045**	**-1.080**	**0.122**	**1.437**	**0.243**
FR1	**5.84**	**1.040**	**-0.874**	**0.122**	**1.095**	**0.243**
FR2	5.82	1.072	-0.843	0.122	0.565	0.243

TABLE 4.12 Output of Normality Statistics for Refined Data [Main Test, *n*=400]

Scale Item[1]	Mean	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
FR3	5.86	1.068	-0.873	0.122	0.715	0.243
FR4	**5.89**	**1.062**	**-0.958**	**0.122**	**0.951**	**0.243**
RE1	5.82	1.099	-0.898	0.122	0.871	0.243
RE2	5.73	1.093	-0.904	0.122	1.044	0.243
RE3	5.79	1.079	-0.945	0.122	0.962	0.243
RE4	5.90	1.051	-0.832	0.122	0.266	0.243
RI1	5.90	1.047	-0.641	0.122	-0.459	0.243
RI2	5.81	1.089	-0.670	0.122	0.022	0.243
RI3	5.62	1.306	-1.214	0.122	1.901	0.243
RI4	5.69	1.209	-0.885	0.122	0.563	0.243
RI5	5.96	1.003	-0.745	0.122	-0.181	0.243
ST1	5.77	1.051	-0.730	0.122	0.661	0.243
ST2	5.66	1.158	-0.778	0.122	0.306	0.243
ST3	5.68	1.163	-0.873	0.122	0.684	0.243
ST4	5.55	1.212	-0.722	0.122	0.288	0.243
ST5	**5.76**	**1.087**	**-0.952**	**0.122**	**1.720**	**0.243**
BA1	5.56	1.168	-0.585	0.122	0.116	0.243
BA2	5.71	1.067	-0.378	0.122	-0.896	0.243
BA3	5.63	1.149	-0.701	0.122	0.416	0.243
BL1	5.57	1.206	-0.579	0.122	-0.226	0.243
BL2	5.67	1.094	-0.498	0.122	-0.448	0.243
BL3	5.68	1.162	-0.673	0.122	-0.064	0.243
SV1	5.47	1.295	-0.743	0.122	0.209	0.243
SV2	5.68	1.123	-0.541	0.122	-0.319	0.243
SV3	5.60	1.174	-0.595	0.122	0.004	0.243
Marker Variable						
IN1	4.61	1.562	-0.197	0.122	-0.726	0.243
IN2	4.31	1.644	-0.237	0.122	-0.719	0.243
PR1	5.02	1.475	-0.609	0.122	0.006	0.243
PR2	5.24	1.415	-0.702	0.122	0.101	0.243
RT1	5.04	1.452	-0.618	0.122	0.004	0.243
RT2	4.93	1.501	-0.558	0.122	-0.191	0.243

Following the removal of the 10 records with significant numbers of outliers and the change in sample size from 410 to 400, evaluation of missing data were conducted on the sample again. To do this, the original data set prior to imputation was utilized less the aforementioned 10 records. The Missing Value Analysis functionality in SPSS Statistics 21, including EM estimation, was then utilized yet again to analyze the missing data for the 62 substantive scale items for the smaller sample size of 400. The result of this analysis, including Little's MCAR test yielding a chi-square of 3835.978 (df = 3898, p = 0.758), indicated that the missing data were still MCAR. (The results of Little's MCAR test for all 68 scale items, which included the six items to measure the marker variable, were also relatively similar, yielding a chi-square of 4738.287 (df = 4741, p = 0.508).) In addition, the descriptive statistics for the sample of 410 cases, which existed before removal of cases with significant number of data outliers contributing to the distribution being non-normal, were compared to the sample of 400 cases, which existed after removal of cases with significant number of data outliers. Only small differences in a few scale items and demographic information provided by respondents were identified when comparing the two samples. Therefore, this analysis, along with the calculation of Little's MCAR test, indicated that removal of the 10 cases was not deemed to be problematic to the remaining data analysis activities.

Evaluation of Measures

The psychometric properties of the conceptualized constructs and their scale items (i.e., measures) for the hypothesized measurement model were empirically examined using statistical tests and modeling techniques found in SPSS Statistics 21 and SPSS Amos 22. Therefore, the initial measurement model was assessed using the collected data, which included an examination of construct unidimensionality, refinement and modification of the measurement scales and

model based on the results of the analysis, and assessment of each construct in regards to its convergent validity, discriminant validity, and reliability. Common method variance (CMV) or common method bias (CMB) was also evaluated during this process through the use of the marker variable technique and Harman's one-factor test. All of this empirical analysis took place through multiple steps.

First-generation statistical techniques (e.g., principal component analyses or PCA, evaluation of the calculated Cronbach's alpha coefficient, correlation matrices analysis, etc.) were initially utilized. These were followed by more robust approaches available within the confirmatory factor analysis (CFA) component of structural equation modeling (SEM). The measurement scales and hypothesized measurement model were then refined based on the results of the analysis, with the refined measurement model again examined empirically using the CFA component of SEM. All of these results are presented and discussed later in this chapter in the "Assessment of Measurement Model" sub-section. This is followed by the "Post-Hoc Analysis" section, which contains the assessment of alternative versions of the hypothesized measurement and structural models in which different model versions (e.g., different hypothesized paths between constructs, etc.) are formulated and empirically examined.

The evaluation of measures (and the measurement model) began by grouping all scale items into their appropriate *a priori* conceptualized constructs, providing a preliminary analysis through the use of the principal component analysis (PCA) statistical technique with varimax rotation in SPSS Statistics 21, then providing an assessment of all measures and their unidimensionality through the use of a confirmatory factor analysis (CFA) in the SPSS Amos 22 structural equation modeling (SEM) software. This process included an examination the CFA model's measurement fit, which resulted in various refinements and modifications of the scale

items and CFA model. This was done because a more robust interpretation of unidimensionality can be achieved with CFA by conducting an evaluation of the overall goodness of model fit and analyzing both convergent and discriminant validity. Measurement scales that have both convergent and discriminant validity are considered to be unidimensional (Anderson & Gerbing, 1982; Gerbing & Anderson, 1988).

Various sub-dimensions or specific criteria (or types of validity) for assessing the validity of a measure and helping ensure construct validity were identified through the integration of multiple contributions to the extant literature (e.g., Bagozzi, 1980; Campbell, 1960; Campbell & Fiske, 1959; Churchill, 1979; Cronbach & Meehl, 1955; DeVellis, 1991; Garver & Mentzer, 1999; Peter, 1981). They include: (1) *theoretical and observational meaningfulness*, including *content validity*, *face validity*, and *substantive validity*; (2) *unidimensionality*; (3) *reliability*; (4) *convergent validity*; (5) *discriminant validity*; and (6) *predictive validity*, including *nomological validity*. It should be noted that examination of No. 1 (*theoretical and observational meaningfulness*) and No. 6 (*discriminant validity*; and (6) *predictive validity*, including *nomological validity)* have either already been conducted or will be conducted through other required activities. For example, support for *theoretical and observational meaningfulness* (No.1) was provided through the extensive review of the literature provided in both Chapters Two and Three, while the support for *predictive validity*, including *nomological validity* (No. 6), was provided through the required statistical analysis of the hypothesized measurement model (e.g., factor analysis). However, the hypothesized structural model and the relationships it depicts between latent variables or constructs was not ultimately assessed due to discriminant validity issues identified during the data analysis for the hypothesized measurement model. Most of the remaining criteria (Nos. 3, 4, and 5) guide the examination of the hypothesized

measurement model in this chapter, with the required calculations and analysis provided in the "Reliability, Validity, and Common Method Variance" sub-section. The specific focus of the content in this chapter is to report the results of and provide the analysis of the results. A more detailed description and discussion of each of the criteria analyzed in this chapter, which includes conceptual and/or empirical support in the extant literature, is provided in the "Construct Validity" sub-section of Chapter Three.

Unidimensionality

Within-factor items should have a single underlying construct in common in order for unidimensionality (or homogeneity) of items on a scale to be demonstrated (Hair, Black, Babin, & Anderson, 2010). The preliminary tests for unidimensionality involved the use of the PCA statistical technique in order to evaluate whether the scale items loaded on a single or multiple constructs. The initial objective adopted for the main test when evaluating and refining measurement scales to achieve unidimensionality using both PCA in SPSS Statistics 21 and CFA in SPSS Amos 22 was to use a minimum of 0.70 for factor loading of items, which exceeded the 0.40 threshold for strong and clear factor loadings that was used for the more exploratory pilot test. The 0.70 standard is one considered to be on the cusp of "excellent" by Comrey and Lee (1992), who suggested the following increasingly stringent cut-offs: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good), and 0.71 (excellent). It also exceeds the standard from other researchers, including Hair, Black, Babin, and Anderson (2010), who wrote that they believed that values greater than 0.50 were needed for practical significance, though factor loadings of 0.30-0.40 were minimally acceptable when sample size ranged from 200-350 (which was less than the 400 obtained for the main test).

The more rigorous 0.70 standard was the target for the main test for multiple reasons, especially because the negative impact that weak-loading scale items can have on other results, including overall model fit of the measurement model (and structural model). However, despite this rigorous standard, a cautious, balanced approach was taken with the process to modify the measurement model and its constructs. For example, if the 0.70 standard would result in the dropping of an excessive amount of scale items, it may cause problems with obtaining the specific and necessary minimum of three scale items needed to properly measure various constructs using structural equation modeling (SEM). It may also significantly undermine the measurement model's theoretical integrity and underlying factor structure, which was based on the relevant research and theory in the extant literature. Therefore, the standard for factor loadings could have been reduced in special situations, but no lower than the level of 0.63, which, as mentioned above, was the minimum level considered "very good" by Comrey and Lee (1992). Overall, the analysis and measurement model refinement activities were undertaken with a focus on flexibility, especially considering how most of the constructs in the dissertation research study, whether first order or second order, were newly created and because retaining factors with sub-par factor loadings could cause problems with achieving an acceptable model fit.

PCA was used to analyze the constructs and scale items and analyze the existence of second-order constructs using the same approach utilized for the pilot test in which all of the four main latent constructs in the model were: (1) one-dimensional, first-order constructs with multiple (non-factor) components; or (2) multidimensional, second-order constructs with varying numbers of first-order constructs as indicators (i.e., they are subsumed by one of the second-order constructs). PCA of factor scores was also done in order to examine the existence of

second-order constructs. The results using PCA in which the measurement (or CFA) model was comprised of four first-order constructs with a total of 13 underlying dimensions, showed the vast majority of scale items with factor loadings of 0.70 or higher on a single respective factor (i.e., 45 of 62, or 72.6%), with variance-explained for each first-order construct ranging from 49.63 percent (*Market Orientation*) to 69.99 percent (*Global Internet Marketing Communications Performance*). The results using PCA in which the measurement (or CFA) model was comprised of four second-order constructs with a total of 13 underlying first-order constructs, indicated that there were significant issues with scale items with factor loadings of less than 0.70 on a single respective factor and/or cross-loaded on multiple constructs. This made it difficult to conduct a proper analysis using PCA in SPSS Statistics 21. There were issues with all of the constructs, though these problems were most prevalent with the *Global Online Navigational Effectiveness* construct and the *Global Internet Marketing Communications Performance* construct. However, the results improved when the PCA was completed for each hypothesized first-order construct separately based on both factor loadings. Overall, the results of the PCA indicated that there were some issues that would need to be addressed and questions that would need to be answered through the remaining analysis of the measurement model, especially its refinement to improve overall measurement model fit and various components of the measurement model fit.

As was done for the pilot test, factor scores were computed for all hypothesized first-order constructs to further empirically examine the existence of second-order constructs. These factor scores were then used to calculate the correlations between all first-order constructs, which can illustrate the existence of a second-order construct if the first order factors are highly correlated (Tanaka & Huba, 1984). Although no definitive standard was located in the extant

business or non-business literature for the minimum level of correlation indicating the existence of a second-order construct, there were several different standards mentioned, including 0.50 (Kahn, 2006), above 0.70 (Garver & Mentzer, 1999), and 0.80 (Pavlou & El Sawy, 2006). As mentioned in Chapter Three, the decision was made to use a minimum standard of 0.60, which is between the two offered by Kahn (2006) and Garver and Mentzer (1999). The calculated correlations between factor scores for the relevant hypothesized first-order constructs were found to range from 0.605 (*Customer Orientation* and *Competitor Orientation* for *Market Orientation* construct) to 0.821 (*Richness* and *Stickiness* for *Global Online Navigational Effectiveness* construct), with 17 of 17 correlations above 0.60 (100.0%) and 14 of 17 correlations above 0.70 (82.4%). Therefore, support was found for the hypothesized measurement model containing four second-order constructs.

As was mentioned in the "Pilot Test" section, the reliability of second-order constructs or factors is usually not computed (Kumar, Scheer, & Steenkamp, 1995; Zhang, Tansuhaj, & McCullough, 2009). However, it was computed for the main test per selected research contributions in divergent research disciplines that advocated or used various procedures to calculate the approximate composite reliability of second-order constructs (e.g., Kohn, Khmelko, Paniotto, & Hung, 2004; Kumar, Scheer, & Steenkamp, 1995; Tanaka & Huba, 1984; Zhang, Tansuhaj, & McCullough, 2009). These uses informed the actions taken for the main test in which the factor scores for the second-order constructs were the subject of a PCA and reliability analysis, including the calculation of Cronbach's coefficient alpha. The results provided support for the existence of four second-order constructs (depending on the specific standard used), with Cronbach's coefficient alpha ranging from 0.848 (*Global Internet Integrated Marketing*

Communications Strategy Implementation) to 0.947 (*Global Online Navigational Effectiveness*). (See TABLES 4.13-4.15 at end of this sub-section for full PCA results.)

As mentioned earlier in this section, the above assessments were also conducted using CFA in SPSS Amos 22, with results for the hypothesized measurement model provided in the "Assessment of Measurement Model" section. Although the PCA in SPSS Statistics 21 informed the approach and analysis conducted for the main test, decisions and conclusions for the measurement model were ultimately made based on the results obtained through the CFA using the more powerful SEM statistical technique. The CFA in SEM allowed for the assessment of overall goodness of model fit, along with stringent evaluation of reliability and validity, including both convergent validity and discriminant validity. These assessment of the hypothesized measurement model is provided in the aforementioned sub-sections.

Assessment of Measurement Model

The assessment of the hypothesized measurement model involved the following steps: (1) an evaluation of the initial model fit; (2) assorted model refinements and modifications based on this evaluation; and (3) assessment of the model for reliability, convergent validity, discriminant validity, and common method variance (CMV) or common method bias (CMB). Each of these steps were completed with the expectation that it would be followed by the assessment of the hypothesized structural model, though the results obtained would ultimately determine the actions and analysis that would take place.

TABLE 4.13 Results of Principal Component Analysis for "First-Order Constructs with Components" Solution [Main Test, *n*=400]

Construct/Dimension	Type	Cronbach's Alpha	Eigenvalue	% of Variance Explained
Market Orientation[1]	**First-Order Construct**	**.946**	**9.925**	**49.627**
Customer Orientation	Component			
Competitor Orientation	Component			
Interfunctional Coordination	Component			
Global Internet Integrated Marketing Communications Strategy Implementation	**First-Order Construct**	**.885**	**4.906**	**54.512**
Strategic Coordination	Component			
Communication Utilization	Component			
Global Online Navigational Effectiveness	**First-Order Construct**	**.965**	**13.489**	**56.204**
Affiliation	Component			
Frequency	Component			
Reach	Component			
Richness	Component			
Stickiness	Component			
Global Internet Marketing Communications Performance	**First-Order Construct**	**.946**	**6.299**	**69.994**
Brand Awareness	Component			
Brand Loyalty	Component			
Sales Volume	Component			

TABLE 4.14 Results of Principal Component Analysis for "First-Order and Second-Order Constructs" Solution [Main Test, *n*=400]

Construct	Type	Cronbach's Alpha	Eigenvalue	% of Variance Explained
Market Orientation	**Second-Order Construct***	**.946**	**13.202**	**66.012**
Customer Orientation	First-Order Construct	.900	4.384	62.633
Competitor Orientation	First-Order Construct	.913	5.011	62.640
Interfunctional Coordination	First-Order Construct	.891	3.484	69.683
Global Internet Integrated Marketing Communications Strategy Implementation	**Second-Order Construct***	**.885**	**6.553**	**72.804**
Strategic Coordination	First-Order Construct	.752	2.535	63.382
Communication Utilization	First-Order Construct	.844	3.100	61.997
Global Online Navigational Effectiveness	**Second-Order Construct***	**.965**	**16.948**	**70.621**
Affiliation	First-Order Construct	.853	3.525	58.753
Frequency	First-Order Construct	.899	3.073	76.830
Reach	First-Order Construct	.883	2.963	74.067
Richness	First-Order Construct	.878	3.405	68.091
Stickiness	First-Order Construct	.879	3.378	67.555
Global Internet Marketing Communications Performance	**Second-Order Construct***	**.946**	**7.43**	**82.558**
Brand Awareness	First-Order Construct	.849	2.313	77.097
Brand Loyalty	First-Order Construct	.882	2.436	81.190
Sales Volume	First-Order Construct	.890	2.471	82.360

* Calculated Cronbach's Alpha, Eigenvalue, and % of Variance Explained for second-order construct obtained by conducting principal component analysis (PCA) of second-order construct for specific hypothesized number of first-order constructs to extract.

TABLE 4.15 Results of Principal Component Analysis of Factor Scores to Examine Existence of Second-Order Constructs [Main Test, *n*=400]

Construct	Type	Cronbach's Alpha	Eigenvalue	% of Variance Explained
Market Orientation	**Second-Order Construct***	**.850**	**2.310**	**76.987**
Customer Orientation	First-Order Construct			
Competitor Orientation	First-Order Construct			
Interfunctional Coordination	First-Order Construct			
Global Internet Integrated Marketing Communications Strategy Implementation	**Second-Order Construct***	**.848**	**1.736**	**86.812**
Strategic Coordination	First-Order Construct			
Communication Utilization	First-Order Construct			
Global Online Navigational Effectiveness	**Second-Order Construct***	**.947**	**4.121**	**82.429**
Affiliation	First-Order Construct			
Frequency	First-Order Construct			
Reach	First-Order Construct			
Richness	First-Order Construct			
Stickiness	First-Order Construct			
Global Internet Marketing Communications Performance	**Second-Order Construct***	**.927**	**2.617**	**87.236**
Brand Awareness	First-Order Construct			
Brand Loyalty	First-Order Construct			
Sales Volume	First-Order Construct			

* Calculated Cronbach's Alpha, Eigenvalue, and % of Variance Explained obtained by conducting factor analysis of factor scores.

Model Fit

The criteria or standards used for evaluating goodness of model fit in SEM is controversial to some extent due to the use of respecification, or modification, of a model by researchers (MacCallum, Roznowski, & Necowitz, 1992; Shook, Ketchen, Hult, & Kacmar, 2004). Moreover, there is not a single metric or fit indices that has achieved universal acceptance, which, due to the divergent advantages and disadvantages of various metrics, has resulted in authors recommending that researchers utilize multiple fit indices to evaluate research results and overall model fit (e.g., Bentler & Bonett, 1980; Bollen, 1990; Breckler, 1990; Hoyle & Panter, 1995). This is what was done for this dissertation research study. To reiterate the measurement criteria being used for this research study, which were described and discussed in detail in Chapter Three, the following list of metrics were utilized to evaluate model fit: (1) Chi-Square (χ^2) Goodness-of-Fit Index, (2) Chi-Square Ratio (χ^2/df), (3) Root Mean Square Error of Approximation (RMSEA), (4) Comparative Fit Index (CFI), (5) Tucker-Lewis Index (TLI), (6) Parsimony Goodness-of-Fit Index (PGFI), and (7) Parsimonious Normed-Fit Index (PNFI).

To assess overall fit of the initial hypothesized measurement model (i.e., prior to any refinements and modifications) within CFA, the model was examined with SPSS Amos 22. The initial hypothesized measurement model had fit statistics that were moderately acceptable: χ^2=4014.419, df=1810, χ^2/df=2.218, RMSEA=0.055, CFI=0.886, TLI=0.881, PGFI=0.682, PNFI=0.776. Therefore, based on these calculated values, model refinements and modifications were necessary to improve the model fit.

Regarding absolute fit indices (i.e., chi-square ratio, RMSEA), the calculated chi-square ratio (χ^2/df) of the unrefined hypothesized measurement model is acceptable based on multiple scholarly contributions over the years (e.g., Hair, Anderson, Tatham, & Black, 1998; Kline,

1998; Wheaton, Muthén, Alwin, & Summers, 1977). The calculated RMSEA is also within the acceptable range of 0.05 to 0.08 supported by multiple contributions to the extant literature (e.g., Baumgartner & Homburg, 1996; Hair, Anderson, Tatham, & Black, 1998; Hulland, Chow, & Lam, 1996; Medsker, Williams, & Holahan, 1994) and less than the higher cutoff values (or upper limits) of 0.06 (e.g., Hu & Bentler, 1999) or 0.07 (e.g., Steiger, 2007) supported by some researchers.

Regarding incremental fit indices (i.e., CFI, TLI), the CFI value of 0.886 and the TLI value of 0.881 for the unrefined hypothesized measurement model was more problematic. Specifically, a value of 0.90 for the CFI is required to guarantee that misspecified models are not accepted, while a value of 0.95 or greater indicates a good fit (Hu & Bentler, 1999). As for the TLI, an adequate threshold is 0.90 or greater (Baumgartner & Homburg, 1996; Hu & Bentler, 1999; Hulland, Chow, & Lam, 1996), though Hu and Bentler (1999) suggest the cutoff value of 0.95 for good fit (for large samples).

Model Refinements and Modifications

Additional analysis was conducted in order to identify aspects of the initial hypothesized measurement model that could be refined and thus improve the model. The specific actions involved an examination of various output generated in SPSS Amos 22, including modification indices, standardized residuals, scale item factor loading weights for each construct, and overall fit statistics (Anderson and Gerbing 1988). The result of this analysis was that several issues were identified with the initial primary measurement model, including the theoretical constructs and scale items comprising it, that necessitated refinements had to be made (e.g., removal or dropping of individual scale items with poor loadings and/or cross loading onto multiple constructs, adding correlations of scale item error terms to improve modification indices and

model fit, etc.). Determining when to make model refinements is an important issue when working with structual equation modeling, as are the specific model refinements that are made. This is because refining a model based on results obtained from a specific respondent sample alter the model's meaning somewhat, and substantial modifications or revisions diminishes the probability that the results for the refined model will be replicated in future research studies with different respondent samples. Therefore, a cautious approach was taken when considering modifications to the initial hypothesized measurement model, with changes made after determining whether it was theoretically sound and was consistent with the focus and objectives of this dissertation research study. By the end of the iterative process in which one basic revision was made at a time, seven scale items were dropped (i.e., COO4, SC2, COU1, COU2, AF1, AF2, and AF4) and error terms for four pairs of scale items were correlated at one point during the process, with each scale item error that was correlated making theoretical or conceptual sense. The refinements and modifications to the initial hypothesized measurement model and subsequent results after each were made during the iterative process (i.e., various metrics and fit indices) are provided in TABLE 4.16, while the CFA results for the refined hypothesized measurement model and measurement scales (including the marker variable) are provided in TABLE 4.17.

As shown in TABLE 4.16, the final assessment of the hypothesized measurement model after the various refinements and modifications were made showed fit statistics that were improved and acceptable based on the metrics and fit indices outlined in Chapter Three: χ^2=2967.777, *df*=1408, χ^2/df=2.108, RMSEA=0.053, CFI=0.911, TLI=0.906, PGFI=0.711, PNFI=0.800. Each fit statistic had improved from the initial ones calculated before any refinements were made (χ^2=4014.419, *df*=1810, χ^2/df=2.218, RMSEA=0.055, CFI=0.886,

TABLE 4.16 Refinements/Modifications of Initial Hypothesized Measurement Model [Main Test, *n*=400]

#	Description of Refinements/Modifications	Metrics & Fit Indices							
		χ^2	*df*	χ^2/df	RMSEA	CFI	TLI	PGFI	PNFI
--	**Initial model before refinements**	**4014.419**	**1810**	**2.218**	**0.055**	**0.886**	**0.881**	**0.682**	**0.776**
1	Removed/dropped scale item (SC2)	3834.724	1750	2.191	0.055	0.891	0.886	0.689	0.781
2	Correlated scale item error terms (COO3/COO4, COO5/COO6, COO7/COO8)	3707.628	1747	2.122	0.053	0.897	0.893	0.696	0.786
3	Removed/dropped scale item (AF2)	3577.649	1688	2.119	0.053	0.900	0.895	0.699	0.788
4	Removed/dropped scale item (COU1)	3443.691	1630	2.113	0.053	0.903	0.898	0.704	0.791
5	Removed/dropped scale item (COU2)	3342.320	1573	2.125	0.053	0.904	0.899	0.704	0.793
6	Removed/dropped scale item (AF4)	3225.642	1517	2.126	0.053	0.906	0.901	0.707	0.795
7	Removed/dropped scale item (AF1)	3131.215	1462	2.142	0.053	0.907	0.902	0.707	0.796
8	Removed/dropped scale item (COO4)	2991.702	1409	2.123	0.053	0.910	0.905	0.710	0.800
9	**Correlated scale item error terms (COO6/COO7)**	**2967.777**	**1408**	**2.108**	**0.053**	**0.911**	**0.906**	**0.711**	**0.800**

TABLE 4.17 Results of Confirmatory Factory Analysis for Refined Hypothesized Measurement Model and Measurement Scales [Main Test, *n*=400]

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
Second-Order Construct	**Market Orientation *(MktOrient)***	**113.26**	**14.474**	**N/A**	**.943**
First-Order Construct	**Customer Orientation *(CustOrient)***	**43.16**	**5.382**	**.796**	**.900**
Scale Items	*In our company:*				
CUO1	• We constantly monitor our level of commitment and orientation to serving customers' needs.	6.18	1.007	.793	
CUO2	• Our business strategies are driven by our beliefs about how we can create greater value for customers.	6.17	.966	.776	
CUO3	• Our strategy for competitive advantage is based on our understanding of customers' needs.	6.21	.990	.771	
CUO4	• We continuously try to discover additional needs of our customers of which they are unaware.	6.10	.948	.719	
CUO5	• Our business objectives are driven primarily by customer satisfaction.	6.22	.921	.726	
CUO6	• We measure customer satisfaction systematically and frequently.	6.15	.962	.746	
CUO7	• We give close attention to after-sales service.	6.13	1.006	.727	
First-Order Construct	**Competitor Orientation *(CompOrient)***	**40.52**	**6.696**	**.804**	**.911**
Scale Items	*In our company:*				
COO1	• Employees throughout the company share information concerning competitors' activities and strategies.	5.57	1.240	.668	
COO2	• We rapidly respond to competitive actions that threaten us.	5.80	1.166	.753	
COO3	• We evaluate the strengths and weaknesses of key competitors.	5.94	1.113	.818	

TABLE 4.17 Continued

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
COO5	• We regularly collect information concerning competitors' activities.	5.76	1.174	.789	
COO6	• We track the performance of key competitors.	5.83	1.169	.786	
COO7	• Top management regularly discusses competitors' strengths and weaknesses.	5.83	1.226	.727	
COO8	• We attempt to identify the strategy employed by our competitors.	5.79	1.206	.767	
First-Order Construct	**Interfunctional Coordination *(IntfunCoor)***	**29.58**	**4.542**	**.948**	**.891**
Scale Items	*In our company:*				
IC1	• Our top managers from every function regularly communicate with our current and prospective customers.	5.88	1.109	.760	
IC2	• We freely communicate information about our successful and unsuccessful customer experiences across all business functions.	5.78	1.134	.759	
IC3	• All of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.) are integrated in serving the needs of our target markets.	5.97	1.028	.784	
IC4	• All of our managers understand how everyone in our business can contribute to creating customer value.	5.99	1.090	.818	
IC5	• Our resources are shared among and between our business functions and business units.	5.97	1.081	.818	
Second-Order Construct	**Global Internet Integrated Marketing Communications Strategy Implementation *(GIIMCStrat)***	**34.93**	**5.200**	**N/A**	**.885**
First-Order Construct	**Strategic Coordination *(StratCoor)***	**17.77**	**2.647**	**.884**	**.858**

TABLE 4.17 Continued

Constructs & Measurement Scales ***(Codes)***		**Mean**	**Std. Deviation**	**Factor Loading[1]**	**Scale Reliability (α)[2]**
Scale Items	*When implementing Internet (online) marketing communications strategies for the global market, our company:*				
SC1	• Coordinates the planning and execution of different Internet marketing communications tools.	5.84	1.013	.782	
SC3	• Ensures that the elements of our Internet marketing communications efforts have a common strategic objective.	5.94	.991	.829	
SC4	• Focuses on a common message with our Internet marketing communications.	5.99	.996	.847	
First-Order Construct	**Communication Utilization *(CommUtilize)***	**17.16**	**3.015**	**.916**	**.822**
Scale Items	*When implementing Internet (online) marketing communications strategies for the global market, our company:*				
COU3	• Employs online media for marketing communication campaigns in a unified manner within and across different countries to create synergies at the campaign level.	5.75	1.114	.763	
COU4	• Use multiple online media that converge to form new, hybrid online advertising vehicles (e.g., interactive e-mail directing recipients to interactive Web pages).	5.67	1.218	.787	
COU5	• Utilizes a mixed-media strategy to move targeted audience members from different online media to complete an advertising experience (e.g., banner advertisement directing audience to Web page to view content).	5.75	1.176	.790	

TABLE 4.17 Continued

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
Second-Order Construct	**Global Online Navigational Effectiveness *(GONavEff)***	**121.52**	**17.689**	**N/A**	**.964**
First-Order Construct	**Affiliation *(Affiliate)***	**17.47**	**2.741**	**.917**	**.796**
Scale Items	*Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers:*				
AF3	• Exposes them to information that is tangential or peripheral to our products and brands.	5.68	1.169	.665	
AF5	• Provides them with the most relevant messages at the most relevant times.	5.86	1.033	.868	
AF6	• Maximizes the level of connection to our company that they experience.	5.93	1.045	.791	
First-Order Construct	**Frequency *(Frequency)***	**23.41**	**3.719**	**.943**	**.899**
Scale Items	*Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers:*				
FR1	• Creates a sufficient amount of interactions with them across multiple different online media.	5.84	1.040	.843	
FR2	• Exposes them to our marketing messages and brands multiple times across multiple different online media.	5.82	1.072	.839	
FR3	• Maximizes the number of interactions between them and our marketing messages and brands.	5.86	1.068	.843	
FR4	• Maximizes their exposure to our marketing messages and brands.	5.89	1.062	.799	

TABLE 4.17 Continued

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
First-Order Construct	**Reach *(Reach)***	**23.24**	**3.717**	**.921**	**.883**
Scale Items	*Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers:*				
RE1	• Increases the number of different products that we can promote to them.	5.82	1.099	.723	
RE2	• Maximizes the number of them whose needs are served through different online media.	5.73	1.093	.829	
RE3	• Communicates and connects with them, regardless of their online activities or behavior, through the use of multiple different types of online media.	5.79	1.079	.851	
RE4	• Maximizes the number of them with whom we communicate and connect.	5.90	1.051	.831	
First-Order Construct	**Richness *(Richness)***	**28.98**	**4.659**	**.963**	**.878**
Scale Items	*Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers:*				
RI1	• Positively affects their attitudes by presenting information across different online media to appeal to their different senses.	5.90	1.047	.804	
RI2	• Provides an appeal to them with our online media that is interactive and vivid.	5.81	1.089	.805	
RI3	• Creates new, hybrid online media (e.g., e-mail messages linking to animated videos) through the extensive convergence of online media that provides them with high-quality information about our products.	5.62	1.306	.710	

TABLE 4.17 Continued

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
RI4	• Offers a brand-as-experience branding strategy in which an experience is conveyed to them that establishes a connection with their feelings, associations, and memories.	5.69	1.209	.784	
RI5	• Maximizes the quality of the information that we can provide to them about our products.	5.96	1.003	.774	
First-Order Construct	**Stickiness *(Stickiness)***	**28.42**	**4.658**	**.941**	**.879**
Scale Items	*Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers:*				
ST1	• Provides an online advertising experience that persuades them to spend more time with the online media that we utilize.	5.77	1.051	.780	
ST2	• Offers a wide variety of marketing messages through multiple online media tools that allows them to focus on completing multiple tasks.	5.66	1.158	.804	
ST3	• Offers a wide variety of marketing messages through multiple or a large number of online media tools that allows them to process a large number of messages.	5.68	1.163	.779	
ST4	• Convinces them to want to spend less time with the marketing messages and brands of other companies.	5.55	1.212	.696	
ST5	• Maximizes the duration on any one occasion that they spend with or at the online communication vehicles that we utilize.	5.76	1.087	.793	

TABLE 4.17 Continued

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
Second-Order Construct	**Global Internet Marketing Communications Performance *(GIMarcomP)***	**50.58**	**8.727**	**N/A**	**.946**
First-Order Construct	**Brand Awareness *(BrandAware)***	**16.90**	**2.969**	**.984**	**.849**
Scale Items	*Based on each of the following criteria, rate the current performance of your company's Internet (online) marketing communications for the global market compared to your company's competition, objectives, and historical performance.*				
BA1	• Competition	5.56	1.168	.793	
BA2	• Objectives	5.71	1.067	.834	
BA3	• Historical Performance	5.63	1.149	.809	
First-Order Construct	**Brand Loyalty *(BrandLoyal)***	**16.93**	**3.118**	**.951**	**.882**
Scale Items	*Based on each of the following criteria, rate the current performance of your company's Internet (online) marketing communications for the global market compared to your company's competition, objectives, and historical performance.*				
BL1	• Competition	5.57	1.206	.788	
BL2	• Objectives	5.67	1.094	.891	
BL3	• Historical Performance	5.68	1.162	.867	

TABLE 4.17 Continued

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
First-Order Construct	**Sales Volume *(SalesVol)***	**16.75**	**3.257**	**.933**	**.890**
Scale Items	*Based on each of the following criteria, rate the current performance of your company's Internet (online) marketing communications for the global market compared to your company's competition, objectives, and historical performance.*				
SV1	• Competition	5.47	1.295	.815	
SV2	• Objectives	5.68	1.123	.911	
SV3	• Historical Performance	5.60	1.174	.851	
Second-Order Construct	**Entrepreneurial Orientation *(EntrOrient)***	**29.16**	**6.770**	**N/A**	**.842**
First-Order Construct	**Innovativeness *(IN)***	**8.92**	**2.846**	**N/A**	**.730**
Scale Items	*Please rate your company on the respective scales used for each of the following questions or statements.*				
IN1	• How many new lines of products has your company marketed during the past 3 years? *1=No new lines of products.* *7=Very many new lines of products.*	4.61	1.562	.697	
IN2	• Changes in product lines have been: *1=Mostly of a minor nature.* *7=Quite dramatic.*	4.31	1.644	.708	

TABLE 4.17 Continued

Constructs & Measurement Scales *(Codes)*		Mean	Std. Deviation	Factor Loading[1]	Scale Reliability (α)[2]
First-Order Construct	**Proactiveness *(PR)***	**10.26**	**2.605**	**N/A**	**.769**
Scale Items	*Please rate your company on the respective scales used for each of the following questions or statements.*				
PR1	• In dealing with its competition, my company: *1=Typically responds to actions which competitors initiate.* *7=Typically initiates actions to which competitors then respond.*	5.02	1.475	.782	
PR2	• In dealing with its competition, my company: *1= Is very seldom the first business to introduce new products, administrative techniques, operating technologies, etc.* *7= Is very often the first business to introduce new products, administrative techniques, operating technologies, etc.*	5.24	1.415	.768	
First-Order Construct	**Risk-Taking *(RT)***	**9.97**	**2.676**	**N/A**	**.782**
Scale Items	*Please rate your company on the respective scales used for each of the following questions or statements.*				
RT1	• In general, the top managers of my company have: *1= A strong proclivity (i.e., inclination) for low-risk projects (with normal and certain rates of return).* *7= A strong proclivity (i.e., inclination) for high-risk projects (with chances of very high returns).*	5.04	1.452	.754	
RT2	• In general, the top managers of my company believe that: *1= Owing to the nature of the environment, it is best to explore it gradually via cautious, incremental behavior.* *7= Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the company's objectives.*	4.93	1.501	.783	

[1] Calculated factor loading provided for loading of scale item onto first-order construct or for first-order construct onto second-order construct.

[2] Calculated Cronbach's alpha (α) obtained for second-order constructs by conducting principal component analysis (PCA) of second-order construct for specific hypothesized number of first-order constructs to extract.

TLI=0.881, PGFI=0.682, PNFI=0.776) and all met the thresholds advocated by some scholars and outlined in Chapter Three and earlier in this chapter, though some of the more rigorous standards recommended by some scholars were not met. Specifically, the incremental fit indices (i.e., CFI, TLI) fell short of the 0.95 threshold for both supported by Hu and Bentler (1999).

Reliability, Validity, and Common Method Variance

As outlined and supported in detail through an extensive review of the literature in Chapter Three, the refined hypothesized measurement model was evaluated for reliability, convergent validity, discriminant validity, and common method variance (CMV) or common method bias (CMB).

Reliability. Reliability is the precision of a measuring instrument or scale, with a highly reliable measure indicating that it is providing a precise or consistent measurement (i.e., results do not change if administered over time), though it may or may not be accurate or measuring the intended concept (Churchill & Peter, 1984; Kerlinger & Lee, 2000; McDaniel & Gates, 2008). Therefore, it is the degree to which an instrument yields the same results on repeated trials or with repeated administration (Carmines & Zeller, 1979) or the degree to which measures produce consistent data because they are free from random error (McDaniel & Gates, 2008). Reliability may not assure validity but reliability is actually a form of validity, and it "can be defined conceptually as the correlation between a measure and itself" (Peter, 1981, p. 136).

To check on data reliability, one of the final questions on the online questionnaire asked respondents to evaluate their level of confidence with the accuracy of their responses (i.e., "What is your level of confidence with the accuracy of your responses to this questionnaire?"). This is a technique utilized by some researchers for this purpose (Ulaga & Eggert, 2006). Responses by

respondents who expressed low confidence – i.e., selected "Very Low" or "Somewhat Low" – were removed from the final data set.

Hair, Black, Babin, and Anderson (2010) put forth some suggested value thresholds for various metrics in order to evaluate the existence of reliability (as well as convergent validity and discriminant validity) for the research study data. For reliability, they indicated that composite reliability values above 0.70 suggests that reliability exists. In order from lowest to highest, the calculated values for all of the four constructs in the hypothesized measurement model met that threshold: (1) *Global Online Navigational Effectiveness* (0.973), (2) *Global Internet Marketing Communications Performance* (0.970), (3) *Global Internet Integrated Marketing Communications Strategy Implementation* (0.895), and (4) *Market Orientation* (0.888). A similar measure of reliability is Cronbach's coefficient alpha. Although there are various reliability levels considered acceptable by different researchers, the 0.70 level supported by a myriad of researchers over the years (e.g., Churchill, 1979; Cronbach, 1951; Dunn, Seaker, & Waller, 1994; Nunnally, 1978; Peter, 1979) was adopted for this dissertation research study, as explained in Chapter Three. The calculated Cronbach's coefficient alpha for all of the substantive first-order and second-order constructs in the refined hypothesized measurement model are provided in TABLE 4.17. All of the constructs met the 0.70 threshold adopted for this research study, indicating scale reliability, with them ranging from .796 for the *Affiliation* first-order construct to .964 for the *Global Online Navigational Effectiveness* second-order construct.

Average variance extracted (AVE), which can be used as a measure of reliability and both convergent validity and discriminant validity (as it is in this study), is the total amount of variance in the indicators accounted for by a construct, with it computed for each construct and compared to the shared variance between all possible pairs of constructs (Fornell & Larcker,

1981). The factor extraction information was obtained through principal component analysis (PCA), which was initially conducted to examine the existence of second-order constructs prior to the analyis that took place in the SPSS Amos 22 structural equation modeling (SEM) software. The calculated AVE for all four second-order constructs in the hypothesized measurement model ranged from 0.726 for the *Market Orientation* second-order construct to 0.914 for *Global Internet Marketing Communications Performance* second-order construct. (AVE will be covered in more detail in the convergent validity and discriminant validity sub-sections that follow this sub-section.) On a related note, the percentage of variance extracted for the four second-order constructs ranged from 66.01% (*Market Orientation*) to 82.56% (*Global Internet Marketing Communications Performance*).

The corrected item-to-total correlation is the correlation between a single indicator and the total score of all other indicators less the item being evaluated (Reeve & Mâsse, 2004). The values range from 0 to 1. It was used to provide another evaluation of the reliability of all scale items, with the goal for this dissertation research study to use the remove items with a corrected item-to-total correlation of less than 0.50 (e.g., Bearden, Netemeyer, & Teel, 1989; Zaichowsky, 1985). The corrected item-to-total correlations were calculated based on the hypothesized second-order construct model structure for the hypothesized measurement model (i.e., four second-order constructs with 13 first-order constructs). None of the scale items that remained had a corrected item-to-total correlation of less than 0.50, with the corrected item-to-total correlations ranging from .534 (AF3 scale item for the *Affiliation* first-order construct) to .825 (SV2 scale item for the *Sales Volume* first-order construct) and 40 of 55 (72.73%) scale items for the substantive constructs having corrected item-to-total correlations of 0.70 or higher.

Convergent Validity. Convergent validity is the degree to which the latent variable correlates to items intended to measure that same latent variable (Anderson & Gerbing, 1988; Dunn, Seaker, & Waller, 1994; Gerbing & Anderson, 1988; Steenkamp & van Trijp, 1991). Therefore, convergent validity tests confirm the existence of a high correlation between the measure being evaluated and other measures of the same construct (Campbell, 1960; Campbell & Fiske, 1959; Cronbach & Meehl, 1955; McDaniel & Gates, 2008; Peter, 1981). This type of validity deals with whether the items in a scale that are intended to measure a construct (or latent variable) statistically converge together on a single construct in the measurement model, and it is exhibited when items have significant loadings on the constructs that they are intended to measure (Dunn, Seaker, & Waller, 1994; Garver & Mentzer, 1999; Steenkamp & van Trijp, 1991).

Rules of thumb for measuring convergent validity include: (1) item loadings greater than or equal to 0.70 (i.e., significant loadings on constructs that they are supposed to measure) that are (2) statistically significant and (3) have the correct sign (Hulland, Chow, & Lam, 1996; Steenkamp & van Trijp, 1991). All parameter estimates were statistically significant ($p < .001$) and had the correct sign, while 52 of the 55 scale items (94.55%) had item loadings greater than or equal to 0.70. All of these results provided support for the existence of convergent validity.

Hair, Black, Babin, and Anderson (2010) put forth a suggested value threshold for the existence of convergent validity, indicating that AVE values above 0.50 indicates that convergent validity exists. All four second-order constructs in the hypothesized measurement and structural models had AVE values above 0.50, ranging from 0.726 (*Market Orientation*) to .914 (*Global Internet Marketing Communications Performance*).

The corrected item-to-total correlation has values that range from 0 to 1, with high values indicating high convergent validity of the item being examined. The scale item with the lowest item-to-total correlation is typically removed or dropped in order to increase the reliability (and Cronbach's coefficient alpha) of the measurement instrument. This was done prior to finalizing the hypothesized measurement model in order to improve its model fit, which, as reported earlier, resulted in an improved and acceptable measurement model based on the metrics and fit indices: χ^2=2967.777, *df*=1408, χ^2/*df*=2.108, RMSEA=0.053, CFI=0.911, TLI=0.906, PGFI=0.711, PNFI=0.800. Part of the reason for the achieved model fit was due to the refinement process, which, as described earlier, resulted in none of the scale items that remained having a corrected item-to-total correlation of less than 0.50, including 40 of 55 (72.73%) scale items for the substantive constructs having corrected item-to-total correlations of 0.70 or higher.

Discriminant Validity. Discriminant validity is an assessment that indicates whether a measure is distinct and empirically dissimilar (i.e., lacks correlation) from other measures from which is should differ (Peter, 1981). Churchill (1979) defined it as "the extent to which the measure is indeed novel and not simply a reflection of some other variable" because "scales that correlate too highly may be measuring the same rather than different constructs" (p. 70). Therefore, discriminant validity tests confirm that the measure being evaluated is not simply a reflection of measures of other constructs (Campbell, 1960; Campbell & Fiske, 1959; Cronbach & Meehl, 1955; McDaniel & Gates, 2008; Peter, 1981). Therefore, in contrast to convergent validity, which is concerned with whether scale items that are intended to measure a latent variable statistically converge together, discriminant validity refers to the degree to which the scale items representing a latent variable discriminate that construct from other items representing other latent variables (Mentzer & Flint, 1997; Mentzer & Kahn, 1995). A high level

of correlation between different latent variables may indicate that they are measuring the same construct rather than different constructs, with relatively low correlations between the variables (constructs) signifying the existence of discriminant validity (Dabholkar, Thorpe, & Rentz, 1996).

Factor analysis was the primary tool utilized to evaluate the discriminant validity of this dissertation research study's variables, while other metrics or calculations such as composite reliability, AVE, maximum shared variance, and average shared variance were utilized, too. As described in the reporting and presentation of all factor analysis results (e.g., factor loading levels, cross loadings, etc.) and analysis, the hypothesized measurement model was acceptable according to various metrics, including model fit indices. Nonetheless, although some issues were mitigated through refinements and modifications that improved the model fit for the hypothesized measurement model, some were not able to be eliminated due to the high correlations that existed between some of the four second-order constructs in the hypothesized measurement model. The result was that discriminant validity was problematic, as evidenced by some of the various empirical tests that were conducted.

As part of the processes and methods utilized to test for discriminant validity, the *chi-square (χ^2) difference test* was utilized. Therefore, two variations of the same two-factor measurement model were subject to the following specific actions in structural equation modeling (SEM) software, such as SPSS Amos 22 used for this dissertation research study. First, the estimated correlation parameter between – or the covariances across – each pair of constructs included in the CFA model was constrained (i.e., fixed) to 1.0 in one version of the model, while the correlation was unconstrained (i.e., freely estimated) in a second version of the two-construct model. Then, a pairwise comparison took place for one pair of constructs at a time through a χ^2

difference test using the values obtained for these two nested two-construct models – one constrained and one unconstrained – with a finding of significance indicating that discriminant validity exists. More specifically, support would be found for the existence of discriminant validity if the simple CFA with the two constructs "as one" has poor model fit indices, while the second simple CFA with the two constructs "separately defined" has good or excellent model fit indices (e.g., Anderson & Gerbing, 1988; Anderson & Narus, 1984; Dabholkar & Bagozzi, 2002; Jöreskog, 1971). Another way to put it provide in whole or part by Bagozzi and Philips (1982) and Bagozzi, Yi, and Phillips (1991) is that if the two nested two-construct models do not diverge considerably based on the results of the χ^2 *difference test* (i.e., neither fits the data significantly better or worse than the other), then the researcher cannot conclude that the constructs differ. However, a substantially lower chi-square value for the two-construct model in which the construct correlations are not constrained (i.e., unconstrained model fits data substantially better than the constrained or more restricted model) would provide support for the existence of discriminant validity.

The results of the χ^2 *difference test* (aka χ^2 *discriminant validity test*) for all paired relationships among the four second-order constructs in the hypothesized measurement model indicated that discriminant validity existed for all six paired relationships. The minimum standard utilized to conclude that two constructs were substantially (and statistically significantly) different and thus strong evidence of discriminant validity existed for a construct pairing was a χ^2 critical value (or difference in χ^2 values between constrained and unconstrained models) of 3.84 ($\Delta df = 1$, $p = 0.05$), though the objective was to meet an even stronger standard (e.g, 10.827, 1 *df*, $p = 0.001$), which was met for all constrained and unconstrained models tested and provided in TABLE 4.18. As a reminder, this χ^2 critical value is calculated as being the

differences in chi-square values between the constrained and unconstrained construct pairs or models.

As is shown in TABLE 4.18, results provided support for the existence of discriminant validity due to each of the constrained models having a significantly higher χ^2 value than the unconstrained models. The values of difference, each with one degree of freedom, ranged from 45.136 (*GIIMCStrat* and *GONavEff*) to 69.814 (*MktOrient* and *GIIMarcomP*), which are far greater than the χ^2 critical value thresholds of 3.84 ($p = 0.05$) and 10.827 ($p = 0.001$). Therefore, each of the unconstrained models provides a significant better fit than their corresponding constrained models, and the *χ^2 difference test* supports discriminant validity. However, although there was a difference in model fit indices for the unconstrained construct pairs versus the constrained construct pairs, the disparity between them was not excessive. Nonetheless, discriminant validity was supported based on these results.

Average variance extracted (AVE), which is the total amount of variance in the indicators accounted for by a construct, can be computed for each construct and compared to the shared variance between all possible pairs of constructs (Fornell & Larcker, 1981). According to Hair, Black, Babin, and Anderson (2010), discriminant validity is supported when AVE surpasses the shared variance with other constructs. More specifically, support for discriminant validity is provided if the maximum shared variance (MSV) and average shared variance (ASV) are less than the AVE, and the square root of the AVE is greater than inter-construct correlations. TABLE 4.19 contains the calculated AVE, MSV, and ASV needed to determine whether the AVE is greater than the MSV and ASV, while TABLE 4.20 contains the factor correlation matrix needed to determine whether the square root of the AVE is greater than inter-construct correlations.

TABLE 4.18 Chi-Square Difference Test Results for Hypothesized Measurement Model [Main Test, *n*=400]

No.	Model / Construct Pairs	Type	χ^2	*df*	χ^2/df	CFI	TLI	PGFI	PNFI
1	MktOrient & GIIMCStrat	Constrained	756.872	267	2.835	0.927	0.918	0.710	0.794
		Unconstrained	697.792	266	2.623	0.936	0.928	0.715	0.799
		Difference	*59.080*	*1*	*0.212*	*-0.009*	*-0.010*	*-0.005*	*-0.005*
2	MktOrient & GONavEff	Constrained	1,673.293	729	2.295	0.921	0.916	0.729	0.812
		Unconstrained	1,610.757	728	2.213	0.926	0.921	0.733	0.816
		Difference	*62.536*	*1*	*0.082*	*-0.005*	*-0.005*	*-0.004*	*-0.004*
3	MktOrient & GIIMarcomP	Constrained	936.131	341	2.745	0.927	0.919	0.715	0.804
		Unconstrained	866.317	340	2.548	0.936	0.929	0.720	0.809
		Difference	*69.814*	*1*	*0.197*	*-0.009*	*-0.010*	*-0.005*	*-0.005*
4	GIIMCStrat & GONavEff	Constrained	843.497	317	2.661	0.936	0.930	0.716	0.815
		Unconstrained	798.361	316	2.526	0.942	0.935	0.721	0.817
		Difference	*45.136*	*1*	*0.135*	*-0.006*	*-0.005*	*-0.005*	*-0.002*
5	GIIMCStrat & GIIMarcomP	Constrained	375.166	85	4.414	0.936	0.921	0.625	0.744
		Unconstrained	329.370	84	3.921	0.946	0.932	0.627	0.743
		Difference	*45.796*	*1*	*0.493*	*-0.010*	*-0.011*	*-0.002*	*0.001*
6	GONavEff & GIIMarcomP	Constrained	995.274	397	2.507	0.938	0.932	0.726	0.822
		Unconstrained	949.804	396	2.398	0.943	0.937	0.730	0.824
		Difference	*45.470*	*1*	*0.109*	*-0.005*	*-0.005*	*-0.004*	*-0.002*

Statistical significace for chi-square difference test results were $p < 0.001$.

TABLE 4.19 Discriminant Validity Testing Results for Hypothesized Measurement Model [Main Test, *n*=400]

	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
GIMarcomP	0.914	0.531	0.476
MktOrient	0.726	**0.887**	0.698
GONavEff	0.878	**0.978**	0.760
GIIMCStrat	0.810	**0.978**	0.799

Calculated values not meeting suggested thresholds in bold.

TABLE 4.20 Factor Correlation Matrix for Primary Measurement Model [Main Test, *n*=400]

	GIMarcomP	MktOrient	GONavEff	GIIMCStrat
GIMarcomP	0.956			
MktOrient	0.633	**0.852**		
GONavEff	0.705	0.897	**0.937**	
GIIMCStrat	0.729	0.942	0.989	**0.900**

Calculated values of concern in bold and square root of the AVE provided on the diagonal.

As illustrated in TABLE 4.19 (see the cells with bolded values), some of the requirements for supporting the existence of discriminant validity are clearly violated. Specifically, the MSVs for three of the four constructs are greater than the AVE. However, on the other hand, the AVE is greater than the ASV for all four constructs, which complies with the requirement for discriminant validity. In addition, as illustrated in TABLE 4.20 (see the cells with bolded values), the square root of the AVE is less than some of the inter-construct correlations. This is also a clear violation of another requirement for supporting the existence of discriminant validity, as the square root of the AVE needs to be greater than the inter-construct correlations to support the existence of discriminant validity. Therefore, based on these results, discriminant validity cannot be established, as its existence can only be partially supported.

Common Method Variance. The possible impact of common method variance (CMV) or common method bias (CMB) (e.g., Campbell & Fiske, 1959) is a potential concern with research in which surveys or questionnaires are used to collect data. The existence of CMV can impact correlations that exist between various constructs and thus result in uncertainty when attempting to analyze research results. There is disagreement in the extant literature about this potential research problem, with some results indicating that it is an issue that has a serious negative impact on research (Cote & Buckley, 1987; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), while other research contributions have claimed that CMV is is not prevalent and even if it does exist in a study, it does not substantially influence research results (Crampton & Wagner, 1994; Malhotra, Kim, & Patil, 2006).

To attempt to prevent or at least minimize CMV from becoming a problem with this dissertation research study, various actions and approaches were taken with the research design and other aspects of the study. For example, respondents were qualified before being allowed to complete the questionnaire through a series of qualifying questions related to their background and experience so that they could provide informed input for the study via the online questionnaire. Detailed instructions and study background were provided on the first couple pages or screens of the online questionnaire, including assuring respondents that their responses to the entire online questionnaire would be private, and creating as much distance as feasible with the order of independent and dependent variables on the questionnaire, among others. Nonetheless, a key-informant approach was utilized for this research study in order to collect data for the empirical examination of the various independent and dependent variables being studied. Therefore, a marker variable representing a construct that was theoretically unrelated to the other constructs in the hypothesized measurement and structural models was also included in

the questionnaire so as to evaluate whether the use of the survey method actually impacted the answer provided by respondents (Lindell & Whitney, 2001).

The marker variable (construct) that was utilized for this dissertation research study was identified and obtained from the contribution to the extant literature by Hansen, Deitz, Tokman, Marino, and Weaver (2011) and is called *Entrepreneurial Orientation*. In general terms, this second-order construct measures the general inclination an individual has toward a combination of innovative behaviors, proactive behaviors, and risk-taking behaviors. Six reflective items, two for each of the three first-order constructs or dimensions (*Innovativeness*, *Proactiveness*, and *Risk-Taking*), were used to measure this reflective construct. One potential issue with using this construct as formulated was that, consistent with the standard from Anderson and Gerbing (1988), each hypothesized first-order construct (factor) needed to be comprised of three or more scale items (indicators) per construct in order to effectively measure the construct and analyze it with SEM. Therefore, all analysis of and involving the marker variable was done two different ways: (1) with *Entrepreneurial Orientation* as a second-order construct that subumes three first-order constructs, and (2) with *Entrepreneurial Orientation* as a first-order construct with three dimensions. The Cronbach's coefficient alpha (i.e., scale reliability) for *Entrepreneurial Orientation* was 0.842. As would be expected, the construct explained 80.1% of total variance when formulated as a second-order construct and 56.2% of total variance when formulated as a first-order construct. Both total variances were acceptable.

The marker variable – first as a second-order construct then as a first-order construct – was added to the refined hypothesized measurement model and allowed to covary with all of the substantive constructs. If none of the correlations between marker variable *Entrepreneurial Orientation* and any of the other substantive constructs were found to be statistically significant

at the 0.05 level, CMV would not have been considered a concern or issue in this dissertation research study. But when formulated as a second-order construct, all of these correlations with the four substantive constructs were found to be statistically significant ($p < 0.001$), though none of them were higher than .641 (i.e., .556, .613, .626, and .641). All but one of the correlations between the other four substantive constructs – .633 between *MKTOrient* and *GIMarcomP* – were greater than .641. Moreover, when formulated as a first-order construct, all of these correlations with the four substantive constructs were found to be statistically significant ($p < 0.001$), though none of them were higher than .614 (i.e., .529, .592, .599, and .614). All of the correlations between the other four substantive constructs were greater than .614. Nonetheless, these results, whether with *Entrepreneurial Orientation* formulated as a first-order construct or second-order construct, indicate that CMV was a potential concern in this research study.

A Harman's one-factor test (Harman, 1967) was also conducted as outlined by Podsakoff and Organ (1986) to test for CMV (or CMB) by determining whether the majority of variance in the hypothesized measurement model can be explained by a single factor. The fundamental assumption of this technique is that if a significant amount of CMV exists, either a single factor (or construct) will emerge through exploratory factor analysis (EFA, or one "general" factor will account for most of the covariance that exists in the independent and criterion variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff & Organ, 1986). If Harman's one-factor test for CMV yields multiple factors with eigenvalues greater than the value of one and no one factor is dominant, then CMV is not a significant problem in the data. The test was conducted both with all scale items included (i.e., those included in hypothesized measurement model before refinements and modifications) and then with only those scale items retained after examining the scale item loadings (i.e., those included in hypothesized measurement model after

refinements and modifications). In both cases, an unrotated principal components factor analysis was conducted on all of the variables in the hypothesized measurement model that were measured with the online survey instrument. The test with all scale items included revealed eight factors (or components) with eigenvalues greater than 1.0, which together accounted for 66.6 percent of the total variance. The first (largest) factor accounted for 45.5 percent, which was not a majority of the variance. The test with only scale items included after refinement revealed six factors with eigenvalues greater than 1.0, which together accounted for 65.7 percent of the total variance. The first (largest) factor accounted for 47.0 percent, which was not a majority of the variance. Therefore, although both variance levels were relatively high, they were still below the 50 percent threshold that suggests that common method bias exists in the data.

Summary. In regards to the evaluation of *reliability*, data reliability was enhanced through the use of the final question on the online questionnaire asking respondents to rate their confidence in their answers, composite reliability values for all four second-order constructs met the minimum threshold, a sufficient calculated Cronbach's coefficient alpha was achieved for all of the substantive first-order and second-order constructs, the calculated AVE for second-order constructs was sufficient, and all corrected item-to-total correlations met the minimum threshold. Therefore, strong support for reliability was obtained through this analysis. In regards to the evaluation of *validity*, the results were mixed. *Convergent validity* was largely established by approximately 95% of all item loadings greater than or equal to the minimum threshold, and all second-order constructs having AVE values that met the minimum threshold. *Discriminant validity* was not clearly established due to mixed results. The χ^2 *difference test* results provided solid support for its existence, as did the factor analysis results though to a lesser degree, but the results and interpretation based on the more rigorous approach involving the use of the calculated

AVE for comparison to MSV violated its existence. In regards to the evaluation of CMV (or CMB), mixed results involving the use of the marker variable tecnhnique and Harman's one-factor test meant that it could not be completely eliminated as a concern in this dissertation research study.

Overall, there is strong support for the existence of reliability, mixed support for the existence of validity – with stronger support for convergent validity than discriminant validity – and mixed support was found for CMV or CMB being a potential concern. Nonetheless, the inability to confirm discriminant validity is a major issue that means that the hypothesized measurement model fails and could not be validated.

Assessment of Structural Model and Hypotheses Testing

The assessment of the hypothesized structural model, including all relevant hypotheses regarding relationships (i.e., path weights and direction) between model constructs, would have involved the empirical examination of the model after the hypothesized measurement model had been purified and reliability and validity tested. However, due to the aforementioned issues with discriminant validity, structural equation modeling (SEM) for hypothesis testing could not be conducted and completed.

Based on these results and the failure to find support for the existence of discriminant validity, post-hoc analysis was conducted in order to recover results from the analysis of the measurement scales that could provide a contribution by this dissertation research study. More specifically, the primary theoretical constructs of interest for this dissertation research study were the *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs, with *Global Internet Marketing Communications Performance* a secondary construct of interest, all of which were newly created for this

dissertation research study. However, discriminant validity was not found between the *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs despite many indicators and information in the extant literature suggesting that they were independent theoretical constructs. Therefore, the two constructs were combined or collapsed into a new single second-order construct with seven first-order constructs and 27 scale items or a single first-order construct with seven dimensions and 27 scale items. This new construct was given the simpler, broader name of *Global Internet Integrated Marketing Communications*. Additionally, the focus of the dissertation research study shifted from one of testing a nomological net involving hypotheses between multiple original constructs to one of scale development for this new concept or combined construct that has been introduced (though relationships between the new combined construct and other remaining constructs would also be empirical examined through the post-hoc analysis and reported in the "Post-Hoc Analysis" section that follows).

POST-HOC ANALYSIS

The post-hoc analysis involved creating and assessing alternative (or rival) versions of the measurement model, including examining the existence of discriminant validity within each version of the model. The different versions of the models that were empirically examined during this stage of the dissertation research study – each of which was either a two-construct model or a three-construct model – were formulated following the original empirical analysis of the hypothesized measurement model and the refinements based on that analysis. This was the primary focus of the post-hoc analysis because discriminant validity was a serious data issue for the hypothesized measurement model formulated for empirical examination in this dissertation research study and thus the hypothesized structural model could not be empirically examined.

The approach taken involved combining two of the highly correlated constructs (dependent variables) in the hypothesized measurement model (i.e., *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness*) into a modified, more-comprehensive *Global Internet Integrated Marketing Communications* theoretical construct (with the words "Strategy Implementation" dropped from the name used for the previous construct, which is obviously related but less comprehensive and with a slightly different, broader focus). This modified combined construct, conceptualized as either a first-order or second-order construct, was included with the other two constructs that remain in the hypothesized conceptual model (*Market Orientation* and *Global Internet Marketing Communications Performance*) and empirically examined for discriminant validity. The results of this empirical analysis was then used to inform the creation of a modified hypothesized structural model for empirical testing that included the new, more-comprehensive *Global Internet Integrated Marketing Communications* construct. The creation of this new construct and findings from the empirical analysis of the modified hypothesized two-construct structural model, with only the *Global Internet Integrated Marketing Communications* and *Global Internet Marketing Communications Performance* constructs, are among the valuable contributions of this dissertation research study that are discussed in this section, which concludes this chapter.

Alternative Hypothesized Measurement Models

Each of the alternative hypothesized measurement models included the new, broader, more-comprehensive *Global Internet Integrated Marketing Communications* construct, which was created through the combining of the *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs into a single theoretical construct to address the issues with discriminant validity. This action became

necessary because the standardized regression coefficient for the path from the former to the latter was extremely strong (i.e., $\beta = .975$, $p < .001$), indicating that, for all intents and purposes, both constructs were measuring the same concept in the minds of respondents. Therefore, the measurement scales that were used to measure both the *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs were trying to differentiate between two similar concepts or constructs at a far too precise level for the limited measurement tool being used for this dissertation research study.

The three different three-construct versions of the hypothesized measurement model each ended up including the *Market Orientation*, *Global Internet Integrated Marketing Communications*, and *Global Internet Marketing Communication Performance* constructs. They differed in regards to the specific formulation of the new *Global Internet Integrated Marketing Communications* construct, with the construct in each alternative hypothesized measurement model formulated as follows: (1) second-order construct with seven first-order constructs and 27 scale items; (2) first-order construct with seven dimensions and 27 scale items; and (3) first-order construct with seven dimensions and 23 scale items after dropping four scale items with factor loadings below 0.7. The version of the *Global Internet Integrated Marketing Communications* construct for model No. 3 had to be formulated as a first-order construct because structural equation modeling (SEM) cannot be used with first-order constructs with less than three scale items or indicators in order to effectively measure the construct and analyze it using an advanced statistical technique like structural equation modeling (SEM), which was used for this dissertation research study. This is an approach supported by various researchers (e.g., Anderson & Gerbing, 1984; Bollen, 1989b).

Regarding the three different two-construct versions of these alternative hypothesized measurement models that were empirically examined, they, unlike the aforementioned three-construct versions, did not include the *Market Orientation* construct. It was the construct singled out for removal at this stage of the analysis because it was the leading contributor to the remaining discriminant validity issues, which was not surprising considering the very strong standardized regression coefficient (i.e., beta (β) weights) for the path from the *Market Orientation* construct to the *Global Internet Integrated Marketing Communications Strategy Implementation* construct ($\beta = .924$, $p < .001$) in the hypothesized structural model empirically examined previously in the study and outlined earlier in this chapter. Although not an ideal approach or situation, *Market Orientation* is secondary in importance to the other two constructs, which are newly created and at the heart of this dissertation research study, so its inclusion is not necessary for the completion of the valuable empirical analysis illustrating the importance of this dissertation research study and its contribution to the extant literature and the body of knowledge.

Regarding Cronbach's coefficient alpha, which is used to assess the scale reliability (internal consistency) of measurement scales, it was calculated for this new *Global Internet Integrated Marketing Communications* construct as being 0.970. for the 27-item version and 0.968 for the 23-item version. Both of these calculated figures indicate very strong scale reliability. As for the factor loadings, the loadings for all two- and three-construct model versions met the various standards outlined earlier in this dissertation research study, including the 0.63 "very good" standard from Comrey and Lee (1992) in all instances and the 0.7 "excellent" standard from them (and other researchers) in most instances.

As for testing for reliability and validity – both convergent validity and discriminant validity – for each of the alternative hypothesized measurement models, this, as discussed earlier in this chapter, involved such calculations such as composite reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), and average shared variance (ASV). As a reminder, AVE, which is the total amount of variance in the indicators accounted for by a construct, can be computed for each construct and compared to the shared variance between all possible pairs of constructs (Fornell & Larcker, 1981).The suggested value thresholds from Hair, Black, Babin, and Anderson (2010) were utilized to analyze each of the alternative hypothesized measurement models: *reliability* (CR greater than 0.7), *convergent validity* (AVE greater than 0.5), and *discriminant validity* (MSV and ASV less than AVE; square root of AVE greater than inter-construct correlations).

TABLE 4.21 contains the various metrics and fit indices for all alternative hypothesized two- and three-construct measurement model versions. In addition, TABLES 4.22-4.27 contain the reliability and validity testing results and the factor correlation matrices for the three alternative hypothesized three-construct measurement models (but could not be run for the three alternative hypothesized two-construct measurement models). As illustrated in TABLES 4.22-4.27 (see the cells with larger, bolded values), some of the requirements for supporting the existence of discriminant validity among the alternative hypothesized three-construct measurement models are clearly violated, though the version of the alternative hypothesized measurement model in which the *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs are combined into a single second-order construct (i.e., *Global Internet Integrated Marketing Communications*) with seven first-order constructs and 27 scale items nearly meets the requirements for the

TABLE 4.21 Assessment of Alternative Versions of Hypothesized Measurement Model [Post-Hoc Analysis]

#	Refinements/Modifications*	Metrics & Fit Indices							
		χ2	**df**	**χ2/df**	**RMSEA**	**CFI**	**TLI**	**PGFI**	**PNFI**
Two-Construct Model Versions (without *Market Orientation*)									
1	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single second-order construct with 7 first-order constructs & 27 scale items	1379.939	583	2.367	0.059	0.932	0.926	0.728	0.822
2	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single first-order construct with 27 scale items	1809.873	590	3.068	0.072	0.895	0.888	0.700	0.799
3	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single first-order construct with 23 scale items after removing/dropping four (4) scale items with loadings less than 0.7 (AF3, RE1, RI3, ST4)	1466.698	460	3.188	0.074	0.904	0.897	0.703	0.804

TABLE 4.21 Continued

#	Refinements/Modifications*	Metrics & Fit Indices							
		$\chi 2$	**df**	**$\chi 2$/df**	**RMSEA**	**CFI**	**TLI**	**PGFI**	**PNFI**
Three-Construct Model Versions (with *Market Orientation*)									
4	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single second-order construct with 7 first-order constructs & 27 scale items	2978.778	1411	2.111	0.053	0.911	0.906	0.712	0.802
5	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single first-order construct with 27 scale items	3412.061	1418	2.406	0.059	0.886	0.881	0.690	0.784
6	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single first-order construct with 23 scale items after removing/dropping four (4) scale items with loadings less than 0.7 (AF3, RE1, RI3, ST4)	2934.220	1212	2.421	0.060	0.895	0.889	0.699	0.793

* Made to the refined version of the hypothesized measurement model analyzed and tested earlier in this document; refinements/modifications were not cumulative (i.e., changes listed in each row were only ones made to the refined model tested earlier).

TABLE 4.22 Reliability and Validity Testing Results for Alternative Version No. 4 of Hypothesized Measurement Model [Post-Hoc Analysis]

Construct	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
GIIMC*	0.976	0.856	0.823	0.664
MktOrient	0.888	0.726	**0.823**	0.612
GIMarcomP	0.970	0.914	0.506	0.454

*Calculated values **not** meeting suggested thresholds in larger, bold font.*

* New construct created by combining *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs.

TABLE 4.23 Factor Correlation Matrix for Alternative Version No. 4 of Hypothesized Measurement Model [Post-Hoc Analysis]

	GIIMC*	MktOrient	GIMarcomP
GIIMC*	0.925		
MktOrient	0.907	**0.852**	
GIMarcomP	0.711	0.634	0.956

Calculated values of concern in bold and square root of the AVE provided on the diagonal

* New construct created by combining *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs.

TABLE 4.24 Reliability and Validity Testing Results for Alternative Version No. 5 of Hypothesized Measurement Model [Post-Hoc Analysis]

Construct	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
GIIMC*	0.971	**0.555**	**0.806**	0.654
MktOrient	0.888	0.727	**0.806**	0.604
GIMarcomP	0.970	0.915	0.501	0.452

*Calculated values **not** meeting suggested thresholds in larger, bold font.*

* New construct created by combining *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs.

TABLE 4.25 Factor Correlation Matrix for Alternative Version No. 5 of Hypothesized Measurement Model [Post-Hoc Analysis]

	GIIMC*	MktOrient	GIMarcomP
GIIMC*	**0.745**		
MktOrient	0.898	**0.853**	
GIMarcomP	0.708	0.634	0.957

Calculated values of concern in bold and square root of the AVE provided on the diagonal

* New construct created by combining *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs.

TABLE 4.26 Reliability and Validity Testing Results for Alternative Version No. 6 of Hypothesized Measurement Model [Post-Hoc Analysis]

Construct	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
GIIMC*	0.969	**0.574**	**0.815**	0.652
MktOrient	0.888	0.726	**0.815**	0.608
GIMarcomP	0.970	0.915	0.489	0.445

*Calculated values **not** meeting suggested thresholds in larger, bold font.*

* New construct created by combining *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs.

TABLE 4.27 Factor Correlation Matrix for Alternative Version No. 6 of Hypothesized Measurement Model [Post-Hoc Analysis]

	GIIMC*	MktOrient	GIMarcomP
GIIMC*	**0.757**		
MktOrient	0.903	**0.852**	
GIMarcomP	0.699	0.633	0.957

Calculated values of concern in bold and square root of the AVE provided on the diagonal

* New construct created by combining *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs.

existence of discriminant validity. More specifically, there are only a couple of minor violations, which is superior to the model versions previously empirically examined. Nonetheless, based on these results, discriminant validity still could not be established for any of the alternative hypothesized three-construct measurement models.

Alternative Hypothesized Structural Models

Because discriminant validity was violated for all alternative hypothesized three-construct measurement models empirically examined as part of this post-hoc analysis, attention was turned toward the alternative hypothesized two-construct measurement models in which the *Market Orientation* construct was omitted. This approach was originally discussed in the earlier "Alternative Hypothesized Measurement Models" sub-section and occurred in the empirical analysis that took place and was reported in the rows number 1-3 for "Two-Construct Model Versions (without *Market Orientation*)" in TABLE 4.21. This decision was made because it is the theoretical construct that is the source of the remaining discriminant validity problem since the initial discriminant validity problems were somewhat mitigated through the combining of the *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs. Moreover, this also allows for the focus of the analysis to be on the two dependent variables of primary focus to the dissertation research study topic: (1) newly created *Global Internet Integrated Marketing Communications* construct, and (2) *Global Internet Marketing Communications Performance* construct. The objective was then to evaluate the alternative hypothesized two-construct structural models included in the earlier analysis outlined in the "Alternative Hypothesized Measurement Models" sub-section and identify the best-performing one, including determining and evaluating the path weight between these two remaining theoretical constructs. TABLE 4.28 contains the various metrics and fit

indices for all alternative hypothesized two-construct structural model versions evaluated, which matches the metrics and fit indices provided for its measurement model counterpart.

TABLE 4.28 includes the three variations of the two-construct hypothesized structural model: (1) *Global Internet Integrated Marketing Communications* construct as a single second-order construct with seven first-order constructs, 27 total scale items, and a path to the *Global Internet Marketing Communications Performance* construct; (2) *Global Internet Integrated Marketing Communications* construct as a single first-order construct with seven dimensions, 27 total scale items, and a path to the *Global Internet Marketing Communications Performance* construct; and (3) *Global Internet Integrated Marketing Communications* construct as a single first-order construct with seven dimensions, 23 total scale items (after four with factor loadings below 0.7 removed/dropped), and a path to the *Global Internet Marketing Communications Performance* construct.

As shown in TABLE 4.28, model No. 1 in which *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* constructs were combined into a new single second-order construct (i.e., *Global Internet Integrated Marketing Communications Strategy*) with seven first-order constructs, 27 scale items, and the path between the new construct and the *Global Internet Marketing Communications Performance* construct is clearly the best-performing hypothesized structural model version. In addition, the direct effect of the new *Global Internet Integrated Marketing Communications Strategy* construct on the *Global Internet Marketing Communications Performance* construct was found to be statistically significant ($\beta = .711$, $p < .001$) in that version of the hypothesized structural model.

TABLE 4.28 Assessment of Alternative Versions of Hypothesized Structural Model [Post-Hoc Analysis]

#	Refinements/Modifications*	Metrics & Fit Indices							
		χ2	**df**	**χ2/df**	**RMSEA**	**CFI**	**TLI**	**PGFI**	**PNFI**
Two-Construct Model Versions (without *Market Orientation*)									
1	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single second-order construct with 7 first-order constructs & 27 scale items	1379.939	583	2.367	0.059	0.932	0.926	0.728	0.822
2	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single first-order construct with 7 dimensions & 27 scale items	1809.873	590	3.068	0.072	0.895	0.888	0.700	0.799
3	Combined *Global Internet Integrated Marketing Communications Strategy Implementation* & *Global Online Navigational Effectiveness* constructs into single first-order construct with 7 dimensions & 23 scale items after removing/dropping four (4) scale items with loadings less than 0.7 (AF3, RE1, RI3, ST4)	1466.698	460	3.188	0.074	0.904	0.897	0.703	0.804

***** Made to the refined version of the hypothesized measurement model analyzed and tested earlier in this document; refinements/modifications were not cumulative (i.e., changes listed in each row were only ones made to the refined model tested earlier).

Overall, the post-hoc tests and analysis for this dissertation research study allowed for the creation of the new *Global Internet Integrated Marketing Communications* concept and theoretical construct as well as its measurement scale. Also, there was the creation of a new *Global Internet Marketing Communications Performance* construct and its measurement scale. Both of these new theoretical constructs and measurement scales appear to be valid but will need to be empirically examined and validated through future research studies to determine their predictive validity and how they perform within a nomological net. Lastly, a final contribution provided by this to the extant literature is the above finding that there was a relatively strong positive relationship or direct effect from the new the new *Global Internet Integrated Marketing Communications* construct and the new *Global Internet Marketing Communications Performance* construct.

RESULTS SUMMARY

The content in this chapter included all analysis of data collected through all three stages of this dissertation research study: (1) pre-test, (2) pilot test, and (3) main test. The three main objectives that were accomplished and reported in this chapter were: (1) assessment and evaluation of the collected data and its measurement; (2) two new concepts or theoretical constructs (i.e., *Global Internet Integrated Marketing Communications* and *Global Internet Marketing Communications Performance*) and their measurement scales were formulated and preliminarily validated (despite the hypothesized measurement model lacking discriminant validity, which prevented the testing of the hypothesized structural model); and (3) a statistically significant positive relationship between the *Global Internet Integrated Marketing Communications* construct and the *Global Internet Marketing Communications Performance* construct was found to exist. However, both of the newly created constructs and their

measurement scales that were developed through this research study may have been the primary contributions of this research but they will need to be empirically examined and validated through future research studies to determine their predictive validity and how they perform within a nomological net.

Overall, the objective throughout this dissertation research study was to provide a rigorous analysis of the collected data, resulting in high-quality results, analysis, and conclusions, which was largely accomplished, though the issues with discriminant validity did change the focus of the research study and the analysis that took place. The full results of all data analysis are provided in multiple pages of text and in numerous tables and figures throughout Chapter Four and in the APPENDICES. The relevance and potential importance of the results of this dissertation research study to various academics and industry professionals are analyed and discussed in detail in Chapter Five, as are the potential limitations of the research study, especially the issues with disciminant validity discussed throughout this chapter.

CHAPTER FIVE: DISCUSSION AND CONCLUSIONS

CHAPTER OVERVIEW

The primary objective of this dissertation research study was to gain a better and deeper understanding of the use and integration of Internet (online) marketing communications (IOMC) by companies that utilize these types of marketing tools to target, reach, and communicate with the global market (i.e., both domestic and foreign markets). Many studies have been published in the extant literature in the area of marketing that have been focused on various aspects of marketing integration, especially in regards to the integrated marketing communications (IMC) concept. However, this research effort differed in varying degrees from previous research contributions in multiple ways. The differences between this research study and others in the extant literature are provided in the bulleted list below.

- It was focused on the use of a globally integrated marketing communications (GIMC) approach with IOMC, with the IMC concept, as well as its variants – e.g., GIMC and Internet integrated marketing communications (I-IMC) – at the heart of the conceptual development undertaken and completed for the study to formulate and empirically examine the global Internet integrated marketing communications (GI-IMC) concept.
- It involved an examination of aspects of several relevant theories, theoretical models, and theoretical concepts in an IOMC context, including industrial organization (I/O) theory, the resource-based view (RBV), and the strategic fit paradigm (environment-strategy coalignment).
- It included the incorporation and integration of multiple relevant research streams and concepts from a myriad of conceptual and empirical research in the extant literature, including IOMC, international Internet marketing (IIM), IMC, GIMC, and I-IMC.
- It provided the creation of a GI-IMC research program framework containing multiple newly developed, adapted, and/or little used though potentially valuable components, including: *Competitive Intensity*; *Global Mindset & Orientation*; *IMC Orientation*; *IT Proficiency*; *Internet Penetration Intensity*; *Investment Intensity*; *Low-Cost Intensity*; *Market Turbulence*; and *Technological Intensity & Velocity*.
- It involved the creation of a GI-IMC conceptual model that fit the specific context of the research study, with it containing multiple newly developed or adapted theoretical constructs, including: *Market Orientation*; *Global Internet Integrated Marketing*

Communications Strategy Implementation; *Global Online Navigational Effectiveness*; and *Global Internet Marketing Communications Performance*.

- It resulted in the development and empirical analysis of multiple theoretical constructs newly created for this research study, including: *Global Internet Integrated Marketing Communications Strategy Implementation*; *Global Online Navigational Effectiveness*; and *Global Internet Marketing Communications Performance*.
- It involved the modification and combining of the aforementioned *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness* second-order constructs during the post-hoc analysis stage to address the discriminant validity issues identified through the data analysis, which resulted in the prelimary validation of the newly created second-order *Global Internet Integrated Marketing Communications* construct.
- It included the empirical analysis and prelimary validation of the second-order *Global Internet Marketing Communications Performance* construct, which was newly created for this research study and involved the utilization and combining of various measures (first-order constructs) generally used for evaluating the global performance of firms based specifically on their use of an IMC approach with IOMC: *Brand Awareness*; *Brand Loyalty*; and *Sales Volume*.
- It resulted in the creation of two-construct versions of the measurement and structural models – with the newly created second-order *Global Internet Integrated Marketing Communications* and *Global Internet Marketing Communications Performance* constructs – which were empirically examined during the post-hoc analysis stage, mitigated the discriminant validity issues with the models, and resulted in a path between the two that was found to be statistically significant ($\beta = .711$, $p < .001$).
- It consisted of the use and examination of the second-order *Market Orientation* construct, with the result of all data analysis being the creation, empirical examination, and prelimarily validation of a modified, more comprehensive 20-item measurement scale for this version of the highly utilized and empirically examined general construct (though the Market Orientation construct was not included in the final two-construct measurement and structural models).
- It involved the use of online panels of respondents for the collection of primary data that, which is regularly used for previous research published in the extant marketing literature in recent years (see Table B.1 in APPENDIX B) but is still a data collection approach that has been used relatively infreqently by researchers over the years compared to various long-time, conventional approaches (e.g., direct mail, e-mail, and/or phone targeting of prospective respondents from a purchased list for completion of a self-administered, self-report online questionnaire).

Chapter One ("Introduction") focused on the strategy formulation, strategy implementation, and performance of IOMC by companies when they attempt to target, reach, and communicate with the global market. The purpose of the research, phenomenon statement, research objectives and questions, and key terms and definitions were provided. Moreover,

relevant theories and theoretical models from the extant literature in multiple disciplines were identified and leveraged to serve as the theoretical foundation of this dissertation research study, while various relevant research streams and concepts from conceptual and empirical research in the extant literature were described. Specific research gaps were identified that could be filled, in part or in whole, by the study, while the potential implications of the study to both academic researchers and marketing practitioners and managers were described and presented. Chapter Two ("Literature Review, Theoretical Foundations, and Model Development") included a general research framework, general theoretical framework, and research program framework that informed and provided guidance for this study (as well as potential future research studies). The chapter also included a stated context for the study and an in-depth and comprehensive review of the relevant contributions from the extant literature providing the necessary empirical and theoretical foundation for the frameworks and the hypothesized conceptual model that were developed. Research hypotheses for relationships believed to exist between model components in the hypothesized conceptual (theoretical, structural) model were provided, with this followed by a discussion on the research focus and scope. Chapter Three ("Research Methodology") included the complete research methodology – both used and not used for various reasons explained in Chapter Four (e.g., discriminant validity issues) – planned for the empirical examination of the hypothesized measurement and structural models formulated and presented in Chapter Two, as well as a justification for the proposed quantitative research approach. Chapter Four ("Data Analysis and Findings") presented the results of the quantitative research actually completed, including a detailed analysis of the actions taken and findings obtained for the pre-test, pilot test, main test, and post-hoc analysis. Finally, this chapter, Chapter Five ("Discussion and Conclusions"), included a discussion of findings obtained from this dissertation research study,

as well as a discussion and presentation of the study's contribution, limitations, and directions for future research.

DISCUSSION OF FINDINGS

As a reminder, the general objective of this dissertation research study stated back in Chapter One was to understand the strategy formulation, strategy implementation, and performance of IOMC by firms when they attempt to target, reach, and communicate with the global market (i.e., both domestic and foreign markets) in order to promote and sell products to the members of that market. The primary objectives for this research are provided again below, followed by the research hypotheses for the hypothesized conceptual model initially provided in Chapter Two, which were formulated before the collection of data with the intention of empirically examining them later using the collected data.

The first primary objective for this research was as follows:

(1) To empirically test theoretical propositions generated from the relevant extant literature and theory regarding the implementation of a global Internet integrated marketing communications (GI-IMC) strategy by companies (aka firms), including whether it contributes positively to overall company performance, and specifically:

a. identify the different internal and/or external force(s) and factor(s) that may impact GI-IMC strategy implementation and global IOMC performance;

b. determine whether and how selected identified internal and/or external force(s) and factor(s) impact GI-IMC strategy implementation and global IOMC performance;

c. establish whether and how GI-IMC strategy implementation impacts the effectiveness of IOMC efforts for reaching and communicating with the global market and whether and how it impacts overall company performance; and

d. discover whether and how the effectiveness of IOMC efforts for reaching and communicating with the global market impacts overall company performance.

The second primary objective for this research was as follows:

(2) To test the validity of various newly created or adapted constructs and revalidate existing constructs included in the hypothesized conceptual model of GI-IMC strategy by empirically testing their newly created, adapted, or existing measurement scales under the specific context and circumstances being utilized for this research study.

These stated objectives provided the impetus and foundation for the formulation of the general research framework, the general theoretical framework, the research program framework, and the hypothesized conceptual model, along with the related research hypotheses (see TABLE 5.1), that were proposed were empirical examination in this dissertation research study.

The formal research hypotheses (which were also provided in TABLE 2.12) for the structural model were as follows:

TABLE 5.1 Research Hypotheses

#	Hypothesis
1	Companies' level of market orientation will have a direct, positive effect on their level of global Internet marketing communications performance.
2	The effect of the level of market orientation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global Internet integrated marketing communications strategy implementation.
3	Companies' level of market orientation will have a direct, positive effect on their level of global Internet integrated marketing communications strategy implementation.
4	Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global online navigational effectiveness.
5	Companies' level of global online navigational effectiveness will have a direct, positive effect on their level of global Internet marketing communications performance.
6	Companies' level of global Internet integrated marketing communications strategy implementation will have a direct, positive effect on their level of global Internet marketing communications performance.
7	The effect of the level of global Internet integrated marketing communications strategy implementation on the level of global Internet marketing communications performance is fully or partially mediated by the companies' levels of global online navigational effectiveness.

However, due to the issues with discriminant validity described in Chapter Four, these hypotheses could not be empirically tested in the hypothesized structural model as the empirical analysis ended after discriminant validity could not be established when empirically examining the hypothesized measurement model. Nonetheless, additional empirical analysis was conducted for the post-hoc analysis stage, which resulted in some interesting findings reported in the previous chapter that were the primary contribution of this dissertation research study.

Below is a brief presentation and discussion of the results of the empirical analysis that took place for this dissertation research study. This content, which supplement the presentation of results provided in Chapter Four, consists of views on the results and other aspects of this research study and how it all relates to various contributions to the extant literature and to future research opportunities.

RESEARCH CONTRIBUTIONS

Research that is undertaken to accomplish a specific stated objective and fill any existing gaps in the extant literature ultimately needs to add to the body of knowledge, as well as contribute to the examination of relevant theories and theoretical foundations that were leveraged at the outset of the research study. Moreover, the research attempts to combine managerial relevance and research rigor and thus should contribute in an important way to one or more key stakeholders, including researchers, educators, practitioners, and/or public policy makers (Reibstein, Day, & Wind, 2009; Shrivastava, 1987; Varadarajan, 2003). This is believed to have been accomplished to a certain degree with this dissertation research study, as there may have been issues with discriminant validity but the findings somewhat contribute and expand on the literature in multiple main areas, including marketing and strategic management, and multiple sub-areas, including global marketing and Internet marketing. Therefore, this research

contribution should have positive implications for researchers and practitioners, as discussed in the remainder of this section.

Implications for Researchers

There are multiple implications for researchers, including them obtaining various benefits, based on the results of this dissertation research study following the post-hoc analysis. The four primary ones include: (1) having two new (*Global Internet Integrated Marketing Communications* and *Global Online Navigational Effectiveness*) and one refined (*Market Orientation*) theoretical constructs that have undergone the first step of validation and are usable for other research projects; (2) having new two-construct measurement and structural models that can be utilized for other research projects on the topic of global IOMC; (3) having access to a general research framework, general theoretical framework, and comprehensive research program framework that can provide directon and a foundation for future research on global IOMC; and (4) identification and comprehensive discussion of multiple theories, theoretical models, research streams, and concepts from the extant business literature that can be leveraged for future research on multiple business research topics, including global IOMC.

The first key implication of this dissertation research study for researchers mentioned was the creation and preliminary validation of the second-order *Global Internet Integrated Marketing Communications* and *Global Internet Marketing Communications Performance* theoretical constructs, as well as the modified version of the second-order *Market Orientation* theoretical construct that has been the focus of and/or included in a significant amount of previous research in its various conceptualizations in the extant business literature. These two newy created reflective second-order constructs were created in different ways, with *Global Internet Integrated Marketing Communications* the result of combining two of the constructs in the

original conceptual model (i.e., *Global Internet Integrated Marketing Communications Strategy Implementation* and *Global Online Navigational Effectiveness*) but combined to address the discriminant validity issue (i.e., high levels of correlation identified through the main test data analysis activities). Each of these two constructs combined into a single construct had undergone refinements and modifications (i.e., dropping of scale items) based on the results of the measurement model testing. These results should be beneficial to other researchers in related research areas who will have new and refined theoretical constructs that have been preliminarily validated and can eventually be used for their future research projects.

The second key implication of this dissertation research study for researchers was the creation and empirical testing of the two-construct version of the structural model that was the product of the post-hoc analysis. It can be used by researchers for their own research efforts on global IOMC, whether in its two-construct form or, more likely, as the foundation for a more comprehensive model. Either way, it may provide valuable assistance to multiple academic researchers who are interested in conducting research on this broad topic and perhaps lead to a research stream in which the model is tested and perhaps extended and refined multiple times in multiple research projects. Perhaps these effects can eventually result in a generalizable model that is a prominent contribution to the extant literature and the body of knowledge. It might even lead to the creation of multiple different versions of the model with the *Global Internet Integrated Marketing Communications* a construct and/or the nd *Global Internet Marketing Communications Performance* construct included but with the full model adapted to varying circumstances (e.g., small or large companies, companies targeting more or less than 25 foreign country markets, etc.).

The third key implication of this dissertation research study for researchers was the creation of the general research framework, general theoretical framework, and comprehensive research program framework, all of which can provide valuable direction and a foundation for future research on global IOMC. Due to the significant amount of construct combinations available, there is a large volume of research possibilities and opportunities available to enterprising researchers interested in the general topic of company use of IOMC targeting, reaching, and communicating with the global market (i.e., both domestic and foreign markets). This includes the different narrow or specific circumstances or focuses mentioned earlier in this sub-section.

Lastly, the fourth key implication of this dissertation research study for researchers was identification of multiple theories, theoretical models, research streams, and concepts from the extant business literature that can be leveraged for future research on multiple business research topics, including global IOMC. These relevant theories, theoretical models, and theoretical concepts in an IOMC context included industrial organization (I/O) theory, the resource-based view (RBV), and the strategic fit paradigm (environment-strategy coalignment). As for the multiple relevant research streams and concepts from conceptual and empirical research in the extant literature, they include IOMC, international Internet marketing (IIM), IMC, GIMC, and I-IMC. By leveraging these various theories, theoretical models, theoretical concepts, and/or research streams and concepts, researchers interested in the topic have a multitude of different options available for their future research efforts on global IOMC.

Implications for Practitioners

There are multiple implications for practitioners, including them obtaining various benefits, based on the results of this dissertation research study, including both the conceptual

and empirical work that was completed. The three primary ones include: (1) having a new two-construct structural model that can be utilized to assist with the formulation, implementation, and evaluation of their IOMC strategies and tactics for the global market; (2) knowing possible forces and factors that may impact the performance and success of their company's IOMC strategies and tactics for the global market, including both those included in the research program framework and the hypothesized conceptual model; and (3) value obtained by all companies, especially small and medium-sized businesses or enterprises (SMEs) that rely on low-cost marketing tools, like those used on the Internet, by having research data and information that can inform their IOMC strategies and tactics for the global market.

The first key implication of this dissertation research study for practitioners mentioned was that they have a new two-construct structural model that can be utilized to assist with the formulation, implementation, and evaluation of their IOMC strategies and tactics for the global market. This is especially true since the second-order *Global Internet Marketing Communications Performance* constructs can serve as a performance measure, as can its three different first-order constructs, which are also performance measures used by firms to measure the success of their integrated marketing communications (IMC) program: (1) brand awareness, (2) brand loyalty, and (3) sales volume. Although these measures may not be applicable or beneficial to all companies or to all situations, they should be beneficial to some who can incorporate it into their marketing or market research efforts.

The second key implication of this dissertation research study for practitioners mentioned was that they know possible forces and factors that may impact the performance and success of their company's IOMC strategies and tactics for the global market, including both those included in the research program framework and the hypothesized conceptual model. In the case of the

former, it includes internal and external forces such as: *Competitive Intensity*; *Global Mindset & Orientation*; *IMC Orientation*; *IT Proficiency*; *Internet Penetration Intensity*; *Investment Intensity*; *Low-Cost Intensity*; *Market Turbulence*; and *Technological Intensity & Velocity*. In the case of the latter, it includes *Global Internet Integrated Marketing Communications*, as well as *Market Orientation* (though it was removed from the model during the post-hoc analysis stage despite being the only independent variable included). Of course, companies would then have the option of using all or some of the aforementioned forces or factors in their market research efforts.

Lastly, the third key implication of this dissertation research study for practitioners mentioned was that all companies, especially small and medium-sized businesses or enterprises (SMEs) that rely on low-cost marketing strategies and tactics, can benefit by having research data and information that can inform their IOMC strategies and tactics for the global market. As was mentioned earlier in this dissertation research document, IOMC tactics are less expensive than the traditional forms of marketing communications, while also offering the ability for companies to reach a global market. Therefore, it makes complete sense why companies of all sizes, though especially SMEs, would want to leverage IOMC for the targeting the global market, especially since, according to Miniwatts Marketing Group (2015), Internet usage has increased so significantly since 2000 that now approximately 45 percent of the world has Internet access (see Chapter One).

RESEARCH LIMITATIONS

There are inherent flaws with each and every research method (e.g., case studies, field experiments, surveys), so the conclusions that can be drawn from a single research study are limited (e.g., McGrath, 1981). Many of these deficiencies are only able to be rectified through

future research that involves the collection of additional data and/or the use of different methods. As outlined previously, the same is true of this research study (see the "Future Research Directions" section that follows this section). There were various limitations and potential weaknesses of this research study focused on the broad topic area of Internet (online) marketing communications (IOMC) for the global market (i.e., both domestic and foreign markets), including: the research focus; the constributions to the extant literature including the theoretical foundations that were leveraged; the broad methodology that was utilized (i.e., research design, respondent sample, and data collection activities); and some of the constructs and measures (e.g., performance measures). All of these imitations and potential weaknesses are described in this section.

Research Focus

The research study is focused primarily on IOMC for the global market (i.e., both domestic and foreign markets), with offline marketing communications tools not included as part of the conceptual or empirical examination. This is not completely consistent with the literature on integrated marketing communications (IMC) and its variants, including the globally integrated marketing communications (GIMC) concept from Grein and Gould (1996), which is focused primarily on offline marketing communications, and the Internet integrated marketing communications (I-IMC) concept from Coyle and Gould (2007), which is focused primarily on online marketing communications. Although a supported and acceptable approach based on various contributions to the literature provided and discussed in Chapter Two, a research approach that is focused solely on IOMC and the global Internet integrated marketing communications (GI-IMC) concept is one in which there may be opposition from some scholars. More specifically, those scholars may say that it is not consistent with the IMC concept, which

describes integration of all marketing communication tooks (i.e., those used online and offline by companies), not just IOMC tools.

Literature Review

The review of literature for this dissertation research study was extensive, which was necessary to generate the general research framework, general theoretical framework, research program framework, and hypothesized conceptual model of global Internet integrated marketing communications (GI-IMC) examined empirically as part of this dissertation research study. Nonetheless, the likelihood still exists that some relevant theoretical, empirical, and conceptual research contributions published in the extant literature were inadvertently missed during this process despite the high volume of literature reviewed due to the aggressive, comprehensive approach taken for this research.

As discussed in detail in Chapter Two, multiple theories and theoretical models from the extant business literature, especially the broad area of strategic management, provided the necessary theoretical foundations and antecedent justification for the aforementioned frameworks and/or conceptual model. They included: industrial organization theory (e.g., Bain, 1956, 1959; Chamberlin, 1933; Mason, 1939) and model of above-average returns (e.g., Hitt, Ireland, & Hoskisson, 2007); resource-based view (e.g., Barney, 1991; Penrose, 1959; Wernerfelt, 1984) and resource-based model of above-average returns (e.g., Hitt, Ireland, & Hoskisson, 2007); and strategic fit paradigm (environment-strategy coalignment) (e.g., Aldrich, 1979; Chakravarthy, 1982; Jauch & Osborn, 1981; Miles & Snow, 1978; Porter, 1980; Venkatraman & Prescott, 1990). As for the different research streams and concepts that were reviewed, they included: Internet (online) marketing communications (e.g., Jensen & Jepsen, 2006; Gurău, 2008; Jensen, 2008); international Internet marketing (e.g., Eid, 2005; Eid &

Elbeltagi, 2006; Eid & Trueman, 2002, 2004; Eid, Elbeltagi, & Zairi, 2006; Eid, Trueman, & Ahmed, 2002, 2006; Moon & Jain, 2007); integrated marketing communications (e.g., Caywood & Ewing, 1991; Duncan & Everett, 1993; Nowak & Phelps, 1994); globally integrated marketing communications (e.g., Grein & Gould, 1996); and Internet integrated marketing communications (e.g., Coyle & Gould, 2007). Nonetheless, since the extensive review of the literature was conducted to generate the aforementioned frameworks and model, there have undoubtedly been additional contributions to the literature that were not included in this study.

Research Design

A cross-sectional research design was used for this research study, which has various flaws, according to Lindell & Whitney (2001). These flaws include examinations of "attitude-behavior relationships (being) vulnerable to the inflation of correlations" (p. 114) and the cross-sectional design being used (in place of a more-appropriate longitudinal design), which "means that individuals' reports of their internal states are collected at the same time as their reports of their past behavior related to those internal states" (p. 114). The result is the possible existence of common method variance (CMV) or common method bias (CMB). To address these flaws, the questionnaire was designed to include a marker variable (*Entrpreneurial Orientation*) in order to assist with the evaluation of CMV (or CMB), as also recommended by Lindell and Whitney (2001) and various other researchers (e.g., Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Williams, Hartman, & Cavazotte, 2010). However, as discussed at length in Chapter Four, the tests based on the marker variable could not eliminate the existence of of CMV (or CMB). In addition, the use of a cross-sectional design may minimize the potential for capturing long-term effects and changes, but this was not a concern with this dissertation research study. More specifically, this research approach was appropriate for the focus and intent of the study since

monitoring and understanding how certain facets of this phenomenon changed over time was not a research objective. Therefore, based on that objective, a cross-sectional research design was believed to be a suitable approach and method to use.

Podsakoff, MacKenzie, Lee, and Podsakoff (2003) talked about the use of questionnaires and the potential problems that can arise from their use for the collection of data. Among the potential sources of method biases they discussed related to the use of questionnaires were: acquiescence biases (i.e., propensity for respondents to agree – or disagree – with items independent of their content), common scale formats (artifactual covariation due to the use of the same scale format, such as Likert scales), and common scale anchors (repeated use of same anchor points), among others, on a questionnaire. They added the following:

> "Although the strength of method biases may vary across research contexts, a careful examination of the literature suggests that common method variance is often a problem and researchers need to do whatever they can to control for it. As we have discussed, this requires carefully assessing the research setting to identify the potential sources of bias and implementing both procedural and statistical methods of control." (p. 900).

Although significant care was taken to comply with this advice, especially when analyzing the final data for both the pilot test and main test, the issues with CMV (or CMB) still were considered to exist, as each of the aforementioned potential sources of method biases could be mitigated but not completely eliminated during the implementation of this research study.

Constructs, Measures, and Models

Notable limitations with the methodology utilized for this research study that needed to be mentioned dealt with the constructs and their measures, as well as the composition of the sample that was obtained for the pilot test and the main test. Although every effort was made to tap the domain of each construct included in the conceptual model that was empirically

examined, potential components, dimensions, and sub-dimensions of constructs were likely inadvertently omitted, especially for the three newly created constructs included in the original hypothesized four-construct conceptual model (i.e., *Global Internet Integrated Marketing Communications Strategy Implementation*, *Global Online Navigational Effectiveness*, *Global Internet Marketing Communications Performance*) or the final two-construct conceptual model created based on the post-hoc analysis (i.e., *Global Internet Integrated Marketing Communications*, *Global Internet Marketing Communications Performance*). Moreover, exploratory qualitative research, which can offer greater detail and depth and provide a richer description of concepts, was not conducted prior to the quantitative research conducted for this research study. Although conducting qualitative research prior to the quantitative analysis was considered prior to the collection of data for the pre-test, pilot test, and main test, it simply was not feasible due to the monetary and time limitations for this disseertation research study. This is especially true considering the very specific type of respondent that was needed for participation.

The performance variables for which data were collected (i.e., *Brand Awareness*, *Brand Loyalty*, *Sales Volume*) are also a limitation of the research from the perspective that there are many other dependent variables from the extant literature that could have been included in the hypothesized conceptual model for this dissertation research study. For example, data could have also been collected for: brand leadership (e.g., Broadbent, 1999; Weinstein, 1998); market share (e.g., de Mooij & Keegan, 1991; Prescott, 1986); price premium (e.g., de Chernatony & McDonald, 1998; Weinstein, 1998); and return on investment (e.g., Hite & Fraser, 1990), among others. The decision to limit them to *Brand Awareness*, *Brand Loyalty*, and *Sales Volume* was made for multiple reasons, including the need to focus on those performance measures that have been stated as important in the extant literature and to limit the length and complexity of the

online questionnaire so as to maximize completion rates and thus obtain a sufficient amount of usable data for analysis.

Another notable limitation with the methodology utilized for this research study and thus the subsequent data analysis that is possible was the composition of the sample that was obtained for the pilot test and the main test. The sample that was obtained during the data collection stage was sufficient for this inquiry but it was focused solely on informants from companies located in the U.S. This was done for a few different reasons, including to ensure a more controlled sample (e.g., avoid cross-national measurement and structural invariance) and to prevent prospective respondents for whom English was their second language from having problems interpreting or comprehending the content of the questionnaire (as well as avoid having to translate it into multiple foreign languages), among others. Therefore, the findings of the research study are not generalizable for non-U.S. companies located worldwide. This, as mentioned previously in this chapter and elsewhere in this dissertation research document, is also true because volunteer opt-in online panels, which may provide nonprobability samples, were utilized for the collection of data. In general, this was less of a problem for the phenomenon of interest since companies needed to utilize Internet (online) marketing so a quantitative version of purposive sampling was necessary. Therefore, collecting data online did not omit prospective respondents from various companies that were not reachable online since only qualified respondents from qualified companies were eligible to participate and the use of Internet (online) marketing could only be accomplished by companies with an online presence and experience. Nonetheless, many prospective respondents were left out of the sample since it was comprised of prospective respondents who volunteered for or opted in to be members of the online panel. This is why it may be considered to be a nonprobability sample by some researchers and therefore the results

might not be generalizable to all companies who use IOMC for the global market. However, based on analysis of the samples procured for the pilot test and the main test (see APPENDICES E, F, and G), they appeared to be diverse samples, which can potentially mitigate this issue to a certain degree. Nonetheless, there is no way to definitively determine if the sample accurately represented all Internet marketing professionals, whether just in the U.S. (which were the only respondents obtained) or globally, for companies that use IOMC for targeting, reaching, and communicating with the global market. Therefore, generalizability of the sample cannot be definitively supported.

Respondent Sample

The sample that was obtained for the pilot test and main test had potential issues. Although the sample size for the pilot test did not reach the minimum sample size (which was less important at that stage of the study), the sample size for testing the measurement and structural models in the main test did according to minimum standards that were adopted prior to the collection of data (i.e., 5-10 observations for each estimated parameter or five subjects or respondents per scale item) put forth by a number of researchers (e.g, Baumgartner & Homburg, 1996; Barclay, Higgins, & Thompson, 1995; Bentler & Chou, 1987; Chin, 1998; Chin & Newsted, 1999; Garver & Mentzer, 1999; Hulland, Chow, & Lam, 1996; Kahai & Cooper, 2003; Medsker, Williams, & Holahan, 1994; Mueller, 1996; Quintana & Maxwell, 1999). However, the main test data only barely met these minimum standards, which were lower than selected other standards suggested in the extant literature by various researchers and scholars (e.g., Mueller, 1996; Nunnally, 1978) or via online calculators (e.g., Soper, 2014).

Although the use of volunteer opt-in panels is an acceptable source of respondents as evidenced by the number of previous studies in the literature in which they have been used (see

TABLE B.1 in APPENDIX B for selected examples), they still only provide what some researchers might consider a nonprobability sample,. Therefore, they yield research data and findings that may not be generalizable beyond the specific sample. This apparently has become less of a concern among researchers as evidenced by their aforementioned frequent use in research studies published in multiple diverse peer-reviewed journals. Use of an online panel was even less of a concern for this dissertation research study compared to other research studies that could miss prospective respondents who do not have online access or simply do not engage in any online activities. More specifically, the topic focus and the characteristics of the targeted audience (i.e., marketing personnel involved with Internet marketing targeted to the global market by their company) would undoubtedly have general experience with the Internet considering it is how they provide their responses to online questionnaires.

The number of key informants per respondent company who participated in the research study by completing the online questionnaire for the pilot test and main test is a potential limitation of the study. More specifically, only one key informant per company was utilized and only perceptual data were collected. Although a normal and acceptable approach in business and marketing research, the quality of the response data that is collected for a study and the validity of the findings in organizational research and on organizational variables are enhanced by researchers collecting data from multiple informants per respondent company or organizational unit instead of from a single informant per respondent company (Van Bruggen, Lilien, & Kacker, 2002; Wilson & Lilien 1992). The original data collection plan that was developed proposed that attempts would be made to have two informants per respondent company complete the questionnaire, with the primary respondent providing the name and contact information for the second respondent from their company when they completed the questionnaire. However,

because online panels ended up being used for data collection activities due to the extremely unique focus of the study that required a very specific type of respondent from a very specific type of company (i.e., current managers or at least employees in the marketing function of U.S. companies and are involved with and/or knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market), this plan was no longer feasible. The companies that provided online panels for this research study guarantee anonymity to their panel members so, other than some basic company data (e.g., industry sector, number of company employees, annual company revenues, etc.), researchers are not allowed to ask respondents for the name of their company or for the name and contact information for a second person from their company. Therefore, without being able to obtain responses to the questionnaire from at least two different informants from the same respondent company, the correspondence of the study's self-reported, single-informant perceptions of the company's IOMC (and other relevant areas) to the actual shared perceptions held by the respondent's company could not be determined. The result is that the existence of informant bias is undetermined though may exist, but no testing could take place for interrespondent reliability.

Data Collection and Analysis Activities

The type of data that was collected is a potential minor limitation of this dissertation research study. More specifically, perceptual data instead of actual behavioral data were utilized for empirical testing and examination of all measures and hypotheses. Perceptual data depend on the ability and inclination of respondents to report on their mental processes by mentally retrieving and accurately reporting their mental evaluations of an issue, topic, or question of interest (Nisbett & Wilson, 1977). Therefore, key informants provided their perceptions of their

experiences with their company's IOMC activities, among other details. Moreover, in order to alleviate any issues of potential bias in the accuracy of the responses providing the perceptual data, informants were prequalified by instructing the online panel company to attempt to only target qualified prospective respondents with their efforts to recruit respondents to complete the online questionnaire. After informing prospective respondents of the required qualifications for their participation on the first page of the online questionnaire, the informants were also qualified when they actually began completing the questionnaire. For example, informants who provided an answer to one or more of the qualifying questions that showed that they did have not the required qualifications or expertise to participate in the research study and thus were not the type of respondent needed to complete the questionnaire were promptly thanked for their time and their participation was terminated immediately using the functionality of the online questionniare for this purpose. The same would also occur if the informant's company did not have the requisite characteristics or activities for the study (e.g., experience with IOMC in the global market, minimum number of employees, etc.). Respondents were also asked about their level of confidence with their responses, which needed to be relatively high for their data to be included in the final data set that was evaluated for both the pilot test and the main test. Overall, perceptual data comprised the entirety of the data that was collected and analyzed for this study, with the process of evaluation only including respondents' perceptions, not any secondary company data, including data about companies' IOMC efforts and performance. Although not ideal, all of the aforementioned actions regarding the inclusion of respondents' responses in the final sample for the main test were completed and thus confidence in the quality of the sample was enhanced.

The use of a self-administered, self-report online questionnaire offered many benefits as described by Dillman (2000) and others in Chapter Three of this document, but the length and complexity of the comprehensive questionnaire used to collect data for this research study made it more difficult for respondents to fully complete it. That's because respondents may have suffered through boredom and fatigue, as warned by Peter (1979). Moreover, related to that issue, Michaelidou and Dibb (2006) highlighted the association between survey length and response rate/quality, with shorter questionnaires expected to obtain more responses than lengthier questionnaires. The results of these and other issues related to questionnaire length is that it is more difficult for a researcher to obtain a sufficient number of respondents and the required amount of data, which could potentially have a negative impact on the quality of the data and the representativeness of the sample. The end result would be a negative impact on the results and analysis of the data as well as the conclusions that are reached at the conclusion of the research study. Nonetheless, although considered a potential problem, the subsequent data analysis, including examination of the final sufficient samples obtained for the pilot test and main test indicated fairly diverse samples comprised of qualified respondents. Therefore, this was not considered a major concern, especially for the all-important main test and its sufficiently sized sample (n=400).

Collecting additional information associated with the phenomena being studied beyond what was collected on the online questionnaire was not possible and thus a limitation of the research study. This is due to the constraints on depth and breadth for the data collection method, as well as the version of the questionnaire already being fairly lengthy when used during different rounds of data collection. For example, qualified respondents took at least eight or more minutes to complete the version of the online questionnaire used for the pilot test and main test,

with 32% taking upwards of 20 minutes and the rest less than 20 minutes. Multiple constructs and questions had to be removed from the research study and questionnaire to reduce the complexity of the original conceptual model examined empirically and to shorten the length of the questionnaire. This helped to reduce (though not eliminate) various problems with the collection of data, such as high levels of non-response and qualified respondents ending their participation before fully completing the questionnaire. Constructs and concepts that are believed to be linked to the theory proposed in this research study were included in the research program framework (see FIGURE 2.12) but were omitted for various reasons from the hypothesized conceptual model empirically examined, including concerns about the length and complexity of the online questionnaire. They include various internal forces (e.g., *Global Mindset & Orientation*; *IMC Orientation*; *IT Proficiency*; *Low-Cost Intensity*) and external forces (e.g., *Competitive Intensity*; *Investment Intensity*; *Internet Penetration Intensity*; *Market Turbulence*; *Technological Intensity & Velocity*).

Other information that may have been collected but was not due in part to concerns about the length and complexity of the questionnaire included: additional details on the specific use of IOMC tools by companies for reaching, communicating with, and promoting and selling products to the global market; and collecting the names of the specific foreign country markets that were targeted by companies with their IOMC efforts. This additional data would have been time prohibitive considering the amount of statistical analysis that already needed to take place for all the required questions on such a lengthy questionnaire. In the case of the information about the names of targeted foreign country markets, it was deemed not critical for this research study and therefore was not collected from respondents despite this information potentially having value since that could potentially impact their use of IOMC. The reason for this view was

not only the aforementioned increased length and complexity of the questionnaire that would occur if respondents were asked to provide the names of specific countries, but also the fact that it was considered unnecessary information since it was outside the precise focus and scope of this research study. Nonetheless, it is the type of detailed information that could be gathered by researchers for certain future research studies on a myriad of business-related topics.

Survey researchers have recommended three different data collection strategies for reducing the threat of CMV (or CMB) and improving causal inference: (1) employing multiple respondents; (2) collecting multiple types of data; or (3) collecting data over multiple time periods (Jap & Anderson, 2004; Ostroff, Kinicki, & Clark, 2002; Podsakoff & Organ, 1986; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Van Bruggen, Lilien, & Kacker, 2002). None of those strategies were utilized for any round of data collection or analysis for this dissertation research study for various reasons, including lack of relevance to the topic and focus, as well as time constraints (i.e., deadline for completing the study).

Regarding data collection strategy No.1 for reducing the threat of CMV (or CMB) and improving causal inference when conducting survey research, there are benefits to obtaining multiple informants from the same company. However, sometimes researchers need or prefer to only obtain one informant per unique company. The latter approach was preferred for and most relevant to this dissertation research study. In the case of the former, it was not possible to confirm that multiple informants from each company were obtained for the samples procured for the data collected for the pilot test or the main test. This can be problematic because a multiple respondent approach can be beneficial (Stuart, 1997; Tanner, 1999). For example, it is required to prevent informant bias and empirically test for the existence of interrespondent reliability. As mentioned earlier, this was not possible for this research study because online panels of

respondents were utilized for the collection of data for the pilot test and the main test, with members of the panels promised anonymity by the panel company to which they are members. In the case of only obtaining one informant per unique company, this would result in a better sample used for analysis, whether for the pilot test or the main test. The collection of Internet Protocol (IP) address information for all prospective respondents who started the online questionnaire allowed for the identification of multiple responses from respondents with the same computer IP address, which is "a code that identifies a computer network or a particular computer or other device on a network, consisting of four numbers separated by periods" (Dictionary.com, 2013). Multiple responses from the same IP address can mean that the same respondent is trying to complete the online questionnaire multiple times or that multiple respondents are members of the same company. This issue was mitigated by setting the security settings on the online questionnaires to prevent respondents from the same IP address from completing the online questionnaire multiple times, as well as the verification that this functionality was working by reviewing each respondent's IP addresses. However, nothing prevented a respondent from completing the online questionnaire using multiple devices in multiple locations so that their IP addresses differed. Nonetheless, this was not deemed to be a significant concern due to online panel members only being rewarded by their respective panel companies for submitting one completed online questionnaire per client project. However, it may have resulted in a couple of questionnaires being included in the final data sample for either the pilot test or the main test that should not have been included.

Regarding data collection strategies Nos. 2 and 3 for reducing the threat of CMV (or CMB) and improving causal inference when conducting survey research, the former was not relevant to the specific focus of this research study and the type of data needed to empirically

examine all theoretical constructs and their relationships to one another. However, in the case of No. 3, data for the pilot test and the main test were each collected over a relatively short period of time (i.e., 10-14 days from start to finish). This was done for a couple of reasons, including it being the manner in which online panel companies are contracted to complete projects for clients. Although a longitudinal design can mitigate this problem (Hawk & Aldag, 1990; Podsakoff & Organ, 1986), it was not appropriate or feasible for this dissertation research study. Nonetheless, collecting data in the manner it was collected for this dissertation research study increases the likelihood of response bias and non-response bias occurring.

Another potential limitation related to the use of online panels of respondents for the collection of all data for the pilot test and the main test was that contact information for both respondents and non-respondents were not available to anyone but the companies who provided the online panels of respondents. This is considered proprietary information and the members of their online panels expect that this information will not be shared with third parties. Therefore, it was not possible to accurately test for response bias and non-response bias using conventional approaches that are used by researchers discussed in Chapter Three. Nonetheless, this limitation of using online panel respondents did not disqualify their use for this dissertation research study because they were the only feasible sources for obtaining specific, sufficiently sized, appropriate samples of qualified respondents, especially for the main test.

The primary phenomenon in this dissertation research study was only examined from the perspective of one company instead of from the perspective of two separate parties as occurs with a dyadic approach: (1) the company using IOMC to reach, communicate with, and promote and sell products to the global market; and (2) their current and prospective customers, whether consumers or companies, that comprise the global market being targeted by the company. This is

another potential minor limitation, as only No. 1 was utilized because of the specific focus of the research study. A dyadic approach primarily involves the examination of a two-party exchange relationship, with that relationship as the primary subject matter or phenomenon to be explained (Achrol, Reve & Stern, 1983). Moreover, the phenomenon of dyadic exchange is where two parties provide benefits to one another, with the delivery of each conditional on the other (Tooby, Cosmides, & Price, 2006). In the dyadic interaction model, marketing behavior is seen as an innately social activity in which dyadic exchange is a two-way transactional relationship between buyers and sellers and the results of this exchange are contingent upon the balance of power, bargaining, negotiation, sources of conflict between the parties, structural arrangements, and the shared affect or cognitive images that exists between buyer and seller (e.g., Bagozzi, 1978; Stern & Reve, 1980). Bias may be created in the research due to this study only focusing on one side of the dyad (i.e., the sender of the IOMC), which could also result in essential components of the phenomenon being ignored or missed that would not be ignored or missed if the whole dyad were examined. Although dyadic exchange describes a relationship that is more focused on current customers rather than prospective customers and is more extensive than might exist between certain companies engaged as senders or receivers of IOMC, it is still potentially relevant to this study, especially in regards to sales (i.e., *Sales Volume* performance measure). Therefore, it is a limitation of this research study that the collected data and all subsequent analyses were only based on the perspective of the company and their representatives who send the IOMC to the global market.

FUTURE RESEARCH DIRECTIONS

There are different research directions that can be taken with future research projects conducted on the broad topic of Internet (online) marketing communications (IOMC) for the

global market (i.e., both domestic and foreign markets). These directions can especially focus on the global Internet integrated marketing communications (GI-IMC) strategy concept and related *Global Internet Integrated Marketing Communications* and *Global Internet Marketing Communications Performance* constructs that were the result of all data analysis, including that which was conducted for the post-hoc analysis. These future efforts can expand on the specific focus of this dissertation research study. This includes research in the future that can and should be conducted that will eliminate or reduce the aforementioned limitations of this research study, such as those related to the research design that was utilized. For example, like the research limitations, areas that should impact the focus of future research studies include: the research focus; the constributions to the extant literature including the theoretical foundations that were leveraged; the broad methodology that was utilized (i.e., research design, respondent sample, and data collection activities); and some of the constructs and measures (e.g., performance measures). Therefore, future research efforts can not only help to deal with various limitations of this research study but also to further examine the topic, which can be extended and/or revised. Notably, all of these future research efforts can be combined in varying degrees in a single research program or even multi-part study, which can expand the breadth and depth of the research stream even further.

Research Focus

This dissertation research study was limited in scope, as evidenced by only a small number of components from the research program framework (which was created from the general theoretical framework) being included in the hypothesized conceptual model that underwent quantitative examination (though only the measurement model was the focus due to the aforementioned discriminant validity issues). This plan was necessary for multiple reasons,

such as various methodological issues when attempting to quantitatively and empirically examine hypothesized conceptual models with large numbers of variables, including independent, dependent, and moderating variables. Therefore, all components of the research program framework could be the focus of future empirical research studies in this topic area, whether by themselves or in combination with one another. This includes investigating the relationships that exist between the various independent variables in the research program framework instead of just the relationships that exist between the independent variables and the dependent variables, including the mediating variables, as was conceptualized in the research program framework and hypothesized conceptual model empirically examined for this dissertation research study.

The research program framework created for this dissertation research study offers opportunities for additional review of the extant literature to revise and expand the framework. This could include making it more complex and elaborate by adding additional components such as more independent variables (e.g., different internal and external forces), more dependent variables (e.g., different performance variables than the three used for this study), and additional mediating and/or moderating variables (e.g., environmental scanning). The framework and its various components could then serve as the foundation for empirical research studies on different hypothesized conceptual models in the future. Moreover, the research program framework could be extended to include the strategic approaches of marketing standardization and adaptation, which were included in the contribution from Grein and Gould (1996) that introduced the globally integrated marketing communications (GIMC) concept and provided the primary motivation for this dissertation research study and the foundation of the GI-IMC concept. However, any focus on standardization and adaptation strategies were omitted from inclusion

due to the need to maintain a tighter focus for the conceptual and empirical work to be conducted for this research study as well as to avoid the complexity its inclusion would add. More specifically, the contribution from Grein and Gould (1996) provided a list of multiple forces and factors, many of which would be confounding if included in the same research study so it would be more appropriate to conduct multiple separate studies, each examining only a small subset of their identified forces and factors, as part of a comprehensive research program framework. Nonetheless, the use of standardization and adaptation strategies by companies could be added to the research program framework, as well as the general theoretical framework and any subsequent hypothesized conceptual models based, at least in part, on the research program framework.

The inclusion and integration of offline marketing communications tools with IOMC, as occurs with a higher level of integration according to the extant IMC literature (but was not examined as part of this dissertation research study), could be valuable to examine through future research efforts in this broad topic area. This is especially true since most companies likely utilize both online and offline marketing communications tools when attempting to reach and communicate with the global market and may attempt to integrate the tools as part of these efforts. In addition, the use of specific categories of IOMC tools (i.e., Advertising, Direct Marketing, Personal Selling, Public Relations, Sales Promotion, Web Site) or individual tools (e.g., affiliate marketing, company Web site, electronic newsletters/e-zines, e-mail marketing, online display advertising, online events) could also be examined since it is possible that the use of IOMC in the global market is not the same for all of the tools. These examinations could include an investigation of the use of these tools or categories of tools as part of a globally integrated marketing communications (GIMC) program or global Internet integrated marketing

communications (GI-IMC), which is the focus of this research, but also an investigation of each individual IOMC tool for targeting, reaching, and communicating with the global market in order to promote and sell products to the members of that market.

The use of GI-IMC for targeting the global market can also be the focus of research that will utilize varying contexts and situations that impact the use and performance of IOMC. For example, although not necessarily generalizable beyond the specific area or foreign country or region being examined, future research could focus on the use of GI-IMC by companies located in or targeting certain countries (e.g., United Kingdom, Japan) or regions (e.g., Asia, Europe). Future research could also involve the comparison of IOMC use in one country to another or in one region to another. Overall, these types of research studies can help to examine and determine the impact that a targeted country or region has on the use and performance of IOMC and a GI-IMC program. Country and/or region-specific research studies could also help determine whether the concepts, constructs, and models developed for this dissertation research study – and for various other research contributions to be completed in the future – were truly generalizable across countries and regions.

An exclusive focus on companies that operate in only one sector – i.e., Business-to-Business (B2B), Business-to-Consumer (B2C), Business-to-Government (B2G) – when conducting their primary business activity could be the focus of future research. A more-inclusive approach was taken for this research study for various reasons, including the need to reach a minimum sample size and the general belief that the phenomenon and GI-IMC concept – and thus the empirical results obtained through this empirical research study – were not expected to be substantively different. However, this contention should be examined in future research in this topic area, and the result could be some substantial and valuable research streams.

Literature Review

As mentioned in the "Research Limitations" sub-section, the review of literature for this dissertation research study was extensive, which was necessary to generate the general research framework, general theoretical framework, research program framework, and hypothesized conceptual model of global Internet integrated marketing communications (GI-IMC) examined empirically as part of this dissertation research study. Moreover, there were multiple theories and theoretical models from the extant business literature, especially the broad area of strategic management, that provided the necessary theoretical foundations and antecedent justification for the aforementioned frameworks and/or conceptual model. Nonetheless, because some relevant theoretical, empirical, and conceptual research contributions published in the extant literature were likely inadvertently missed during this extensive and comprehensive process, it is important to conduct an updated review of the literature in the various areas that were the focus of this research study. This is not only due to the possible omission of various research contributions but also because research is published in peer-reviewed journals on an ongoing basis and there are undoubtedly a significant amount of relevant research contributions that have been published in recent years since the completion of the literature review, including some proposing and testing new theories and theoretical models.

Research Design

One future research direction could involve the conducting of qualitative research in which in-depth interviews of internet marketing professionals could take place and thus the concepts and the topic could be even better understood. This should provide substantial assistance to all future research on the broad topic of IOMC by companies when they attempt to target, reach, and communicate with the global market in order to promote and sell products to

the members of that market. This includes creation and refinement of various constructs identified and included in the research framework and hypothesized conceptual model, as well as their measurement scales.

The use of a longitudinal approach with future research on this topic, as opposed to the cross-sectional approach that was utilized for this study, could help to examine and report on the changes that may take place with IOMC over time. For example, future research studies could incorporate a small panel of company managers who consent to report on their individual perceptions of the antecedents and consequences of IOMC, including those included in the research program framework and hypothesized conceptual model created for this research study, over a certain period of time.

One way in which a more rigorous approach can be taken with the future stream of research that can result from this research study is through the use of *triangulation*. Triangulation is a research concept that involves the use of different research approaches, methods, and techniques (i.e., mixed or multi-method) in the same research study in order to help surmount any bias and weakness that exists from the use of a single-method approach (Denzin, 1978; Hussey & Hussey, 1997). It will help elevate social scientists above their individual biases that result from the use of single methodologies and, by combining methods in the same study, can result in researchers somewhat overcoming the deficiencies that occur from the use of one method and/or the study being conducted by one investigator (Denzin, 1978). Various scholars have provided their own descriptions and definitions of *triangulation* over the years. For example, Cohen, Manion, and Morrison (2000) defined it as an "attempt to map out, or explain more fully, the richness and complexity of human behavior by studying it from more than one standpoint and, in so doing, by making use of both quantitative and qualitative data" (p. 112).

Moreover, Vidovich (2003), citing various contributions from the extant literature as support for various parts of their description, characterized it as "involv(ing) cross-checking or cross-referencing the data by combining different perceptions of the same event to provide a more robust and holistic picture" (p. 78).

Multiple research studies of a particular phenomenon using different methods (e.g., interviews/case studies, surveys, etc.), as can also occur with the use of research triangulation (along with the use of a multi-method approach in the same research study), can help researchers to determine the essential qualities or characteristics of the phenomenon. Notably, triangulation of research methods, as can happen with multiple separate studies that are part of a single program of research, enhances understanding of the phenomena being researched, provides better empirical support for the theory that is under consideration and being examined, and increases the level of methodological rigor, including reliability and validity (Mentzer & Flint, 1997). It is an approach that can be employed in both quantitative and qualitative studies (Bogdan & Biklen, 2006; Cohen, Manion, & Morrison, 2000). Moreover, Hussein (2009) even states that "triangulation can indeed increase credibility of scientific knowledge by improving both internal consistency and generalizability through combining both quantitative and qualitative methods in the same study" (p. 10).

Four basic types of triangulation exist: (1) *data triangulation*; (2) *investigator triangulation*; (3) *methodological triangulation*; and (4) *theoretical triangulation* (Denzin, 1978; Fetterman, 1998; Guion, Diehl, & McDonald, 2011; Wallendorf & Belk, 1989). Some research contributions have also provided additional types of triangulation, including *analysis triangulation* (Hussein, 2009) and *environmental triangulation* (Guion, Diehl, & McDonald, 2011).

Data triangulation includes the three types of time, space, and person and occurs when data are collected from different sources and/or at different times (Denzin, 1978). These specific types exist because the robustness of data can fluctuate due to the time data were collected, the individuals who are involved with the collection of data, and the particular setting from which the data were collected (Begley, 1996). The multiple data sources, which has contributed to this type of triangulation also being called *data sources triangulation*, are included in the same study for the purposes of validation (Hussein, 2009).

Investigator triangulation involves the use of multiple researchers in any of the research stages of the same study or investigation and it is attained when data are collected independently by these different investigators. This use of the multiple, different investigators (i.e., data analysts, interviewers, observers) is done for confirmation purposes (Denzin, 1978; Thurmond, 2001). For example, this type of triangulation can be obtained by a team of investigators conducting their examination of the same phenomenon using the same qualitative method, such as interviews, observations, or focus groups (Guion, Diehl, & McDonald, 2011). This type of triangulation removes the possible bias that can exist from a single person and ensures that there is a greater reliability with the observations (Denzin, 1978).

Methodological triangulation involves the use of multiple qualitative and/or quantitative methods to collect data about the phenomenon under investigation. This includes utilizing documents, focus groups, interviews, observations, and surveys or questionnaires, and using both qualitative and quantitative methods to determine whether the findings or results converge, which would establish validity (Denzin, 1978; Guion, Diehl, & McDonald, 2011). This type of triangulation can take place at either the level of research design or data collection (Burns & Grove, 1993, as cited by Hussein, 2009, p.4). This specific type of triangulation has caused

confusion because of the two different levels at which it can occur in the research process, with some researchers describing the use of qualitative and quantitative research designs combined in the *same research study* as methodological triangulation and others using the term to describe the use of both qualitative and quantitative research designs to simply study the *same phenomenon* in different studies (Caracelli & Greene, 1997). In addition, Denzin (1978) made a distinction between *within-method* and *between-method* triangulation, with the former involving using variations of the same method to examine a certain research topic (e.g., self-completion questionnaire containing two contrasting scales measuring the same phenomenon) and the latter involving contrasting research methods (e.g., observation and questionnaire). *Within-method* triangulation basically entails cross-checking for internal consistency or reliability, while *between-method* triangulation determines the degree of external validity.

Theoretical (or theory) triangulation involves the use of more than one theoretical scheme in the interpretation of the phenomenon, including borrowing theories from another discipline in order to explain a phenomenon (Denzin, 1978). In order to supply a broader and deeper understanding of the specific research problem that is the focus of the research study, both related and/or competing theories can be utilized to formulate relevant hypotheses (Banik, 1993). According to Guion, Diehl, and McDonald (2011), this type of triangulation can also be said to involve the use of multiple perspectives for the interpretation of a single data set, such as bringing people together from different disciplines (i.e., outside of a specific field of study) or people within the same discipine but who are in different status positions because they are expected to provide divergent perspectives. Validity would be established if the different people from the different disciplines or different status positions interpreted the data in the same manner.

The final two types of triangulation are *analysis triangulation* (Hussein, 2009) and *environmental triangulation* (Guion, Diehl, & McDonald, 2011). *Analysis triangulation*, which is also called *data analysis triangulation* by some authors, is when two different methods of analyzing the same data set are done for validation purposes (Kimchi, Polivka, & Stevenson, 1991). It is also described as the use of more than two methods of data analysis within the same research study in qualitative and quantitative research for reasons of validation and completeness (Hussein, 2009). *Environmental triangulation* involves the use of different locations, settings, and other important factors associated with the environment in which the research study occurred, which includes the day, time, or season. Of most importance is determining which environmental factors, if any, could have impacted the information that is collected during the study. These environmental factors are modified so that it can be determined whether the findings are the same across settings. Validity is established if the findings do not change under the divergent environmental conditions (Guion, Diehl, & McDonald, 2011).

The benefits of triangulation, some of which were already alluded to, include those that are obtained because of the diversity and quantity of data that can be utilized for analysis. They include "increasing confidence in research data, creating innovative ways of understanding a phenomenon, revealing unique findings, challenging or integrating theories, and providing a clearer understanding of the problem" (Thurmond, 2001, p. 254). Moreover, some scholars claim that the approach "gives a more detailed and balanced picture of the situation" (Altrichter, Feldman, Posch, & Somekh, 2008, p. 147). However, acccording to Thurmond (2001), one of the main disadvantages of triangulation is that it can be time-consuming since the collection of additional data necessitates greater planning and organization, which are resources that are not always available to researchers. In addition, further disadvantages include the "possible

disharmony based on investigator biases, conflicts because of theoretical frameworks, and lack of understanding about why triangulation strategies were used" (Thurmond, 2001, p. 256). Nonetheless, the use of triangualtion offers substantial opportunities for future research studies in the research stream that result from this dissertation research study.

To deal with the first of the two final limitations of this research study that were mentioned in the previous section, exploratory qualitatve research can be conducted to better examine the various components, dimensions, and sub-dimensions of constructs in the hypothesized conceptual model and provide greater detail and depth about them. This effort, which is part of the triangulation described earlier in this section, could end up having long-term positive effects on the broad Internet (online) marketing research stream and other related areas, with researchers using the constructs as part of their research efforts. To deal with the second and final limation, future research studies using samples from other countries worldwide would help to establish generalizability for the concepts in the conceptual model developed and empirically examined for this research study. Those studies could even limit respondents to those targeting specific foreign country markets. Moreover, utilizing other sources for samples instead of online panels, such as a list of companies and/or contact people obtained from contact list brokers and providers (e.g., InfoUSA), and contacting them in various manners, whether online or offline, could also result in the collection of probability samples and therefore enhance the ability of researchers to generalize the results of those studies on IOMC for the global market and the GI-IMC concept. For example, future research could involve the purchasing of a list of Internet (online) marketing professionals, contacting them by phone and/or e-mail (whether done by the researcher or a call center contracted for that purpose), and recruiting them to complete an online questionnaire or phone questionnaire could be utilized. This approach could also help to alleviate

some of the concerns by some researchers with the data collected through online panels possibly being nonprobability samples and thus the generalizability of results not being guaranteed, as mentioned in the "Research Limitations" section.

Constructs, Measures, and Models

An obvious approach to future research could involve the further refinement of individual constructs and the conceptual model through additional review of the extant literature. Although an extensive literature review of a substantial amount of available literature took place at the outset for this dissertation research study, additional contributions have been added to the extant literature since then. Some of these contributions could necessitate updates and modifications to the research program framework and the creation of new hypothesized conceptual models. This can then be followed by empirical examination of the refined and/or new individual constructs and conceptual models through future research projects on the general topic of IOMC for the global market and on the global Internet integrated marketing communications (GI-IMC) strategy concept and the *Global Internet Integrated Marketing Communications* construct, which would add to the broad research stream on the topic.

Although the *Global Internet Marketing Communications Performance* construct was another contribtuon of this dissertation research study, different performance variables could be utilized in future research on the same research topic. For example, this research study used *Brand Awareness*, *Brand Loyalty*, and *Sales Volume* as different components (or first-order constructs) of the second-order *Global Internet Marketing Communications Performance* construct but others from the extant literature that could have been used in their place include: brand leadership (e.g., Broadbent, 1999; Weinstein, 1998); market share (e.g., de Mooij & Keegan, 1991; Prescott, 1986); price premium (e.g., de Chernatony & McDonald, 1998;

Weinstein, 1998); and return on investment (e.g., Hite & Fraser, 1990), among others. In addition, future research could also involve an empirical examination using various research methods (e.g., quantitative, qualitative) that could help confirm, refine, and adapt the GI-IMC concept as well as any of the constructs identified and included in the research program framework and any conceptual models developed from the framework for quantitative testing, including a revised version of the one examined for this research study.

Respondent Sample

Use of different sampling plans for future research to empirically examine the hypothetical conceptual model and its constructs could allow for a myriad of research studies on the use of IOMC by companies when they attempt to target, reach, and communicate with the global market. This general approach could provide verification of the results of this dissertation research study, which would enhance the claim of the results being generalizable. However, if divergent results were obtained, it could lead to interesting findings and conclusions that may lead to the creation and testing of a conceptual model for GI-IMC that is generalizable. At the very least, it could improve the version of the model empirically examined for this research study. For example, one of the approaches that could be taken related to the sampling plan would be to pay for and obtain lists of prospective respondents who could then provide responses to the online questionnaire in some other manner (e.g., offline via phone interviews) to validate the results and to ensure that any claims of generalizability are examined and either supported or not. These respondents could be obtained from diverse sources (e.g., association membership lists, online communities, attendees of certain relevant trade shows). In addition, the generalizability of the hypothesized conceptual model examined through the post-hoc analysis can be examined

through the collection and analysis of data collected from various specific sub-samples (e.g., small firms, business-to-consumer firms, etc.).

Data Collection and Analysis Activities

One valuable action that could be taken to better understand and therefore improve the use of IOMC for the global market is to examine any exchanges that occur between a company and its current and prospective customers related to IOMC. More specifically, this dyadic approach (Achrol, Reve & Stern, 1983), which was described earlier in the "Research Limitations" section of this chapter, could be taken with future research on IOMC for the global market in which the examination is focused on both the company using IOMC to reach, communicate with, and promote and sell products to the global market and their current and prospective customers, whether consumers or companies. This dyadic approach could be completed within multiple parts of the same study or in separate studies. Regardless of how it is conducted, this potential area for research in the future could offer some valuable insights and findings that would enhance the available knowledge in this research area and on the concepts and constructs included within it.

Future research in the topic area could deal with some of the problems mentioned in the "Research Limitations" section, such as the issue involving individual respondents submitting multiple completed questionnaires for a single project, by obtaining prospective respondents through a different manner rather than by contracting with a panel company for access to their online panel respondents. For example, efforts could be undertaken to purchase lists of companies and/or contacts from various sources and then making contact with the company via phone, e-mail, online, etc., to confirm (if provided on the purchased list) or obtain the names and contact information of one or more prospective respondents from the same company. This could

be beneficial to future research efforts, whether the name and contact information for one prospective key informant from each company is procured or the names of multiple prospective key informants from each company are procured. If purchased lists cannot provide all the needed information, aggressive research (e.g., calling companies or visiting their corporate Web sites to obtain the names and contact information of prospective key informants) could take place to obtain the names of one of more prospective respondents from individual companies, whether this occurs before the company is contacted via other methods (e.g., phone, e-mail). These efforts would then also include aggressive recruitment efforts via phone, e-mail, online, etc., to recruit individuals to be participants in research studies in this topic area. If online respondent panels can be located that can provide the names of multiple individuals from the same company, that could also be a potential solution. Overall, this could be a beneficial – though difficult, costly, and time-consuming – approach, whether the efforts result in the name and contact information for one or more than one qualified prosective respondent is obtained from an individual company (though the procurement of a second respondent from an individual company will be necessary to prevent informant bias and empirically test for the existence of interrespondent reliability).

The procurement of secondary research data could also be beneficial, especially if the data were specifically for company IOMC efforts, performance data, and other relevant data. This would not only have value for empirical examination of the conceptual model tested for this research study but also provide a more credible examination instead of perceptual measures like were used in this research study, especially if the data were for various performance measures. It would also help to avoid potential issues with some of the data if respondents provide erroneous data regarding their company's IOMC efforts and other data.

CONCLUDING REMARKS

To summarize this dissertation research study, it involved the introduction of the concept of global Internet integrated marketing communications (GI-IMC), which is when a company uses a globally integrated marketing communications (GIMC) approach with Internet (online) marketing communications (IOMC). It involved the conceptualization of the GI-IMC concept, as well as the empirical examination of the closely related hypothesized *Global Internet Integrated Marketing Communications Strategy Implementation* theoretical construct, which was replaced through the post-hoc analysis by the *Global Internet Integrated Marketing Communications* theoretical construct (which was created through the combining of the initial *Global Internet Integrated Marketing Communications Strategy Implementation* construct and the *Global Online Navigational Effectiveness* construct), as a component in hypothesized measurement and structural models. Overall, the theoretical constructs that were empirically examined separately and as part of the measurement and structural models: (1) *Market Orientation*; (2) *Global Internet Integrated Marketing Communications Strategy Implementation*; (3) *Global Online Navigational Effectiveness*; and (4) *Global Internet Marketing Communications Performance*. However, during the post-hoc analysis, construct Nos. 2 and 3 ended up being combined into the aforementioned second-order *Global Internet Integrated Marketing Communications* construct, which contained seven first-order constructs and 27 scale items.

Overall, this dissertation research study put forth a multiple results and findings related to the GI-IMC concept as it relates to companies' IOMC use and their subsequent global Internet marketing communications performance as measured by brand awareness, brand loyalty, and sales volume due to that use. It also examined the varying impact of other company-related attitudes and actions (i.e., market orientation, GI-IMC strategy implementation, global online

navigational effectiveness) on each other and directly and/or indirectly on company performance. Notably, the final results through the post-hoc analysis that was conducted – despite the discriminant validity issues that existed – were the eventual creation of the new *Global Internet Integrated Marketing Communications* construct and a new two-construct model in which the path between this construct and the *Global Internet Marketing Communications Performance* was found to be relatively strong and statistically significant ($\beta = .711$, $p < .001$). In addition, results of this empirical examination resulted in the identification of multiple potential future research opportunities for researchers, as well as information that can assist companies in the formulation and implementation of successful IOMC strategies and tactics for reaching, communicating with, and promoting and selling products to the global market.

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APPENDICES

APPENDIX A:
Supplementary Content: "Definitions and Discussion of Key Terms"

TABLE A.1 Definitions of Key Terms

Term	Definition	Primary Source(s)*
Company	A business enterprise. *(http://www.collinsdictionary.com/dictionary/english/company)*	Collins English Dictionary (2012)
	An association of persons for carrying on a commercial or industrial enterprise. *(http://www.merriam-webster.com/dictionary/company)*	Merriam-Webster Online Dictionary (2012)
	A group of people organized to buy or sell goods or to provide a service, usually for profit. *(http://www.qfinance.com/dictionary/company)*	QFINANCE (2012)
Business Firm (Firm)	A business partnership; any commercial enterprise. *(http://www.collinsdictionary.com/dictionary/english/firm)*	Collins English Dictionary (2012)
	A business unit or enterprise. *(http://www.merriam-webster.com/dictionary/firm)*	Merriam-Webster Online Dictionary (2012)
	A business or company; a business run by partners (partnership). *(http://www.qfinance.com/dictionary/firm)*	QFINANCE (2012)
	A business run by partners (partnership). *(http://www.qfinance.com/dictionary/firm)*	QFINANCE (2012)
For Profit (For-Profit)	Used to describe an organization or service that exists to make a profit. *(http://dictionary.cambridge.org/us/dictionary/business-english/for-profit)*	Cambridge Dictionaries Online (2012)
	Established, maintained, or conducted for the purpose of making a profit. *(http://www.merriam-webster.com/dictionary/for-profit)*	Merriam-Webster Online Dictionary (2012)
Nonprofit (Non-Profit)	Not aiming to make a profit, but working to help people or to achieve an improvement in something. *(http://dictionary.cambridge.org/dictionary/business-english/nonprofit)*	Cambridge Dictionaries Online (2012)
	An organization that is not intended to make a profit, especially one set up to provide a public service. *(http://www.collinsdictionary.com/dictionary/english/nonprofit-organization)*	Collins English Dictionary (2012)
	An organization that does not have financial profit as a main strategic objective. Nonprofit organizations include charities, professional associations, labor unions, and religious, arts, community, research, and campaigning bodies. *(http://www.qfinance.com/dictionary/nonprofit)*	QFINANCE (2012)
Not for Profit (Not-for-Profit)	A not for profit organization is a type of organization that does not earn profits for its owners. All of the money earned by or donated to a not for profit organization is used in pursuing the organization's objectives. Typically not for profit organizations are charities or other types of public service organizations. *(http://www.investopedia.com/terms/n/not-for-profit.asp)*	Investopedia (2012)
	Organized typically for a charitable, humanitarian, or educational purpose and not generating profits for shareholders. *(http://www.qfinance.com/dictionary/not-for-profit)*	QFINANCE (2012)

TABLE A.1 Continued

Term	Definition	Primary Source(s)*
Private Company	A company that is owned by one person or a small group of people, for example a family, and whose shares are not traded on a stock market. *(http://dictionary.cambridge.org/us/dictionary/business-english/private-company)*	Cambridge Dictionaries Online (2012)
	A company that is privately owned and whose stock is not offered for sale to the public. *(http://www.qfinance.com/dictionary/private-company)*	QFINANCE (2012)
Public Company	A company whose shares are traded on a stock exchange. *(http://dictionary.cambridge.org/us/dictionary/business-english/public-company)*	Cambridge Dictionaries Online (2012)
	A company that has issued shares to the public (and thus has public ownership) through and is now listed on a stock exchange (listed company; publicly listed company) or traded over-the-counter. *(http://lexicon.ft.com/Term?term=public-company)*	Financial Times (2012)
Primary Business Activity	The primary business activity of an establishment is determined by relative share of production costs and/or capital investment. In practice, other variables, such as revenue, value of shipments, or employment, are used as proxies. The Census Bureau generally uses revenue or value of shipments to determine an establishment's primary business activity. *(http://www.census.gov/eos/www/naics/faqs/faqs.html#q4)*	United States Census Bureau (2012)
Product	Goods produced and services provided. *(http://www.census.gov/eos/www/naics/faqs/faqs.html#q1)*	United States Census Bureau (2012)
	Anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. *(p. 199)*	Armstrong & Kotler (2007)
	The goods-and-services combination the company offers to the target market. *(p. 52)*	
Good	Something manufactured or produced for sale. *(http://www.merriam-webster.com/dictionary/good)*	Merriam-Webster Online Dictionary (2012)
Service	Any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. *(p. 199)*	Armstrong & Kotler (2007)
Tangible	Capable of being perceived especially by the sense of touch. *(http://www.merriam-webster.com/dictionary/tangible)*	Merriam-Webster Online Dictionary (2012)
Intangible	Cannot be seen, tasted, felt, heard, or smelled before they are bought. *(p. 223)*	Armstrong & Kotler (2007)

TABLE A.1 Continued

Term	Definition	Primary Source(s)*
Brand	A particular product or a characteristic that serves to identify a particular product; a trade name or trademark. *(http://www.collinsdictionary.com/dictionary/english/brand)*	Collins English Dictionary (2012)
	The distinguishing proprietary name, symbol, or trademark that differentiates a particular product or service from others of a similar nature. *(http://www.qfinance.com/dictionary/brand)*	QFINANCE (2012)
	A company's particular offering of a product, service, or other consumption object. *(p. 601)*	Shimp (2007)
Computer	Any device used for accessing the Internet is considered a computer while it is used for this purpose. *(p. 21)*	Jensen & Jepsen (2006)
Internet	General term used to describe a global network of computers used to transmit information. The most familiar aspect of the Internet is the World Wide Web, which consists of various interlinked Web sites. The Internet was originally developed by the U.S. military as a backup communications system in case of nuclear war. In the early 1990s, the Internet was made publicly available and its usage has since grown exponentially. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=I#Internet)*	American Marketing Association (2012)
	A vast public web of computer networks, which connects users of all types all around the world to each other and to an amazingly large information repository. *(pp. 26, 437, & G4)*	Armstrong & Kotler (2007)
Intranet	A network that connects people within a company to each other and to the company network. *(pp. 437 & G4)*	Armstrong & Kotler (2007)
Extranet	A network that connects a company with its suppliers and distributors. *(pp. 437 & G3)*	Armstrong & Kotler (2007)
Electronic Business (e-Business)	The use of electronic platforms—intranets, extranets, and the Internet—to conduct a company's business. *(pp. 438 & G3)*	Armstrong & Kotler (2007)
Electronic Commerce (e-Commerce)	Buying and selling processes supported by electronic means, primarily the Internet. Includes *e-marketing* and *e-purchasing* (*e-procurement*). *(pp. 438 & G3)*	Armstrong & Kotler (2007)
Electronic Marketing (e-Marketing)	The marketing side of e-commerce—company efforts to communicate about, promote, and sell products and services over the Internet. *(pp. 437 & G3)*	Armstrong & Kotler (2007)
	The transfer of goods or services from seller to buyer that involves one or more electronic methods or media. *(p. 24)*	Ngai (2003)
Internet Marketing	The process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products, and services that satisfy the goals of both buyer and seller. *(as cited by Ngai, 2003, p. 24)*	Imber & Toffler (2000)

TABLE A.1 Continued

Term	Definition	Primary Source(s)*
Online Marketing	Term referring to the Internet and e-mail based aspects of a marketing campaign. Can incorporate banner ads, e-mail marketing, search engine optimization, e-commerce and other tools. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=O#online+marketing)*	American Marketing Association (2012)
Online Communications	Communications where the user, via a computer, is connected to and served by a computer network. *(p. 21)*	Jensen & Jepsen (2006)
Market	The group of consumers or organizations that is interested in the product, has the resources to purchase the product, and is permitted by law and other regulations to acquire the product. *(http://www.netmba.com/marketing/market/definition)*	NetMBA.com (2012)
Domestic Market	The market for goods and services in the country where a company is based. *(http://www.qfinance.com/dictionary/domestic-market)*	QFINANCE (2012)
Foreign Market	The market for goods and services in a country that is external to where a company is based. *(http://www.qfinance.com/dictionary/foreign-market)*	QFINANCE (2012)
Global Market	All the people in all areas of the world who buy or might want to buy something. *(http://dictionary.cambridge.org/dictionary/business-english/global-market)*	Cambridge Dictionaries Online (2012)
	The activity of buying or selling goods and services in all the countries of the world, or the value of the goods and services sold. *(http://lexicon.ft.com/Term?term=global-market)*	Financial Times (2012)
	The group of consumers and/or organizations in the country where a company is based (i.e., domestic country market) and in countries that are external to where a company is based (i.e., foreign country markets) who are interested in, have the resources to purchase, and are permitted by law and other regulations to acquire a product (e.g., goods, services, and goods-and-services combinations) offered by the company, with the group including both current and prospective customers.	Armstrong & Kotler (2007); NetMBA.com (2012); QFINANCE (2012)
Export Marketing	The integrated marketing of goods and services that are produced in a foreign country. Each element of the marketing mix (product, price, promotion, and channels of distribution) is potentially variable. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=E#export+marketing)*	American Marketing Association (2012)
International Marketing	The multinational process of planning and executing the marketing mix (product, place or distribution, promotion, and price) to create exchanges that satisfy individual and organizational objectives. *(p. 5)*	Onkvisit & Shaw (2009)
	The extension of the home country's marketing strategy into the global marketplace. *(p. 19)*	Roberts & Ko (2001)

TABLE A.1 Continued

Term	Definition	Primary Source(s)*
Multinational Corporation	A corporation that has its facilities and other assets in at least one country other than its home country. *(http://www.investopedia.com/terms/m/multinationalcorporation.asp)*	Investopedia (2012)
Multinational Marketing	The development of a strategy for each country that responds to the unique differences and conditions in each country. *(p. xiii)*	Keegan (1989)
Global Corporation	A corporation that operates in countries all around the world. *(http://lexicon.ft.com/Term?term=global-corporation)*	Financial Times (2012)
Global Marketing	A marketing strategy that consciously addresses global customers, markets, and competition in formulating a business strategy. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=G#global+marketing)*	American Marketing Association (2012)
	The integration of the international and multinational approach where the objective is to create the greatest value for customers and the greatest competitive advantage for the company. *(p. xiii)*	Keegan (1989)
	A marketing strategy used mainly by multinational companies to sell goods or services internationally. Global marketing requires that there be harmonization between the marketing policies for different countries and that the marketing mix for the different countries can be adapted to the local market conditions. Global marketing is sometimes used to refer to overseas expansion efforts through licensing, franchises, and joint ventures. *(http://www.qfinance.com/dictionary/global-marketing)*	QFINANCE (2012)
Strategic Management	An approach to management that incorporates the following elements: (1) focusing planning processes on the search for competitive advantage; (2) the integration of strategic planning with operational and functional levels; (3) orientation toward funding and implementing strategies rather than discrete projects; and (4) greater emphasis and continued focus on strategic issues. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=S#strategic+management+process)*	American Marketing Association (2012)
	The development of corporate strategy, and the management of an organization according to that strategy. Strategic management focuses on achieving and maintaining a strong competitive advantage. It involves the application of corporate strategy to all aspects of the organization, and especially to decision making. As a discipline, strategic management developed in the 1970s, but it has evolved in response to changes in organization structure and corporate culture. With greater empowerment, strategy has become the concern not just of directors but also of employees at all levels of the organization. *(http://www.qfinance.com/dictionary/strategic-management)*	QFINANCE (2012)

TABLE A.1 Continued

Term	Definition	Primary Source(s)*
Strategic Planning	The consideration of current decision alternatives in light of their probable consequences over time. The practice of strategic planning incorporates four distinguishing features: (1) an external orientation; (2) a process for formulating strategies; (3) methods for analysis of strategic situations and alternatives; and (4) a commitment to action. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=S#strategic+planning)*	American Marketing Association (2012)
	The process of developing and maintaining a strategic fit between the organization's goals and capabilities and its changing marketing opportunities. It involves defining a clear company mission, setting supporting objectives, designing a sound business portfolio, and coordinating functional strategies. *(pp. 37 & G7)*	Armstrong & Kotler (2007)
Business Strategy	The means companies select to achieve their objectives. *(p. 679)*	Daniels, Radebaugh, & Sullivan (2004)
	An integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage. *(p. 4)*	Hitt, Ireland, & Hoskisson (2007)
	A long-term approach to implementing a firm's business plans to achieve its business objectives. *(http://www.qfinance.com/dictionary/business-strategy)*	QFINANCE (2012)
Marketing Strategy	A statement (implicit or explicit) of how a brand or product line will achieve its objectives. The strategy provides decisions and direction regarding variables such as the segmentation of the market, identification of the target market, positioning, marketing mix elements, and expenditures. A marketing strategy is usually an integral part of a business strategy that provides broad direction to all functions. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=M#marketing+strategy)*	American Marketing Association (2012)
	The marketing logic by which the business unit hopes to achieve its marketing objective. *(pp. 49 & G5)*	Armstrong & Kotler (2007)

TABLE A.1 Continued

Term	Definition	Primary Source(s)*
Global Strategy	A strategy that seeks competitive advantage with strategic moves that are highly interdependent across countries. These moves include most or all of the following: a standardized core product that exploits or creates homogenous tastes or performance requirements, significant participation in all major country markets to build volume, a concentration of value-creating activities such as R&D and manufacturing in a few countries, and a coherent competitive strategy that pits the worldwide capabilities of the business against the competition. *(http://www.ama.org/resources/Pages/Dictionary.aspx?dLetter=G#global+strategy)*	American Marketing Association (2012)
	A detailed plan for how a business or product can be successful in all parts of the world. *(http://dictionary.cambridge.org/dictionary/business-english/global-strategy?q=global+strategy)*	Cambridge Dictionaries Online (2012)

** The primary source(s) for the definition – with their contribution used in whole or in part, paraphrased, or adapted, and/or integrated in varying degrees for this research – though the primary source(s) may have also obtained aspects of their definition from other sources.*

According to the Merriam-Webster Online Dictionary (2012), *company* refers to "an association of persons for carrying on a commercial or industrial enterprise," while QFINANCE (2012) defines it as "a group of people organized to buy or sell goods or to provide a service, usually for profit." It is a general, all-encompassing term for which many synonymous terms exist (e.g., *firm*, *business*, *enterprise*). For example, *firm* is defined as "a business unit or enterprise" (Merriam-Webster Online Dictionary, 2012) and as "a business or company" and "a business run by partners" (QFINANCE, 2012). Therefore, *firm* is a term that is also used in some instances to only describe a company with a certain type of ownership structure. For this dissertation research study, both company and firm are used since they are often used interchangeably in the literature and in industry so it was necessary to use them interchangeably throughout this dissertation research study document. (However, as explained in Chapter Three, the term *company* was primarily used on the survey instrument utilized to collect data in order to provide consistency and avoid confusion among respondents.)

The *Internet* has been defined in multiple ways, including the following definition from Armstrong and Kotler (2007): "A vast public web of computer networks, which connects users of all types all around the world to each other and to an amazingly large information repository" (pp. 26, 437, and G4). It has developed over the years into a vital medium for companies since its initial use by both organizations and consumers in the early 1990s (Shimp, 2007). An increasing number of organizations developed some type of Internet presence in the ensuing decade (Doherty, Ellis-Chadwick, & Hart, 1999; Reibstein, 2002). Over the years, some firms believed that the medium provided them with commercial possibilities (Hackney, Griffiths, & Ranchhod, 2002; Pandya & Arenyeka-Diamond, 2002), while others thought that it complemented their various activities (Nicholson, Clarke, & Blakemore, 2002).

Several different terms are used for various aspects of commercial online activity. For example, there are also the terms *electronic commerce* (or *e-commerce*) and *electronic commerce strategy* (or *e-commerce strategy*), which are usually utilized in a more restrictive sense in regards to marketing, while the terms *electronic business* (or *e-business*) and *electronic business strategy* (or *e-business strategy*) are utilized in a broader context that encompasses several functional areas within an organization (Varadarajan & Yadav, 2009). Armstrong and Kotler (2007) defined *electronic commerce* (or *e-commerce*) as "buying and selling processes supported by electronic means, primarily the Internet" and "[i]ncludes *e-marketing* and *e-purchasing* (*e-procurement*)" (pp. 438 and G3). They defined *electronic business* (or *e-business*) as "the use of electronic platforms—intranets, extranets, and the Internet—to conduct a company's business" (pp. 438 and G3). Regarding *electronic marketing* (or *e-marketing*), it has been defined as including electronic transactions occurring on Internet-based markets (i.e., *electronic markets* or *e-markets*) (Hollensen, 2007), with specific definitions including "the transfer of goods or services from seller to buyer that involves one or more electronic methods or media" (Ngai, 2003, p. 24) and "the marketing side of e-commerce—company efforts to communicate about, promote, and sell products and services over the Internet" (Armstrong and Kotler, 2007, pp. 437 and G3). As for *Internet marketing*, it has been defined as "the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products, and services that satisfy the goals of both buyer and seller" (Imber & Toffler, 2000, as cited by Ngai, 2003, p. 24).

The diversity of terminology – i.e., different and interchangeable terms, definitions, and conceptualizations – utilized for Internet (or online) marketing or advertising, overall or for various subcomponents, has created difficulties for researchers, both in conceptualization and

empirical execution (with some authors even using multiple terms with different meanings interchangably within a single research contribution). For example, *Internet marketing* is the term utilized by many contributors to the extant literature and in academic textbooks (e.g., Hamill & Gregory, 1997; Tsiotsou, Rigopoulou, & Kehagias, 2010). However, other largely analogous terms used in place of *Internet marketing* by scholars within multiple research disciplines include:

- *Digital marketing* (e.g., Kierzkowski, McQuade, Waitman, & Zeisser, 1996; Wang & Tang, 2003; Wymbs, 2011);
- *Electronic marketing* (or *e-marketing*) (e.g., Fortin, Dholakia, & Dholakia, 2002; Kalyanam & McIntyre, 2002; Krishnamurthy, 2006; Nettleton, 2004; Trainor, Rapp, Beitelspacher, & Schillewaert, 2011);
- *Online marketing* (e.g., Goodwin, 1999; Grant, 2005; McDevitt, 2005; Moore & Rideout, 2007; Teo, 2005; Valos, Ewing, & Powell, 2010); and
- *Web marketing* (e.g., Abe & Kamba, 2000; Constantinides, 2002; Deans, Gray, Ibbotson, Osborne, & Knightbridge, 2003; Luarn, Chen, & Lo, 2006).

In addition, "advertising" has been used in place of "marketing" for some of these terms, though the definitions of the different terms vary little, if at all. For example, sample terms include: *Internet advertising* (e.g., Wu, Chen, & Liu, 2011), *digital advertising* (e.g., Taylor, 2009); *online advertising* (e.g., Wang & Sun, 2010); and *Web advertising* (e.g., Yoo, 2009).

A subcomponent of Internet marketing is the marketing communications transmitted online or over the Internet. The use of these marketing communications tools over the Internet has resulted in a myriad of different terms being utilized in multiple research areas and disciplines, with them overlapping by varying degrees. For example, researchers have termed them as *Internet marketing communication(s)* (e.g., Filo & Funk, 2005; Huang & Tsang, 2010; Lawton & Gregor, 2003; Tankosić & Trnavčevič, 2008) and *online marketing communication(s)* (e.g., Jensen, 2008; Jensen & Jepsen, 2006; McMahan, Hovland, & McMillan, 2009; Shankar & Batra, 2009), among others. Therefore, the terms (and concepts) of *online marketing*

communications and *Internet marketing communications* were actually combined to create the term (and acronym) *Internet (online) marketing communications* (IOMC), which is used throughout this dissertation research document. This was done to avoid confusion with the term (and acronym) *integrated marketing communications* (IMC). These two terms integrated into IOMC were selected because they were highly visible throughout the extant literature, including in key contributions cited and leveraged for this dissertation research study.

Combining *online marketing communications* and *Internet marketing communications* also was done due to the overlap that existed with various typologies for both, as well as the desire to be more inclusive by including all relevant forms of marketing communications used over the Internet by companies. In addition, the approach and formulation adopted for this dissertation research study was based on the one provided by Jensen and Jepsen (2006), who defined *online communications* as "communications where the user, via a computer, is connected to and served by a computer network" (p. 21). However, even the term *computer* caused problems for the clarity of the definition due to the proliferation of other wireless devices (e.g., mobile phones, tablets), so, for simplicity purposes, they took the approach that "any device used for accessing the Internet is considered a computer while it is used for this purpose" (p. 21).

Global market is a very important term used in this dissertation research study. Due to the specific focus of this research and the need to be consistent with the primary concept of focus already described, a new definition needed to be created for *global market* that not only was based in part on previously used definitions but also was consistent with the specific focus of this research (and would allow for the procurement of a sufficient sample size so that the empirical examination described and reported in subsequent chapters could be conducted). For example, selected existing definitions for *global market* include one from Cambridge Dictionaries Online

(2012): “All the people in all areas of the world who buy or might want to buy something.” There was also the following from Financial Times (2012): “The activity of buying or selling goods and services in all the countries of the world, or the value of the goods and services sold.” As noted, these two definitions for the term include phrases such as “[a]ll the people in all areas of the world” (Cambridge Dictionaries Online, 2012) and “all the countries of the world” (Financial Times, 2012). However, the all-inclusive nature of these phrases make the definition of *global market* a very rigid one that complicates the ability to procure a sufficient sample size to conduct a proper empirical analysis of collected data. After all, these terms correctly define the *global market*, but operationally those terms are not as useful when it comes to the actions of individual firms, including for this dissertation research study, since no firms will attempt much less succeed with any attempts to target, reach, and communicate with all country markets worldwide due to various internal or external forces and factors within or beyond their control.

For this dissertation research study, the *global market* includes the domestic (home) country market and foreign country markets in which a company generates sales, whether directly (i.e., online sales from the country market) or indirectly (i.e., offline sales from the country market influenced by online marketing communications), with the minimum threshold adopted for a “global market” being one that includes the domestic (home) country market and at least two foreign country markets. By combining definitions from various sources (e.g., Armstrong & Kotler, 2007; NetMBA.com, 2012; QFINANCE, 2012), the term *global market* is defined for this dissertation research study as the following: “The group of consumers and/or organizations in the country where a company is based (i.e., domestic country market) and in countries that are external to where a company is based (i.e., foreign country markets) who are interested in, have the resources to purchase, and are permitted by law and other regulations to

acquire a product (e.g., goods, services, and goods-and-services combinations) offered by the company, with the group including both current and prospective customers."

APPENDIX B:
Supplementary Content - “Online Panels”

Online Panels

TABLE B.1 contains a brief list (in alphabetical order by last name of the first author) and descriptions of selected recent quantitative research contributions to the extant business and marketing literature that have collected some or all of its data using online panels. The different respondent panels mentioned are comprised of individuals responding on their own behalf as consumers or members of a certain group, or as business professionals responding on behalf of their company (i.e., key informants). On multiple occasions, the online panel that was used for certain research studies was not clearly identified in the article by type or even by name, including the name of the panel provider. Therefore, in those instances, the determination could not be definitively made regarding whether the panel was a prerecruited probability-based panel or it was a volunteer opt-in (nonprobability-based) panel, the latter of which is the same type of panel that was utilized for this research study. Nonetheless, an attempt was made to determine the panel type for those research studies in which an adequate amount of information was provided about the panel in the respective article. Details about the specific panels used for each study can be obtained by looking at the “Panel Used” column of the table.

TABLE B.1 Selected Recent Quantitative Business & Marketing Research Using Respondent Online Panels

RESEARCH CONTRIBUTION	RESEARCH DESCRIPTION	JOURNAL	SAMPLE DESCRIPTION	PANEL USED
Baines, Macdonald, Wilson, Blades (2011)	Evaluation of how different communication channel experiences influenced floating (i.e., undecided) voters during the campaign period of the 2010 British general election.	*Journal of Marketing Management*	UK voters who were undecided during the campaign period of the 2010 British general election	Research Now[1]
Bartels & Hoogendam (2011)	Examination of the effect of social identification with certain green consumer groups on brand knowledge, brand attitude and buying behavior.	*Journal of Brand Management*	Consumers in Germany	eResult GmbH's Bonopolis[1]
Beitelspacher, Hansen, Johnston, & Deitz (2012)	Investigation of the relational costs that go along with the implementation of radio frequency identification (RFID) technology and the effects of this implementation on existing retailer-consumer relationships.	*Journal of Marketing Theory and Practice*	Consumers in U.S.	ZoomPanel (Zoomerang zSample) [1]
Brough & Isaac (2012)	Examination through four (4) separate studies of sellers' product attachment and whether it determines the extent to which their minimum acceptable sales price is influenced by buyer usage intent.	*Journal of Marketing*	(1) Consumers selling products in secondary market; (2) Residents of India	NOT IDENTIFIED BY NAME OR TYPE
Carlson & O'Cass (2011)	Investigation of the role of service branding and Web site performances in a multi-channel retail context by studying consumers who have on-going relationships with retailers.	*Journal of Consumer Marketing*	Australian consumers of multi-channel retailers (i.e., physical offline operation and online presence)	NOT IDENTIFIED BY NAME OR TYPE
de Jong, Lehmann, & Netzer (2012)	Examination of the extent to which observed responses on surveys are vulnerable to a systematic response tendency.	*Marketing Science*	Individuals in U.S., Germany, Russia, China, Japan, and Brazil	GfK Group & Qualtrics[1]

TABLE B.1 Continued

RESEARCH CONTRIBUTION	RESEARCH DESCRIPTION	JOURNAL	SAMPLE DESCRIPTION	PANEL USED
Fotis, Buhalis, & Rossides (2011)	Investigation of the role and impact of social media on the travel planning process: before, during and after the trip, providing insights on usage levels, scope of use, level of influence, and trust.	*International Journal of Online Marketing*	Internet users residing in 12 Former Soviet Union Republics	NOT IDENTIFIED BY NAME[1]
Friend, Hamwi, & Rutherford (2011)	Development and testing of a customer defection model describing an organizational buyer's propensity to stop purchasing from a supplier within a multisource buyer-seller relationship.	*Journal of Personal Selling & Sales Management*	Employees that had purchasing authority within their firm and face-to-face contact with a given salesperson	NOT IDENTIFIED BY NAME OR TYPE
Gehrt, Rajan, Shainesh, Czerwinski, & O'Brien (2012)	Exploration of Indian online shopping via the concept of shopping orientations.	*International Journal of Retail & Distribution Management*	Consumers in India	NOT IDENTIFIED BY NAME[1]
Gonzalez, Hoffman, Ingram, & LaForge (2010)	Creation and examination of a model of recovery management practices in business-to-business (B2B) sales organizations.	*Journal of Personal Selling & Sales Management*	Sales managers	NOT IDENTIFIED BY NAME OR TYPE
Haenlein & Kaplan (2010)	Examination of the attitudinal and behavioral reactions that companies should expect from current and potential customers in response to the management of unprofitable customer relationships, especially their abandonment.	*Journal of Relationship Marketing*	Current and potential customers in the mobile phone industry	NOT IDENTIFIED BY NAME OR TYPE
Hagtvedt (2011)	Investigation of the impact of incomplete typeface logos on perceptions of the firm.	*Journal of Marketing*	Consumers in U.S., Canada, and Western Europe	Qualtrics[1]

TABLE B.1 Continued

RESEARCH CONTRIBUTION	RESEARCH DESCRIPTION	JOURNAL	SAMPLE DESCRIPTION	PANEL USED
Hansen, Mukherjee, & Thomsen (2011)	Examination of the effect of anxiety on information search during food choice and test of attitude towards nutritional claims as a key moderator of the effect of anxiety on search.	*Journal of Consumer Marketing*	Consumers in Denmark	Gallup
Hausman & Siekpe (2009)	Investigation of website design elements that generate positive managerial outcomes.	*Journal of Business Research*	Internet users in U.S.	NOT IDENTIFIED BY NAME OR TYPE
Henderson & Arora (2010)	Examination of fundamental questions regarding where and to what extent an embedded premium (EP) promotion should be used in multiple product category contexts.	*Journal of Marketing*	Consumers	NOT IDENTIFIED BY NAME OR TYPE
Huang (2011-12)	Investigation to explain the differences in behavioral loyalty from customers enjoyed by online retailers.	*International Journal of Electronic Commerce*	Consumers who made at least one online purchase in 2007	ComScore Web-Behavior[1]
Kim & Chung (2011)	Examination of the effects of consumer values and past experiences on consumer purchase intention of organic personal care products.	*Journal of Consumer Marketing*	Consumers in U.S.	NOT IDENTIFIED BY NAME OR TYPE
Köhler, Rohm, de Ruyter, & Wetzels (2011)	Investigation of the impact of an online agent, or virtual employee, on account performance in the banking industry.	*Journal of Marketing*	Customers (Ages 15-22) of European retail bank	NOT IDENTIFIED BY NAME[1]

TABLE B.1 Continued

RESEARCH CONTRIBUTION	RESEARCH DESCRIPTION	JOURNAL	SAMPLE DESCRIPTION	PANEL USED
Long, Bendersky, & Morrill (2011)	Examination of whether the different types of perceived managerial controls that convey performance standards to subordinates increase the perceived relevance of particular aspects of fairness in organizations.	*Academy of Management Journal*	Subordinate company employees	Qualtrics[1]
Myers, Royne, & Deitz (2011)	Investigation of the influence that the proliferation of prescription drug advertising has on consumers' purchase decisions by evaluating how direct-to-consumer advertising (DTCA) awareness influences the acquisition of a specific prescription drug (Viagra).	*Journal of Public Policy & Marketing*	Males (Ages 20-70) who might have need or desire to use specific prescription drug (Viagra)	Zoomerang[1]
Patino, Kaltcheva, & Smith (2011)	Identification of psycho-demographic groups that are likely to have high connectedness (i.e., involvement) to reality-television programming.	*Journal of Advertising Research*	Preteens and teens in U.S.	Harris Poll Online[1]
Pelham & Kravitz (2008)[2]	Investigation of the possible impact of the content of consulting-oriented sales training and evaluation on salesperson behaviors (adaptive selling, customer orientation, listening, consulting).	*Journal of Strategic Marketing*	Non-retail salespeople	ZoomPanel[1]
Pelham (2009)[2]	Examination of one important firm-level antecedent of salesperson's behaviors: the firm's market orientation.	*Journal of Strategic Marketing*	Non-retail salespeople	ZoomPanel[1]
Pelham (2010)[2]	Study of market orientation as an antecedent of salespersons' behaviors and as an influence on the ability of the salesperson to add value to the product or service.	*Journal of Business-to-Business Marketing*	Non-retail salespeople	ZoomPanel[1]

TABLE B.1 Continued

RESEARCH CONTRIBUTION	RESEARCH DESCRIPTION	JOURNAL	SAMPLE DESCRIPTION	PANEL USED
Peng, Cui, & Li (2012)	Examination of the influence of innovativeness, change seeking, and cognitive effort on consumer responses to traditional versus virtual testing environments.	*Journal of Product & Brand Management*	Consumers who owned and used certain newly available consumer personal electronic appliances	Research Now[1]
Porter, Donthu, & Baker (2012)	Investigation of how gender affects the process of trust formation online.	*Journal of Marketing Theory and Practice*	Members of firm-sponsored virtual communities	NOT IDENTIFIED BY NAME[1]
Richey, Tokman, & Dalela (2010)	Examination of the impact of collaborative supply chain technologies on retailer logistics service and financial performance, and ultimately on the overall performance of the partnership.	*Journal of the Academy of Marketing Science*	Retailers' senior marketing managers or supply chain managers involved in the implementation and management of supply chain technologies	Zoomerang zSample[1]
Stanton, Wiley, & Wirth (2012)	Development of a behaviorally based definition of "locavores" (i.e. a segment of a population that purchases locally grown produce) and description of the locavore segment on a set of attributes representative of those typically used for market segmentation.	*Journal of Consumer Marketing*	Pennsylvania residents who were primary household food shoppers	e-Rewards' North American Market Research Consumer[1]
Sweeney, Soutar, & Mazzarol (2012)	Identification of the dimensionality of word-of-mouth (WOM) and the development of a 12-item measure that can be used to assess WOM at an individual message level for positive and negative WOM and among givers and receivers of WOM.	*European Journal of Marketing*	Consumers in Australia representing givers and receivers of positive and negative WOM	NOT IDENTIFIED BY NAME[1]

TABLE B.1 Continued

RESEARCH CONTRIBUTION	RESEARCH DESCRIPTION	JOURNAL	SAMPLE DESCRIPTION	PANEL USED
Thelen, Yoo, & Magnini (2011)	Identification and analysis of the underlying elements and consequences of consumer sentiment toward offshored services.	*Journal of the Academy of Marketing Science*	Consumers in U.S.	NOT IDENTIFIED BY NAME OR TYPE
Tokman, Richey, Deitz, & Adams (2012)	Investigation of the relationships between logistics and brand-related resources, and assessment of their impact on the retailer's perceptions of customer loyalty to manufacturer brands.	*Journal of Business Logistics*	U.S.-based retail senior marketing or supply chain managers who had been involved in the implementation and management of supply chain service technology	Zoomerang[1]
Xie & Kronrod (2012)	Examination of the extent to which numerical precision of green advertising claims signals the competence of an advertised company.	*Journal of Advertising*	Consumers	NOT IDENTIFIED BY NAME OR TYPE

[1] Confirmed or strongly believed to be volunteer opt-in (nonprobability-based) panel.

[2] The same dataset was used for Pelham & Kravitz (2008), Pelham (2009), and Pelham (2010)

APPENDIX C:
"Pre-Test Materials"

Pre-Test E-Mail Message #1 (Request for Participation)

SUBJECT: Pre-Test - Dissertation Research

Dear [FIRST NAME]:

I hope all is well with you.

I am e-mailing you and selected other colleagues, friends, and acquaintances from industry and academia to request your participation in my Ph.D. dissertation research pre-test. I hope that you will have the chance to participate, as your input would be greatly appreciated and will be used to make revisions to the online questionnaire before I start collecting data from a randomly selected sample from the population of interest: marketing professionals who work for U.S.-based companies that use Internet (online) marketing communications (IOMC) to target the global market. I will also gladly return the favor in the future so please don't hesitate to ask.

Sometime in the next day or two, I will send you the e-mail message that prospective respondents will receive after they are pre-qualified over the phone. The e-mail message will have "Dissertation Research - University of Tennessee Marketing Ph.D. Program" in the subject line and will contain the link to the online questionnaire. The questionnaire will be available through Thursday, April 4 and should take you 20-30 minutes to complete. Although only respondents from the population of interest are eligible for the primary participation incentive (i.e., chance to win a $250 online gift card), you can receive the other participation incentive (i.e., *Executive Summary* of the final study results), if you are interested.

In order to comply with the requirements of the university's Institutional Review Board, answers are not required for any of the questions, but it would be helpful if you could provide answers for all questions to ensure the questionnaire functionality is working properly. I am especially interested in your input on the readability, instructions, scale items/questions, formatting, layout, etc., of the questionnaire, though your input on any aspect of the study would be appreciated. You can provide your input on the study and questionnaire in your response to question G3 in Section G ("Input on Study and Questionnaire") or you can e-mail it to me directly at pboutin@utk.edu.

If you have any questions or comments, please don't hesitate to e-mail me. Thank you very much for your time and assistance.

Best regards,

Phil Boutin, Marketing Ph.D. Candidate
The University of Tennessee
College of Business Administration
Department of Marketing and Supply Chain Management
310 Stokely Management Center
Knoxville, TN 37996-0530

Phone: (865) 670-8577
E-Mail: pboutin@utk.edu

Pre-Test E-Mail Message #2 (Link to Online Questionnaire)

SUBJECT: Dissertation Research - University of Tennessee Marketing Ph.D. Program

Dear [FIRST NAME]:

Thank you for agreeing to participate in my dissertation research study, which is examining Internet (online) marketing communications (IOMC) by companies and firms to reach and communicate with the global market.

To access the online questionnaire, please go to:
https://www.surveymonkey.com/s/PT-IOMC-for-the-global-market-questionnaire

As a reminder, the study will help me fulfill the requirements of the Ph.D. program in Marketing at The University of Tennessee, while the primary research purpose of the study is to help the academic and business communities better understand how and why companies and firms use IOMC to promote and sell their products and services to the global market. The study is being conducted under the guidance of Dr. Daniel Flint, who is a UT faculty member and chair of my dissertation committee.

You were selected to participate in this important research study due to your personal expertise and background as a marketing professional. Therefore, it is hoped that you will take the time to share your valuable insights. However, your participation is completely voluntary and your refusal to participate will not result in any negative consequences for you or your company or firm. Completing the entire online questionnaire should only take you approximately 20-30 minutes and you can complete it at a convenient time over the next 5-7 days. Plus, by completing the questionnaire in its entirety, you will be eligible to receive an *Executive Summary* outlining the final results of the research study. Your company or firm can use this document to inform the planning, formulation, and execution of its global IOMC strategies and thus enhance its performance. In addition, you will be entered into a drawing in which one respondent who completed the questionnaire in its entirety will be randomly selected to win a $250 online gift card (i.e., eGift card) to their choice of Amazon.com, Apple Store, Best Buy, or Starbucks. These incentives for participation will be e-mailed to the appropriate recipients after the conclusion of the research study.

If you have any questions or concerns about this research study or anything related to it, please e-mail me at pboutin@utk.edu or phone me at (865) XXX-XXXX. Once again, thank you very much for your willingness to participate in the study.

Best regards,

Phil Boutin, Marketing Ph.D. Candidate
The University of Tennessee
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310 Stokely Management Center
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APPENDIX D:
“Pre-Test Data and Results”

TABLE D.1 Pre-Test Participants

Type	Frequency	%
Academic Researchers	31	42.5
Industry Practitioners	42	57.5
TOTAL	**73**	**100.0**

TABLE D.2 Pre-Test Participation Rate

Type	# Targeted	# Participated	%
Academic Researchers	66	31	47.0
Industry Practitioners	66	42	63.6
TOTAL	**132**	**73**	**55.3**

APPENDIX E:
"Pilot Test Data and Results"

[NOTE: Only information for the final dataset (n=70) is presented;
total percentages in various tables may not add up to exactly 100 percent due to rounding.]

TABLE E.1 Frequency Distribution - Question D1 [Pilot Test]

D1. Where are your company's corporate headquarters or main office located (i.e., home country market)? *(Select one.)*

Location of Headquarters/Main Office	Frequency	%
United States	70	100.0
Outside of the United States	0	0.0
TOTAL	**70**	**100.0**

TABLE E.2 Frequency Distribution - Question D2 [Pilot Test]

D2. What is the approximate total number of employees employed by your company worldwide? *(Select one.)*

# of Employees	Frequency	%
1-9 employees	14	20.0
10-49 employees	5	7.1
50-99 employees	9	12.9
100-249 employees	10	14.3
250-499 employees	4	5.7
500-999 employees	9	12.9
1,000-4,999 employees	8	11.4
5,000-9,999 employees	6	8.6
10,000 or more employees	5	7.1
TOTAL	**70**	**100.0**

TABLE E.3 Frequency Distribution - Question D3 [Pilot Test]

D3. Which of the following best describes your company and its sector of operation or legal tax status category? *(Select one.)*

Sector of Operation	Frequency	%
For Profit, Privately Held	55	78.6
For Profit, Publicly Owned	15	21.4
Non Profit/Not For Profit	0	0.0
Government	0	0.0
TOTAL	**70**	**100.0**

TABLE E.4 Frequency Distribution - Question D4a [Pilot Test]

D4a. Which industry group from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one.)*

Industry Group	Frequency	%
Goods Producing	23	32.9
Service Providing	47	67.1
TOTAL	**70**	**100.0**

TABLE E.5a Frequency Distribution - Question D4b (Goods-Producing Industry Group) [Pilot Test]

D4b. Which industry sector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Sector	Frequency	%
Agriculture, Forestry, Fishing and Hunting	1	4.3
Construction	1	4.3
Manufacturing	19	82.6
Mining, Quarrying, and Oil and Gas Extraction	2	8.7
TOTAL	**23**	**100.0**

TABLE E.5b Frequency Distribution - Question D4b (Service-Providing Industry Group) [Pilot Test]

D4b. Which industry sector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Sector	Frequency	%
Accommodation and Food Services	3	6.4
Administrative and Support and Waste Management and Remediation Services	0	0.0
Arts, Entertainment, and Recreation	2	4.3
Educational Services	4	8.5
Finance and Insurance	4	8.5
Health Care and Social Assistance	2	4.3
Information	3	6.4
Management of Companies and Enterprises	4	8.5
Other Services (except Public Administration)	3	6.4
Professional, Scientific, and Technical Services	7	14.9
Public Administration	0	0.0
Real Estate and Rental and Leasing	1	2.1
Retail Trade	7	14.9
Transportation and Warehousing	3	6.4
Utilities	1	2.1
Wholesale Trade	2	4.3
NO RESPONSE (MISSING)	1	2.1
TOTAL	**47**	**100.0**

TABLE E.6a Frequency Distribution - Question D4c (Goods-Producing Industry Group) [Pilot Test]

D4c. Which industry subsector from the North American Industry Classification System (NAICS) best describe your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Subsector	Frequency	%
Animal Production and Aquaculture	0	0.0
Apparel Manufacturing	0	0.0
Beverage and Tobacco Product Manufacturing	1	4.3
Chemical Manufacturing	0	0.0
Computer and Electronic Product Manufacturing	2	8.7
Construction of Buildings	1	4.3
Crop Production	2	8.7
Electrical Equipment, Appliance, and Component Manufacturing	1	4.3
Fabricated Metal Product Manufacturing	0	0.0
Fishing, Hunting and Trapping	1	4.3
Food Manufacturing	0	0.0
Forestry and Logging	0	0.0
Furniture and Related Product Manufacturing	0	0.0
Heavy and Civil Engineering Construction	1	4.3
Leather and Allied Product Manufacturing	0	0.0
Machinery Manufacturing	3	13.0
Mining (except Oil and Gas)	0	0.0
Miscellaneous Manufacturing	5	21.7
Nonmetallic Mineral Product Manufacturing	0	0.0
Oil and Gas Extraction	0	0.0
Paper Manufacturing	2	8.7
Petroleum and Coal Products Manufacturing	0	0.0
Plastics and Rubber Products Manufacturing	0	0.0
Primary Metal Manufacturing	1	4.3
Printing and Related Support Activities	2	8.7
Specialty Trade Contractors	0	0.0
Support Activities for Agriculture and Forestry	0	0.0
Support Activities for Mining	0	0.0

TABLE E.6a Continued

Textile Mills	0	0.0
Textile Product Mills	1	4.3
Transportation Equipment Manufacturing	0	0.0
Wood Product Manufacturing	0	0.0
TOTAL	**23**	**100.0**

TABLE E.6b Frequency Distribution - Question D4c (Service-Providing Industry Group) [Pilot Test]

D4c. Which industry subsector from the North American Industry Classification System (NAICS) best describe your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Subsector	Frequency	%
Accommodation	0	0.0
Administration of Economic Programs	0	0.0
Administration of Environmental Quality Programs	0	0.0
Administration of Housing Programs, Urban Planning, and Community Development	0	0.0
Administration of Human Resource Programs	0	0.0
Administrative and Support Services	0	0.0
Air Transportation	0	0.0
Ambulatory Health Care Services	0	0.0
Amusement, Gambling, and Recreation Industries	0	0.0
Broadcasting (except Internet)	0	0.0
Building Material and Garden Equipment and Supplies Dealers	1	2.1
Clothing and Clothing Accessories Stores	0	0.0
Couriers and Messengers	0	0.0
Credit Intermediation and Related Activities	0	0.0
Data Processing, Hosting, and Related Services	1	2.1
Educational Services	2	4.3
Electronics and Appliance Stores	0	0.0
Executive, Legislative, and Other General Government Support	1	2.1
Food and Beverage Stores	1	2.1

TABLE E.6b Continued

Food Services and Drinking Places	0	0.0
Funds, Trusts, and Other Financial Vehicles	0	0.0
Furniture and Home Furnishings Stores	1	2.1
Gasoline Stations	0	0.0
General Merchandise Stores	3	6.4
Health and Personal Care Stores	1	2.1
Hospitals	1	2.1
Insurance Carriers and Related Activities	1	2.1
Internet Publishing and Broadcasting	2	4.3
Justice, Public Order, and Safety Activities	0	0.0
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	0	0.0
Management of Companies and Enterprises	1	2.1
Merchant Wholesalers, Durable Goods	4	8.5
Merchant Wholesalers, Nondurable Goods	0	0.0
Miscellaneous Store Retailers	2	4.3
Monetary Authorities - Central Bank	0	0.0
Motion Picture and Sound Recording Industries	1	2.1
Motor Vehicle and Parts Dealers	0	0.0
Museums, Historical Sites, and Similar Institutions	0	0.0
National Security and International Affairs	1	2.1
Nonstore Retailers	3	6.4
Nursing and Residential Care Facilities	0	0.0
Other Information Services	2	4.3
Performing Arts, Spectator Sports, and Related Industries	0	0.0
Personal and Laundry Services	0	0.0
Pipeline Transportation	0	0.0
Postal Service	0	0.0
Private Households	1	2.1
Professional, Scientific, and Technical Services	6	12.8
Publishing Industries (except Internet)	1	2.1
Rail Transportation	1	2.1
Real Estate	0	0.0

TABLE E.6b Continued

Religious, Grantmaking, Civic, Professional, and Similar Organizations	0	0.0
Rental and Leasing Services	1	2.1
Repair and Maintenance	0	0.0
Scenic and Sightseeing Transportation	0	0.0
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	0	0.0
Social Assistance	0	0.0
Space Research and Technology	0	0.0
Sporting Goods, Hobby, Musical Instrument, and Book Stores	0	0.0
Support Activities for Transportation	1	2.1
Telecommunications	2	4.3
Transit and Ground Passenger Transportation	0	0.0
Truck Transportation	0	0.0
Utilities	0	0.0
Warehousing and Storage	0	0.0
Waste Management and Remediation Services	0	0.0
Water Transportation	1	2.1
Wholesale Electronic Markets and Agents and Brokers	2	4.3
NO RESPONSE (MISSING)	2	4.3
TOTAL	**47**	**100.0**

TABLE E.7 Frequency Distribution - Question D5 [Pilot Test]

D5. Which of the following describes products that are offered, promoted, and sold by your company for its primary business activity? *(Select all that apply.)*

Products	Frequency[1]	%[2]
Goods, Tangible	31	44.3
Goods, Intangible	22	31.4
Services	22	31.4
Goods-and-Services Combinations	14	20.0
NO RESPONSE (MISSING)	1	1.4

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.8 Frequency Distribution - Question D6 [Pilot Test]

D6. Which of the following best describes the primary products that are offered, promoted, and sold by your company for its primary business activity? *(Select one.)*

Products	Frequency	%
Goods with no accompanying services	20	28.6
Goods with accompanying services	19	27.1
Hybrid of equal parts goods and services	6	8.6
Services with supporting goods and services	6	8.6
Services with no accompanying goods	18	25.7
NO RESPONSE (MISSING)	1	1.4
TOTAL	**70**	**100.0**

TABLE E.9 Frequency Distribution - Question D7 [Pilot Test]

D7. In which of the following sectors does your company operate when conducting its primary business activity? *(Select all that apply.)*

Sector	Frequency[1]	%[2]
Business-to-Business (B2B)	44	62.9
Business-to-Consumer (B2C)	46	65.7
Business-to-Government (B2G)	11	15.7
Other	0	0.0

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.10 Frequency Distribution - Question D8 [Pilot Test]

D8. Does your company use its Internet (online) marketing communications to promote and sell its products and brands to the global market (i.e., consumers and/or organizations in the domestic or home country market and at least two (2) foreign country markets)? *(Select one.)*

Use of IOMC to Global Market	Frequency	%
Yes	70	100.0
No	0	0.0
TOTAL	**70**	**100.0**

TABLE E.11 Frequency Distribution - Question D9 [Pilot Test]

D9. In how many foreign country markets does your company generate sales for its products due to its Internet (online) marketing communications, whether directly (i.e., online sales) or indirectly (i.e., influences offline sales)? *(Select one.)*

# of Foreign Country Markets	Frequency	%
0-1 foreign country market	0	0.0
2-4 foreign country markets	26	37.1
5-20 foreign country markets	33	47.1
21-50 foreign country markets	7	10.0
More than 50 foreign country markets	4	5.7
TOTAL	**70**	**100.0**

TABLE E.12 Frequency Distribution - Question D10 [Pilot Test]

D10. At which of the following levels of your company are Internet (online) marketing communications used to promote products to the global market? *(Select all that apply.)*

Company Level	Frequency[1]	%[2]
Strategic Business Unit level	37	52.9
Corporate level	55	78.6
Other	0	0.0

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.13 Frequency Distribution - Question D11 [Pilot Test]

D11. Which of the following describes the different products that are promoted to the global market by your company using Internet (online) marketing communications? *(Select all that apply.)*

Products	Frequency[1]	%[2]
Goods, Tangible	30	42.9
Goods, Intangible	21	30.0
Services	22	31.4
Goods-and-Services Combinations	16	22.9

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.14 Frequency Distribution - Question D12 [Pilot Test]

D12. In which of the following sectors does your company use Internet (online) marketing communications for promoting its products to the global market? *(Select all that apply.)*

Sector	Frequency[1]	%[2]
Business-to-Business (B2B)	45	64.3
Business-to-Consumer (B2C)	47	67.1
Business-to-Government (B2G)	10	14.3
Other	0	0.0
NO RESPONSE (MISSING)	2	2.9

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.15 Frequency Distribution - Question D13 [Pilot Test]

D13. Which of the following Internet (online) marketing communications tools does your company use for promoting its products to the global market? *(Select all that apply.)*

IOMC Tool	Frequency[1]	%[2]
Advertising	45	64.3
Direct Marketing	55	78.6
Personal Selling	28	40.0
Public Relations	34	48.6
Sales Promotion	29	41.4
Web Site	42	60.0

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.16 Frequency Distribution - Question E1 [Pilot Test]

E1. How much experience do you have with Internet (online) marketing communications strategies and tactics for the global market, including for the company for which you are currently employed and for any companies for which you were previously employed? *(Select one.)*

IOMC Experience	Frequency	%
Less than 1 year	3	4.3
1 year to less than 4 years	16	22.9
4 years to less than 7 years	20	28.6
7 years to less than 10 years	14	20.0
10 years or more	17	24.3
TOTAL	**70**	**100.0**

TABLE E.17 Frequency Distribution - Question E2 [Pilot Test]

E2. What is your level of involvement with your company's Internet (online) marketing communications strategies and tactics for promoting its products to the global market? *(Select one.)*

Level of IOMC Involvement	Frequency	%
Very Low	0	0.0
Somewhat Low	1	1.4
Neither High Nor Low	18	25.7
Somewhat High	25	35.7
Very High	26	37.1
TOTAL	**70**	**100.0**

TABLE E.18 Frequency Distribution - Question E3 [Pilot Test]

E3. What is your level of knowledge of your company's Internet (online) marketing communications strategies and tactics for promoting its products to the global market? *(Select one.)*

Level of IOMC Knowledge	Frequency	%
Very Low	0	0.0
Somewhat Low	0	0.0
Neither High Nor Low	18	25.7
Somewhat High	28	40.0
Very High	24	34.3
TOTAL	**70**	**100.0**

TABLE E.19 Frequency Distribution - Question E4 [Pilot Test]

E4. You are involved with and knowledgeable about which of the following strategic management process elements of your company's Internet (online) marketing communications for promoting its products to the global market? *(Select all that apply.)*

IOMC Strategic Management Elements	Frequency[1]	%[2]
Formulation	39	55.7
Implementation	53	75.7
Evaluation	49	70.0
NONE OF THE ABOVE	2	2.9
NO RESPONSE (MISSING)	1	1.4

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.20 Frequency Distribution - Question E5 [Pilot Test]

E5. What is your level of knowledge of the various managerial decisions and actions that take place at all levels of your company, whether at the Functional level, Strategic Business Unit level, or Corporate level? *(Select one.)*

Level of Knowledge	Frequency	%
Very Low	0	0.0
Somewhat Low	6	8.6
Neither High Nor Low	15	21.4
Somewhat High	27	38.6
Very High	22	31.4
TOTAL	**70**	**100.0**

TABLE E.21 Frequency Distribution - Question G1 [Pilot Test]

G1. What is the approximate total annual revenue for your company (in U.S. dollars) from all of its business activities worldwide? *(Select one.)*

Total Annual Company Revenue	Frequency	%
Less than $1 million	15	21.4
$1 million to less than $5 million	9	12.9
$5 million to less than $20 million	13	18.6
$20 million to less than $100 million	12	17.1
$100 million to less than $500 million	8	11.4
$500 million to less than $1 billion	4	5.7
$1 billion to less than $3 billion	5	7.1
$3 billion to less than $5 billion	2	2.9
$5 billion or more	2	2.9
TOTAL	**70**	**100.0**

TABLE E.22 Frequency Distribution - Question G2 [Pilot Test]

G2. What is the approximate percentage of your company's total annual revenue provided in G1 that is generated from its primary business activity (as identified in SECTION D)? *(Select one.)*

% of Annual Company Revenue	Frequency	%
Less than 25 percent	2	2.9
25 percent to less than 50 percent	16	22.9
50 percent to less than 75 percent	19	27.1
75 percent to less than 100 percent	26	37.1
100 percent	7	10.0
TOTAL	**70**	**100.0**

TABLE E.23 Frequency Distribution - Question G3 [Pilot Test]

G3. How much experience does your company have using Internet (online) marketing communications for promoting its products to the global market? *(Select one.)*

Amount of Experience	Frequency	%
Less than 1 year	1	1.4
1 year to less than 4 years	10	14.3
4 years to less than 7 years	20	28.6
7 years to less than 10 years	19	27.1
10 years or more	20	28.6
TOTAL	**70**	**100.0**

TABLE E.24 Frequency Distribution - Question G4 [Pilot Test]

G4. What is the approximate percentage of your company's marketing communications used for promoting its products to the global market that is comprised of Internet (online) marketing communications? *(Select one.)*

% of IOMC	Frequency	%
Less than 25 percent	6	8.6
25 percent to less than 50 percent	23	32.9
50 percent to less than 75 percent	23	32.9
75 percent to less than 100 percent	11	15.7
100 percent	6	8.6
NO RESPONSE	1	1.4
TOTAL	**70**	**100.0**

TABLE E.25 Frequency Distribution - Question G5a [Pilot Test]

G5a. Does your company use external third-party agencies to formulate, implement, and/or evaluate any of its Internet (online) marketing communications strategies and tactics for promoting its products to the global market? *(Select one.)*

Use of Third-Party Agencies	Frequency	%
Yes	35	50.0
No	35	50.0
TOTAL	**70**	**100.0**

TABLE E.26 Frequency Distribution - Question G5b [Pilot Test]

G5b. What is the approximate percentage of your company's Internet (online) marketing communications strategies and tactics for promoting its products to the global market that is formulated, implemented, and/or evaluated by external third-party agencies? *(Select one.)*

% of IOMC by Third-Party Agencies	Frequency	%[1]
Less than 25 percent	8	22.9
25 percent to less than 50 percent	10	28.6
50 percent to less than 75 percent	12	34.3
75 percent to less than 100 percent	3	8.6
100 percent	1	2.9
NO RESPONSE (MISSING)	1	2.9
TOTAL	**35**	**100.0**

[1] Based on total of 35 respondents.

TABLE E.27 Frequency Distribution - Question H1 [Pilot Test]

H1. How long have you worked for your company? *(Select one.)*

Length of Employment	Frequency	%
Less than 1 year	5	7.1
1 year to less than 4 years	14	20.0
4 years to less than 7 years	17	24.3
7 years to less than 10 years	15	21.4
10 years or more	19	27.1
TOTAL	**70**	**100.0**

TABLE E.28 Frequency Distribution - Question H2 [Pilot Test]

H2. How would you best describe your current position with your company? *(Select one.)*

Current Position	Frequency	%
Owner	14	20.0
Executive/Senior-Level Manager	22	31.4
Mid-Level Manager	20	28.6
Entry-Level Manager	4	5.7
Non-Manager	10	14.3
TOTAL	**70**	**100.0**

TABLE E.29 Frequency Distribution - Question H3 [Pilot Test]

H3. You are involved with and knowledgeable about the formulation, implementation, and/or evaluation of your company's strategies and tactics for which of the following marketing mix components? *(Select all that apply.)*

Marketing Mix Component	Frequency[1]	%[2]
Place	51	72.9
Price	47	62.7
Product	55	78.6
Promotion	59	84.3

[1] Column may total more than 70 because respondents could select more than one response.
[2] Based on total of 70 respondents.

TABLE E.30 Frequency Distribution - Question I1 [Pilot Test]

I1. What is your level of confidence with the accuracy of your responses to this questionnaire? *(Select one.)*

Level of Confidence	Frequency	%
Very Low	0	0.0
Somewhat Low	0	0.0
Neither High Nor Low	11	15.7
Somewhat High	27	38.6
Very High	32	45.7
TOTAL	**70**	**100.0**

APPENDIX F:
"Main Test Questionnaire"

QUESTIONNAIRE:
"Internet (Online) Marketing Communications for the Global Market"

SECTION A: Introduction

Research Description

This online questionnaire is being utilized by a Marketing Ph.D. Candidate in the Department of Marketing and Supply Chain Management at The University of Tennessee to collect data for a dissertation research study. **The primary research purpose of the study is to better understand how and why companies use Internet (online) marketing communications (IOMC) to promote and sell their products and brands to the global market.**

Respondent Qualifications

To participate in this research study, respondents need to have specific qualifications and the companies for which they are currently employed need to have certain characteristics:

Respondents

- Involved with and knowledgeable about their company's IOMC strategies and tactics for reaching, communicating with, and promoting and selling products and brands to the global market.

Companies

- Private or public for-profit company.
- Based in the U.S. (i.e., location of corporate headquarters or main office).
- Uses IOMC to promote and sell products and brands to the global market (i.e., home country market and two or more foreign country markets).
- Generates online and/or offline sales from the global market due to its IOMC.

Please be aware that only one (1) completed questionnaire can be accepted from each individual respondent to this research study. Submissions of additional completed questionnaires by the same respondent must and will be omitted from the results and analyses.

Participation Incentives

Respondents who are members of an online respondent panel are eligible to receive various incentives from the panel company for their participation. In addition, if they are qualified and complete the online questionnaire in its entirety, they are eligible to receive a FREE *Executive Summary* outlining the final results of this research study. Details on how qualified respondents can obtain a copy of the *Executive Summary* will be provided at the time they submit their completed online questionnaire.

Contact Researcher

If respondents have questions about the research study or online questionnaire, they can send an e-mail message to Phil Boutin, who is the researcher conducting the study, at pboutin@utk.edu.

SECTION A: Introduction *(cont.)*

Informed Consent

The submission of your completed online questionnaire will constitute your voluntary informed consent to participate in this research study. Only the researcher and selected others involved with this research study who have signed a letter of confidentiality will be privy to your responses, while only the aggregated results of the collected data will be shared with the public (i.e., individuals not working in any capacity on the study). Moreover, in order to comply with the requirements of the university's Institutional Review Board, the data that is collected will be stored on secure and strictly maintained university computers and servers, where it will remain until being destroyed three years after acceptance of the final dissertation research study document. There will be no foreseeable risks or discomforts to you or your company (e.g., physical, psychological, social, or economic harm, discomfort, or inconvenience) for your participation. You also may decline to answer any of the questions and you can withdraw your participation from the study at any point without consequence by not submitting your responses. Lastly, all of the collected data will be quantitatively analyzed using well-accepted, long-established statistical techniques and practices.

SECTION B: Questionnaire Instructions

Respondent Mindset

Your responses to this online questionnaire should be based on your personal knowledge and view of the internal and external environments faced by your **current** company and its strategic and tactical decisions and activities. However, the primary interest of this research study is your company's use of Internet (online) marketing communications (IOMC) to reach and communicate with the global market. In addition, depending on the specific section and question, please answer questions throughout this questionnaire on behalf of yourself or the company for which you are currently employed and based on the products and brands that it not only promotes and sells to the global market but also promotes to the global market using IOMC.

*(If your company provides IOMC services to external clients, please base your responses on its own activities, **NOT** on those of its clients or the activities that it conducts for its clients.)*

Key Points to Remember

To review the three (3) "Key Points to Remember" that discuss and explain some of the terminology used for this research study and on the questionnaire, please click here *(link opens in new tab/window).* If you require definitions and descriptions for any of the terms mentioned in the "Key Points to Remember" and on the questionnaire, please click here *(link opens in new tab/window).*

Response Flexibility

Although it is most beneficial if you provide responses to all questions, you are able to skip questions (with only a few exceptions). But your responses to the questionnaire will **NOT** be usable if you skip an excessive number of questions so only skip questions when absolutely

necessary (e.g., do not possess sufficient information and knowledge to accurately answer question). **Please be aware that you can go back to previous pages (or screens) to edit or update existing responses until the questionnaire is finished or you have exited the questionnaire. However, you will not be able to re-enter the questionnaire after you have finalized all of your responses and submitted your completed questionnaire.**

Navigation

To advance through the questionnaire, click on the "NEXT" (forward) button (>>) at the bottom of each page (or screen) after providing your responses to the questions on the page. To return to the previous page, click on the "PREV" (backward) button (<<). **To finalize all of your responses and submit your completed questionnaire, click on the "DONE" (forward) button (>>) at the bottom of the final page.**

SECTION C: Company Information

C1. Where are your company's corporate headquarters or main office located (i.e., home country market)? *(Select one.)*

- ☐ (1) United States
- ☐ (2) Outside of the United States

C2. What is the approximate total number of employees employed by your company worldwide? *(Select one.)*

- ☐ (1) 1-9 employees
- ☐ (2) 10-49 employees
- ☐ (3) 50-99 employees
- ☐ (4) 100-249 employees
- ☐ (5) 250-499 employees
- ☐ (6) 500-999 employees
- ☐ (7) 1,000-4,999 employees
- ☐ (8) 5,000-9,999 employees
- ☐ (9) 10,000 or more employees

C3. Which of the following best describes your company and its sector of operation or legal tax status category? *(Select one.)*

- ☐ (1) For Profit, Privately Held
- ☐ (2) For Profit, Publicly Owned
- ☐ (3) Non Profit/Not For Profit
- ☐ (4) Government

C4. Which industry groups, sectors, and subsectors from the North American Industry Classification System (NAICS) best describe your company's primary industry of operation and business activity? *(Select one group in Part a, then one sector within that group in Part b, and one subsector within that sector in Part c.)*

C4a. Industry Group. *(Select one.)*

☐ (1) Goods Producing
☐ (2) Service Providing

Goods-Producing Industry Group

C4b. Industry Sector. *(Select one from the menu.)*

Industry sector that best describes your company's primary industry of operation and business activity.

Industry Sector (2-Digit NAICS Code)

☐ (1) Agriculture, Forestry, Fishing and Hunting (11)
☐ (2) Mining, Quarrying, and Oil and Gas Extraction (21)
☐ (3) Construction (23)
☐ (4) Manufacturing (31-33)

C4c. Industry Subsector. *(Select one from the menu.)*

Industry subsector that best describes your company's primary industry of operation and business activity.

Industry Subsector (3-Digit NAICS Code)

☐ (1) Crop Production (111)
☐ (2) Animal Production and Aquaculture (112)
☐ (3) Forestry and Logging (113)
☐ (4) Fishing, Hunting and Trapping (114)
☐ (5) Support Activities for Agriculture and Forestry (115)
☐ (6) Oil and Gas Extraction (211)
☐ (7) Mining (except Oil and Gas) (212)
☐ (8) Support Activities for Mining (213)
☐ (9) Construction of Buildings (236)
☐ (10) Heavy and Civil Engineering Construction (237)
☐ (11) Specialty Trade Contractors (238)
☐ (12) Food Manufacturing (311)
☐ (13) Beverage and Tobacco Product Manufacturing (312)
☐ (14) Textile Mills (313)
☐ (15) Textile Product Mills (314)
☐ (16) Apparel Manufacturing (315)
☐ (17) Leather and Allied Product Manufacturing (316)
☐ (18) Wood Product Manufacturing (321)
☐ (19) Paper Manufacturing (322)
☐ (20) Printing and Related Support Activities (323)
☐ (21) Petroleum and Coal Products Manufacturing (324)

☐ (22) Chemical Manufacturing (325)
☐ (23) Plastics and Rubber Products Manufacturing (326)
☐ (24) Nonmetallic Mineral Product Manufacturing (327)
☐ (25) Primary Metal Manufacturing (331)
☐ (26) Fabricated Metal Product Manufacturing (332)
☐ (27) Machinery Manufacturing (333)
☐ (28) Computer and Electronic Product Manufacturing (334)
☐ (29) Electrical Equipment, Appliance, and Component Manufacturing (335)
☐ (30) Transportation Equipment Manufacturing (336)
☐ (31) Furniture and Related Product Manufacturing (337)
☐ (32) Miscellaneous Manufacturing (339)

Service-Providing Industry Group

C4b. Industry Sector. *(Select one from the menu.)*

Industry sector that best describes your company's primary industry of operation and business activity.

Industry Sector (2-Digit NAICS Code)
☐ (1) Utilities (22)
☐ (2) Wholesale Trade (42)
☐ (3) Retail Trade (44-45)
☐ (4) Transportation and Warehousing (48-49)
☐ (5) Information (51)
☐ (6) Finance and Insurance (52)
☐ (7) Real Estate and Rental and Leasing (53)
☐ (8) Professional, Scientific, and Technical Services (54)
☐ (9) Management of Companies and Enterprises (55)
☐ (10) Administrative and Support and Waste Management and Remediation Services (56)
☐ (11) Educational Services (61)
☐ (12) Health Care and Social Assistance (62)
☐ (13) Arts, Entertainment, and Recreation (71)
☐ (14) Accommodation and Food Services (72)
☐ (15) Other Services (except Public Administration) (81)
☐ (16) Public Administration (92)

C4c. Industry Subsector. *(Select one from the menu.)*

Industry subsector that best describes your company's primary industry of operation and business activity.

Industry Subsector (3-Digit NAICS Code)
☐ (1) Utilities (221)
☐ (2) Merchant Wholesalers, Durable Goods (423)
☐ (3) Merchant Wholesalers, Nondurable Goods (424)
☐ (4) Wholesale Electronic Markets and Agents and Brokers (425)
☐ (5) Motor Vehicle and Parts Dealers (441)
☐ (6) Furniture and Home Furnishings Stores (442)

- ☐ (7) Electronics and Appliance Stores (443)
- ☐ (8) Building Material and Garden Equipment and Supplies Dealers (444)
- ☐ (9) Food and Beverage Stores (445)
- ☐ (10) Health and Personal Care Stores (446)
- ☐ (11) Gasoline Stations (447)
- ☐ (12) Clothing and Clothing Accessories Stores (448)
- ☐ (13) Sporting Goods, Hobby, Musical Instrument, and Book Stores (451)
- ☐ (14) General Merchandise Stores (452)
- ☐ (15) Miscellaneous Store Retailers (453)
- ☐ (16) Nonstore Retailers (454)
- ☐ (17) Air Transportation (481)
- ☐ (18) Rail Transportation (482)
- ☐ (19) Water Transportation (483)
- ☐ (20) Truck Transportation (484)
- ☐ (21) Transit and Ground Passenger Transportation (485)
- ☐ (22) Pipeline Transportation (486)
- ☐ (23) Scenic and Sightseeing Transportation (487)
- ☐ (24) Support Activities for Transportation (488)
- ☐ (25) Postal Service (491)
- ☐ (26) Couriers and Messengers (492)
- ☐ (27) Warehousing and Storage (493)
- ☐ (28) Publishing Industries (except Internet) (511)
- ☐ (29) Motion Picture and Sound Recording Industries (512)
- ☐ (30) Broadcasting (except Internet) (515)
- ☐ (31) Internet Publishing and Broadcasting (516)
- ☐ (32) Telecommunications (517)
- ☐ (33) Data Processing, Hosting, and Related Services (518)
- ☐ (34) Other Information Services (519)
- ☐ (35) Monetary Authorities - Central Bank (521)
- ☐ (36) Credit Intermediation and Related Activities (522)
- ☐ (37) Securities, Commodity Contracts, and Other Financial Investments and Related Activities (523)
- ☐ (38) Insurance Carriers and Related Activities (524)
- ☐ (39) Funds, Trusts, and Other Financial Vehicles (525)
- ☐ (40) Real Estate (531)
- ☐ (41) Rental and Leasing Services (532)
- ☐ (42) Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) (533)
- ☐ (43) Professional, Scientific, and Technical Services (541)
- ☐ (44) Management of Companies and Enterprises (551)
- ☐ (45) Administrative and Support Services (561)
- ☐ (46) Waste Management and Remediation Services (562)
- ☐ (47) Educational Services (611)
- ☐ (48) Ambulatory Health Care Services (621)
- ☐ (49) Hospitals (622)
- ☐ (50) Nursing and Residential Care Facilities (623)
- ☐ (51) Social Assistance (624)
- ☐ (52) Performing Arts, Spectator Sports, and Related Industries (711)
- ☐ (53) Museums, Historical Sites, and Similar Institutions (712)
- ☐ (54) Amusement, Gambling, and Recreation Industries (713)
- ☐ (55) Accommodation (721)

- ☐ (56) Food Services and Drinking Places (722)
- ☐ (57) Repair and Maintenance (811)
- ☐ (58) Personal and Laundry Services (812)
- ☐ (59) Religious, Grantmaking, Civic, Professional, and Similar Organizations (813)
- ☐ (60) Private Households (814)
- ☐ (61) Executive, Legislative, and Other General Government Support (921)
- ☐ (62) Justice, Public Order, and Safety Activities (922)
- ☐ (63) Administration of Human Resource Programs (923)
- ☐ (64) Administration of Environmental Quality Programs (924)
- ☐ (65) Administration of Housing Programs, Urban Planning, and Community Development (925)
- ☐ (66) Administration of Economic Programs (926)
- ☐ (67) Space Research and Technology (927)
- ☐ (68) National Security and International Affairs (928)

C5. Which of the following describes products that are offered, promoted, and sold by your company for its primary business activity? *(Select all that apply.)*

- ☐ (1) Goods, Tangible *(e.g., clothing, furniture)*
- ☐ (2) Goods, Intangible *(e.g., computer software transmitted electronically, digitized and online-delivered content such as digital audio music files and electronic books)*
- ☐ (3) Services *(e.g., insurance, medical care)*
- ☐ (4) Goods-and-Services Combinations *(e.g., home appliances with delivery and installation, restaurants with food and wait service)*

C6. Which of the following **best** describes the **primary** products that are offered, promoted, and sold by your company for its primary business activity? *(Select one.)*

- ☐ (1) Goods with no accompanying services *(e.g., office supplies, soft drinks)*
- ☐ (2) Goods with accompanying services *(e.g., air conditioners with installation, automobiles with warranty)*
- ☐ (3) Hybrid of equal parts goods and services *(e.g., restaurants, supermarkets)*
- ☐ (4) Services with supporting goods and services *(e.g., airlines with in-flight snacks, hotels with room service)*
- ☐ (5) Services with no accompanying goods *(e.g., consulting services, financial services)*

C7. In which of the following sectors does your company operate when conducting its primary business activity? *(Select all that apply.)*

- ☐ (1) Business-to-Business (B2B)
- ☐ (2) Business-to-Consumer (B2C)
- ☐ (3) Business-to-Government (B2G)
- ☐ (4) Other *(please specify)* _____

C8. Does your company use its Internet (online) marketing communications to promote and sell its products and brands to consumers and/or organizations in the domestic or home country market and at least two (2) foreign country markets? *(Select one.)*

- ☐ (1) Yes
- ☐ (2) No

C9. In how many foreign country markets does your company generate sales for its products and brands due to its Internet (online) marketing communications, whether directly (i.e., online sales) or indirectly (i.e., influences offline sales)? *(Select one.)*

- ☐ (1) 0-1 foreign country market
- ☐ (2) 2-4 foreign country markets
- ☐ (3) 5-20 foreign country markets
- ☐ (4) 21-50 foreign country markets
- ☐ (5) More than 50 foreign country markets

C10. At which of the following levels of your company are Internet (online) marketing communications used to promote products and brands to the global market? *(Select all that apply.)*

- ☐ (1) Strategic Business Unit level *(i.e., subsidiary or division)*
- ☐ (2) Corporate level *(i.e., whole company)*
- ☐ (3) Other *(please specify)* _____

C11. Which of the following describes the different products that are promoted to the global market by your company using Internet (online) marketing communications? *(Select all that apply.)*

- ☐ (1) Goods, Tangible *(e.g., clothing, furniture)*
- ☐ (2) Goods, Intangible *(e.g., computer software transmitted electronically, digitized and online-delivered content such as digital audio music files and electronic books)*
- ☐ (3) Services *(e.g., insurance, medical care)*
- ☐ (4) Goods-and-Services Combinations *(e.g., home appliances with delivery and installation, \ restaurants with food and wait service)*

C12. In which of the following sectors does your company use Internet (online) marketing communications for promoting its products and brands to the global market? *(Select all that apply.)*

- ☐ (1) Business-to-Business (B2B)
- ☐ (2) Business-to-Consumer (B2C)
- ☐ (3) Business-to-Government (B2G)
- ☐ (4) Other *(please specify)* _____

C13. Which of the following Internet (online) marketing communications tools does your company use for promoting its products and brands to the global market? *(Select all that apply.)*

- ☐ (1) Advertising *(e.g., online display advertising; search engine advertising/pay-per-click)*
- ☐ (2) Direct Marketing *(e.g., e-mail marketing; microsites; mobile communication marketing via Short-Message Service & Multimedia Messaging Service)*
- ☐ (3) Personal Selling *(e.g., live chat; online events; audio/video conferences via Voice over Internet Protocol)*
- ☐ (4) Public Relations *(e.g., blogs; electronic newsletters/e-zines; online communities; online events; online games/advergaming; online sponsorships; search engine optimization; social media)*
- ☐ (5) Sales Promotion *(e.g., affiliate marketing; online competitions/contests/sweepstakes; online coupons/rebates/premiums)*
- ☐ (6) Web Site *(e.g., company Web site)*

SECTION D: Respondent Information

D1. How much experience do you have with Internet (online) marketing communications strategies and tactics for the global market, including for the company for which you are currently employed and for any companies for which you were previously employed? *(Select one.)*

- ☐ (1) Less than 1 year
- ☐ (2) 1 year to less than 4 years
- ☐ (3) 4 years to less than 7 years
- ☐ (4) 7 years to less than 10 years
- ☐ (5) 10 years or more

D2. What is your level of involvement with your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

- ☐ (1) Very Low
- ☐ (2) Somewhat Low
- ☐ (3) Neither High Nor Low
- ☐ (4) Somewhat High
- ☐ (5) Very High

D3. What is your level of knowledge of your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

- ☐ (1) Very Low
- ☐ (2) Somewhat Low
- ☐ (3) Neither High Nor Low
- ☐ (4) Somewhat High
- ☐ (5) Very High

D4. You are involved with and/or knowledgeable about which of the following strategic management process elements of your company's Internet (online) marketing communications for promoting its products and brands to the global market? *(Select all that apply.)*

- ☐ (1) Formulation
- ☐ (2) Implementation
- ☐ (3) Evaluation
- ☐ (4) NONE OF THE ABOVE

D5. What is your level of knowledge of the various managerial decisions and actions that take place at all levels of your company, whether at the Functional level, Strategic Business Unit level, or Corporate level? *(Select one.)*

- ☐ (1) Very Low
- ☐ (2) Somewhat Low
- ☐ (3) Neither High Nor Low
- ☐ (4) Somewhat High
- ☐ (5) Very High

SECTION E: Variables of Interest

If you would like to review any of the three (3) "Key Points to Remember" while completing this section, please click here or click on the hyperlinked text provided at the bottom of each page (or screen).

E1. Market Orientation

a. Customer Orientation

In our company: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(1) We constantly monitor our level of commitment and orientation to serving customers' needs.	☐	☐	☐	☐	☐	☐	☐
(2) Our business strategies are driven by our beliefs about how we can create greater value for customers.	☐	☐	☐	☐	☐	☐	☐
(3) Our strategy for competitive advantage is based on our understanding of customers' needs.	☐	☐	☐	☐	☐	☐	☐
(4) We continuously try to discover additional needs of our customers of which they are unaware.	☐	☐	☐	☐	☐	☐	☐
(5) Our business objectives are driven primarily by customer satisfaction.	☐	☐	☐	☐	☐	☐	☐
(6) We measure customer satisfaction systematically and frequently.	☐	☐	☐	☐	☐	☐	☐
(7) We give close attention to after-sales service.	☐	☐	☐	☐	☐	☐	☐

b. Competitor Orientation

In our company: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(8) Employees throughout the company share information concerning competitors' activities and strategies.	☐	☐	☐	☐	☐	☐	☐
(9) We rapidly respond to competitive actions that threaten us.	☐	☐	☐	☐	☐	☐	☐
(10) We evaluate the strengths and weaknesses of key competitors.	☐	☐	☐	☐	☐	☐	☐
(11) We target customers where we have an opportunity for competitive advantage.	☐	☐	☐	☐	☐	☐	☐
(12) We regularly collect information concerning competitors' activities.	☐	☐	☐	☐	☐	☐	☐
(13) We track the performance of key competitors.	☐	☐	☐	☐	☐	☐	☐
(14) Top management regularly discusses competitors' strengths and weaknesses.	☐	☐	☐	☐	☐	☐	☐
(15) We attempt to identify the strategy employed by our competitors.	☐	☐	☐	☐	☐	☐	☐

c. Interfunctional Coordination

In our company: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(16) Our top managers from every function regularly communicate with our current and prospective customers.	☐	☐	☐	☐	☐	☐	☐
(17) We freely communicate information about our successful and unsuccessful customer experiences across all business functions.	☐	☐	☐	☐	☐	☐	☐
(18) All of our business functions (e.g., marketing/sales, manufacturing, R&D, finance/accounting, etc.) are integrated in serving the needs of our target markets.	☐	☐	☐	☐	☐	☐	☐
(19) All of our managers understand how everyone in our business can contribute to creating customer value.	☐	☐	☐	☐	☐	☐	☐
(20) Our resources are shared among and between our business functions and business units.	☐	☐	☐	☐	☐	☐	☐

E2. IMC Orientation

a. One Voice

Rate your level of agreement with each of the following statements about your company's Internet (online) and offline marketing communications. *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(1) Our company's advertising, public relations, and sales promotions all present the same clear and consistent message to our target audiences.	☐	☐	☐	☐	☐	☐	☐
(2) From the outset of a new campaign, our company selects a common strategy that unifies our advertising, public relations, and sales promotion.	☐	☐	☐	☐	☐	☐	☐
(3) Our public relations influences both purchases of our products and perception of our company.	☐	☐	☐	☐	☐	☐	☐
(4) Our advertising influences both purchases of our products and perception of our company.	☐	☐	☐	☐	☐	☐	☐

b. Coordinated Marketing Communication Campaigns

Rate your level of agreement with each of the following statements about your company's Internet (online) and offline marketing communications. *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(5) Our advertising, public relations, and sales promotions have common goals.	☐	☐	☐	☐	☐	☐	☐
(6) Each of our target audiences for marketing messages is narrow, specific, and well-defined.	☐	☐	☐	☐	☐	☐	☐
(7) Our company attempts to reach several narrowly defined target audiences with its marketing communications rather than one broad target audience.	☐	☐	☐	☐	☐	☐	☐

c. Response Goals

Rate your level of agreement with each of the following statements about your company's Internet (online) and offline marketing communications. *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(8) Increasing sales is an extremely important goal of our marketing communications messages.	☐	☐	☐	☐	☐	☐	☐
(9) Improving market awareness of our products is an extremely important goal of our marketing communications messages.	☐	☐	☐	☐	☐	☐	☐
(10) Cutting the costs of our advertising, public relations, and sales promotions is an extremely important goal of our marketing communications programs.	☐	☐	☐	☐	☐	☐	☐

d. Direct Marketing

Rate your level of agreement with each of the following statements about your company's Internet (online) and offline marketing communications. *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(11) Direct response marketing is an important part of our company.	☐	☐	☐	☐	☐	☐	☐
(12) The use of databases with information about current and prospective customers' profiles is a vital part of our company's marketing communications programs.	☐	☐	☐	☐	☐	☐	☐
(13) Direct mail and various online or Web-based direct marketing communications tools (e.g., e-mail, mobile communications like text messaging) are vital parts of our company's marketing communications programs.	☐	☐	☐	☐	☐	☐	☐
(14) The use of phone numbers and various online or Web-based direct marketing communications tools (e.g., e-mail, mobile communications like text messaging) that enable current and prospective customers to contact us free of charge or inexpensively are vital parts of our company's marketing communications programs.	☐	☐	☐	☐	☐	☐	☐

e. Increased Responsibilities

Rate your level of agreement with each of the following statements about your company's Internet (online) and offline marketing communications. *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(15) Public relations is being given increased priority in our company.	☐	☐	☐	☐	☐	☐	☐
(16) Advertising is being given increased priority in our company.	☐	☐	☐	☐	☐	☐	☐
(17) Sales promotion is being given increased priority in our company.	☐	☐	☐	☐	☐	☐	☐

E3. Entrepreneurial Orientation

a. Innovativeness

Please rate your company on the respective scales used for each of the following questions or statements. *(Select one in each row.)*

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(1) How many new lines of products has your company marketed during the past 3 years? *1=No new lines of products.* *7=Very many new lines of products.*	☐	☐	☐	☐	☐	☐	☐
(2) Changes in product lines have been: *1=Mostly of a minor nature.* *7=Quite dramatic.*	☐	☐	☐	☐	☐	☐	☐

b. Proactiveness

Please rate your company on the respective scales used for each of the following questions or statements. *(Select one in each row.)*

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(3) In dealing with its competition, my company: *1=Typically responds to actions which competitors initiate.* *7=Typically initiates actions to which competitors then respond.*	☐	☐	☐	☐	☐	☐	☐
(4) In dealing with its competition, my company: *1=Is very seldom the first business to introduce new products, administrative techniques, operating technologies, etc.* *7=Is very often the first business to introduce new products, administrative techniques, operating technologies, etc.*	☐	☐	☐	☐	☐	☐	☐

c. Risk-Taking

Please rate your company on the respective scales used for each of the following questions or statements. *(Select one in each row.)*

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(5) In general, the top managers of my company have: *1=A strong proclivity (i.e., inclination) for low-risk projects (with normal and certain rates of return).* *7=A strong proclivity (i.e., inclination) for high-risk projects (with chances of very high returns).*	☐	☐	☐	☐	☐	☐	☐
(6) In general, the top managers of my company believe that: *1=Owing to the nature of the environment, it is best to explore it gradually via cautious, incremental behavior.* *7=Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the company's objectives.*	☐	☐	☐	☐	☐	☐	☐

E4. Global Internet Marketing Communications Strategy Implementation

a. Strategic Coordination

When implementing Internet (online) marketing communications strategies for the global market, our company: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(1) Coordinates the planning and execution of different Internet marketing communications tools.	☐	☐	☐	☐	☐	☐	☐
(2) Assigns responsibility to a single individual for overall Internet marketing communications efforts.	☐	☐	☐	☐	☐	☐	☐
(3) Ensures that the elements of our Internet marketing communications efforts have a common strategic objective.	☐	☐	☐	☐	☐	☐	☐
(4) Focuses on a common message with our Internet marketing communications.	☐	☐	☐	☐	☐	☐	☐

b. Communications Utilization

When implementing Internet (online) marketing communications strategies for the global market, our company: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(5) Incorporates different messages (in number and kind) within a single Internet advertising vehicle (e.g., banner advertisements for brand building and for multiple direct responses such as purchasing and downloading information).	☐	☐	☐	☐	☐	☐	☐
(6) Presents a single position, image, and/or theme across multiple Internet communication and promotional tools, whether across categories of online media (e.g., e-mail and banner advertising) or within one category of online media.	☐	☐	☐	☐	☐	☐	☐
(7) Employs online media for marketing communication campaigns in a unified manner within and across different countries to create synergies at the campaign level.	☐	☐	☐	☐	☐	☐	☐
(8) Use multiple online media that converge to form new, hybrid online advertising vehicles (e.g., interactive e-mail directing recipients to interactive Web pages).	☐	☐	☐	☐	☐	☐	☐
(9) Utilizes a mixed-media strategy to move targeted audience members from different online media to complete an advertising experience (e.g., banner advertisement directing audience to Web page to view content).	☐	☐	☐	☐	☐	☐	☐

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(10) To show that you have read this text, please select "Slightly Agree (5)" as your response for this row and enter "I read the text" in the "Comments" box below.	☐	☐	☐	☐	☐	☐	☐

Comments

E5. Global Online Navigational Effectiveness

a. Affiliation

Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(1) Represents their interests as much or more than our own interests.	☐	☐	☐	☐	☐	☐	☐
(2) Provides them with unbiased information about related products sold by other companies.	☐	☐	☐	☐	☐	☐	☐
(3) Exposes them to information that is tangential or peripheral to our products and brands.	☐	☐	☐	☐	☐	☐	☐
(4) Offers them information that is for building relationships and communities rather than directly related to purchasing our products and brands.	☐	☐	☐	☐	☐	☐	☐

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(5) Provides them with the most relevant messages at the most relevant times.	☐	☐	☐	☐	☐	☐	☐
(6) Maximizes the level of connection to our company that they experience.	☐	☐	☐	☐	☐	☐	☐

b. Frequency

Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(7) Creates a sufficient amount of interactions with them across multiple different online media.	☐	☐	☐	☐	☐	☐	☐
(8) Exposes them to our marketing messages and brands multiple times across multiple different online media.	☐	☐	☐	☐	☐	☐	☐
(9) Maximizes the number of interactions between them and our marketing messages and brands.	☐	☐	☐	☐	☐	☐	☐
(10) Maximizes their exposure to our marketing messages and brands.	☐	☐	☐	☐	☐	☐	☐

c. Reach

Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(11) Increases the number of different products that we can promote to them.	☐	☐	☐	☐	☐	☐	☐
(12) Maximizes the number of them whose needs are served through different online media.	☐	☐	☐	☐	☐	☐	☐
(13) Communicates and connects with them, regardless of their online activities or behavior, through the use of multiple different types of online media.	☐	☐	☐	☐	☐	☐	☐
(14) Maximizes the number of them with whom we communicate and connect.	☐	☐	☐	☐	☐	☐	☐

d. Richness

Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(15) Positively affects their attitudes by presenting information across different online media to appeal to their different senses.	☐	☐	☐	☐	☐	☐	☐
(16) Provides an appeal to them with our online media that is interactive and vivid.	☐	☐	☐	☐	☐	☐	☐

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(17) Creates new, hybrid online media (e.g., e-mail messages linking to animated videos) through the extensive convergence of online media that provides them with high-quality information about our products.	☐	☐	☐	☐	☐	☐	☐
(18) Offers a brand-as-experience branding strategy in which an experience is conveyed to them that establishes a connection with their feelings, associations, and memories.	☐	☐	☐	☐	☐	☐	☐
(19) Maximizes the quality of the information that we can provide to them about our products.	☐	☐	☐	☐	☐	☐	☐

e. Stickiness

Our company's Internet (online) marketing communications for the global market does or achieves the following when directed at current and prospective customers: *(Select one in each row.)*

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(20) Provides an online advertising experience that persuades them to spend more time with the online media that we utilize.	☐	☐	☐	☐	☐	☐	☐
(21) Offers a wide variety of marketing messages through multiple online media tools that allows them to focus on completing multiple tasks.	☐	☐	☐	☐	☐	☐	☐
(22) Offers a wide variety of marketing messages through multiple or a large number of online media tools that allows them to process a large	☐	☐	☐	☐	☐	☐	☐

	STRONGLY DISAGREE (1)	MODERATELY DISAGREE (2)	SLIGHTLY DISAGREE (3)	NEITHER AGREE NOR DISAGREE (4)	SLIGHTLY AGREE (5)	MODERATELY AGREE (6)	STRONGLY AGREE (7)
(23) Convinces them to want to spend less time with the marketing messages and brands of other companies.	☐	☐	☐	☐	☐	☐	☐
(24) Maximizes the duration on any one occasion that they spend with or at the online communication vehicles that we utilize.	☐	☐	☐	☐	☐	☐	☐

E6. Global Internet Marketing Communications Performance

Based on each of the following criteria, rate the current performance of your company's Internet (online) marketing communications for the global market compared to your company's competition, objectives, and historical performance. *(Select one in each row.)*

a. Brand Awareness

	MUCH WORSE (1)	MODERATELY WORSE (2)	SLIGHTLY WORSE (3)	ABOUT THE SAME (4)	SLIGHTLY BETTER (5)	MODERATELY BETTER (6)	MUCH BETTER (7)
(1) Competition	☐	☐	☐	☐	☐	☐	☐
(2) Objectives	☐	☐	☐	☐	☐	☐	☐
(3) Historical Performance	☐	☐	☐	☐	☐	☐	☐

b. Brand Loyalty

	MUCH WORSE (1)	MODERATELY WORSE (2)	SLIGHTLY WORSE (3)	ABOUT THE SAME (4)	SLIGHTLY BETTER (5)	MODERATELY BETTER (6)	MUCH BETTER (7)
(4) Competition	☐	☐	☐	☐	☐	☐	☐
(5) Objectives	☐	☐	☐	☐	☐	☐	☐
(6) Historical Performance	☐	☐	☐	☐	☐	☐	☐

c. Sales Volume

	MUCH WORSE (1)	MODERATELY WORSE (2)	SLIGHTLY WORSE (3)	ABOUT THE SAME (4)	SLIGHTLY BETTER (5)	MODERATELY BETTER (6)	MUCH BETTER (7)
(7) Competition	☐	☐	☐	☐	☐	☐	☐
(8) Objectives	☐	☐	☐	☐	☐	☐	☐
(9) Historical Performance	☐	☐	☐	☐	☐	☐	☐

SECTION F: Additional Company Information

F1. What is the approximate total annual revenue for your company (in U.S. dollars) from all of its business activities worldwide? *(Select one.)*

- ☐ (1) Less than $1 million
- ☐ (2) $1 million to less than $5 million
- ☐ (3) $5 million to less than $20 million
- ☐ (4) $20 million to less than $100 million
- ☐ (5) $100 million to less than $500 million
- ☐ (6) $500 million to less than $1 billion
- ☐ (7) $1 billion to less than $3 billion
- ☐ (8) $3 billion to less than $5 billion
- ☐ (9) $5 billion or more

F2. What is the approximate percentage of your company's total annual revenue provided in F1 that is generated from its primary business activity (as identified in SECTION C)? *(Select one.)*

- ☐ (1) Less than 25 percent
- ☐ (2) 25 percent to less than 50 percent
- ☐ (3) 50 percent to less than 75 percent
- ☐ (4) 75 percent to less than 100 percent
- ☐ (5) 100 percent

F3. How much experience does your company have using Internet (online) marketing communications for promoting its products and brands to the global market? *(Select one.)*

- ☐ (1) Less than 1 year
- ☐ (2) 1 year to less than 4 years
- ☐ (3) 4 years to less than 7 years
- ☐ (4) 7 years to less than 10 years
- ☐ (5) 10 years or more

F4. What is the approximate percentage of your company's marketing communications used for promoting its products and brands to the global market that is comprised of Internet (online) marketing communications? *(Select one.)*

- ☐ (1) Less than 25 percent
- ☐ (2) 25 percent to less than 50 percent
- ☐ (3) 50 percent to less than 75 percent
- ☐ (4) 75 percent to less than 100 percent
- ☐ (5) 100 percent

F5a. Does your company use external third-party agencies to formulate, implement, and/or evaluate any of its Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

- ☐ (1) Yes
- ☐ (2) No

F5b. What is the approximate percentage of your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market that is formulated, implemented, and/or evaluated by external third-party agencies? *(Select one.)*

- ☐ (1) Less than 25 percent
- ☐ (2) 25 percent to less than 50 percent
- ☐ (3) 50 percent to less than 75 percent
- ☐ (4) 75 percent to less than 100 percent
- ☐ (5) 100 percent

SECTION G: Additional Respondent Information

G1. How long have you worked for your company? *(Select one.)*

- ☐ (1) Less than 1 year
- ☐ (2) 1 year to less than 4 years
- ☐ (3) 4 years to less than 7 years
- ☐ (4) 7 years to less than 10 years
- ☐ (5) 10 years or more

G2. How would you best describe your current position with your company? *(Select one.)*

- ☐ (1) Owner
- ☐ (2) Executive/Senior-Level Manager
- ☐ (3) Mid-Level Manager
- ☐ (4) Entry-Level Manager
- ☐ (5) Non-Manager

G3. You are involved with and knowledgeable about the formulation, implementation, and/or evaluation of your company's strategies and tactics for which of the following marketing mix components? *(Select all that apply.)*

- ☐ (1) Place *(i.e., company activities that make product available to potential purchasers in target market)*
- ☐ (2) Price *(i.e., amount of money customers have to pay to obtain product)*
- ☐ (3) Product *(i.e., good, service, or good-and-services combination offered by company to target market)*
- ☐ (4) Promotion *(i.e., activities that communicate merits of product and persuade potential purchasers in target market to purchase it)*

SECTION H: Input on Study and Questionnaire

H1. What is your level of confidence with the accuracy of your responses to this questionnaire? *(Select one.)*

- ☐ (1) Very Low
- ☐ (2) Somewhat Low
- ☐ (3) Neither High Nor Low
- ☐ (4) Somewhat High
- ☐ (5) Very High

H2. Is there anything else you would like to tell us about your company and its Internet (online) marketing communications activities for the global market? Do you have comments on the design, visual display, or content of the questionnaire? Would you like to qualify any of your responses? Your comments will be read and taken into account.

APPENDIX G:
"Main Test Data and Results"
(Before Removal of Outliers)

[NOTE: Only information for the main test dataset before removal of outliers (n=410) is presented; total percentages in various tables may not add up to exactly 100 percent due to rounding.]

TABLE G.1 Frequency Distribution - Question C1 [Main Test, *n*=410]

C1. Where are your company's corporate headquarters or main office located (i.e., home country market)? *(Select one.)*

Location of Headquarters/Main Office	Frequency	%
United States	410	100.0
Outside of the United States	0	0.0
TOTAL	**410**	**100.0**

TABLE G.2 Frequency Distribution - Question C2 [Main Test, *n*=410]

C2. What is the approximate total number of employees employed by your company worldwide? *(Select one.)*

# of Employees	Frequency	%
1-9 employees	26	6.3
10-49 employees	25	6.1
50-99 employees	29	7.1
100-249 employees	49	12.0
250-499 employees	42	10.2
500-999 employees	74	18.0
1,000-4,999 employees	70	17.1
5,000-9,999 employees	42	10.2
10,000 or more employees	53	12.9
TOTAL	**410**	**100.0**

TABLE G.3 Frequency Distribution - Question C3 [Main Test, *n*=410]

C3. Which of the following best describes your company and its sector of operation or legal tax status category? *(Select one.)*

Sector of Operation	Frequency	%
For Profit, Privately Held	297	72.4
For Profit, Publicly Owned	113	27.6
Non Profit/Not For Profit	0	0.0
Government	0	0.0
TOTAL	**410**	**100.0**

TABLE G.4 Frequency Distribution - Question C4a [Main Test, *n*=410]

C4a. Which industry group from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one.)*

Industry Group	Frequency	%
Goods Producing	224	54.6
Service Providing	186	45.4
TOTAL	**410**	**100.0**

TABLE G.5a Frequency Distribution - Question C4b (Goods-Producing Industry Group) [Main Test, *n*=410]

C4b. Which industry sector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Sector	Frequency	%
Agriculture, Forestry, Fishing and Hunting	21	9.4
Construction	19	8.5
Manufacturing	173	77.2
Mining, Quarrying, and Oil and Gas Extraction	11	4.9
TOTAL	**224**	**100.0**

TABLE G.5b Frequency Distribution - Question C4b (Service-Providing Industry Group) [Main Test, *n*=410]

C4b. Which industry sector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Sector	Frequency	%
Accommodation and Food Services	11	5.9
Administrative and Support and Waste Management and Remediation Services	2	1.1
Arts, Entertainment, and Recreation	8	4.3
Educational Services	12	6.5
Finance and Insurance	18	9.7

TABLE G.5b Continued

Health Care and Social Assistance	10	5.4
Information	24	12.9
Management of Companies and Enterprises	8	4.3
Other Services (except Public Administration)	13	7.0
Professional, Scientific, and Technical Services	33	17.7
Public Administration	2	1.1
Real Estate and Rental and Leasing	7	3.8
Retail Trade	21	11.3
Transportation and Warehousing	11	5.9
Utilities	2	1.1
Wholesale Trade	4	2.2
TOTAL	**186**	**100.0**

TABLE G.6a Frequency Distribution - Question C4c (Goods-Producing Industry Group) [Main Test, *n*=410]

C4c. Which industry subsector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Subsector	Frequency	%
Animal Production and Aquaculture	5	2.2
Apparel Manufacturing	28	12.5
Beverage and Tobacco Product Manufacturing	0	0.0
Chemical Manufacturing	3	1.3
Computer and Electronic Product Manufacturing	25	11.2
Construction of Buildings	18	8.0
Crop Production	7	3.1
Electrical Equipment, Appliance, and Component Manufacturing	7	3.1
Fabricated Metal Product Manufacturing	5	2.2
Fishing, Hunting and Trapping	9	4.0
Food Manufacturing	18	8.0
Forestry and Logging	2	0.9
Furniture and Related Product Manufacturing	2	0.9

TABLE G.6a Continued

Heavy and Civil Engineering Construction	8	3.6
Leather and Allied Product Manufacturing	1	0.4
Machinery Manufacturing	7	3.1
Mining (except Oil and Gas)	5	2.2
Miscellaneous Manufacturing	25	11.2
Nonmetallic Mineral Product Manufacturing	0	0.0
Oil and Gas Extraction	6	2.7
Paper Manufacturing	4	1.8
Petroleum and Coal Products Manufacturing	1	0.4
Plastics and Rubber Products Manufacturing	10	4.5
Primary Metal Manufacturing	4	1.8
Printing and Related Support Activities	4	1.8
Specialty Trade Contractors	3	1.3
Support Activities for Agriculture and Forestry	7	3.1
Support Activities for Mining	1	0.4
Textile Mills	3	1.3
Textile Product Mills	0	0.0
Transportation Equipment Manufacturing	2	0.9
Wood Product Manufacturing	4	1.8
TOTAL	**224**	**100.0**

TABLE G.6b Frequency Distribution - Question C4c (Service-Providing Industry Group) [Main Test, *n*=410]

C4c. Which industry subsector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Subsector	Frequency	%
Accommodation	3	1.6
Administration of Economic Programs	0	0.0
Administration of Environmental Quality Programs	2	1.1
Administration of Housing Programs, Urban Planning, and Community Development	2	1.1
Administration of Human Resource Programs	2	1.1

TABLE G.6b Continued

Administrative and Support Services	4	2.2
Air Transportation	1	0.5
Ambulatory Health Care Services	2	1.1
Amusement, Gambling, and Recreation Industries	3	1.6
Broadcasting (except Internet)	0	0.0
Building Material and Garden Equipment and Supplies Dealers	4	2.2
Clothing and Clothing Accessories Stores	6	3.2
Couriers and Messengers	2	1.1
Credit Intermediation and Related Activities	1	0.5
Data Processing, Hosting, and Related Services	8	4.3
Educational Services	10	5.4
Electronics and Appliance Stores	7	3.8
Executive, Legislative, and Other General Government Support	2	1.1
Food and Beverage Stores	3	1.6
Food Services and Drinking Places	3	1.6
Funds, Trusts, and Other Financial Vehicles	2	1.1
Furniture and Home Furnishings Stores	2	1.1
Gasoline Stations	0	0.0
General Merchandise Stores	5	2.7
Health and Personal Care Stores	5	2.7
Hospitals	2	1.1
Insurance Carriers and Related Activities	11	5.9
Internet Publishing and Broadcasting	9	4.8
Justice, Public Order, and Safety Activities	0	0.0
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	0	0.0
Management of Companies and Enterprises	0	0.0
Merchant Wholesalers, Durable Goods	8	4.3
Merchant Wholesalers, Nondurable Goods	2	1.1
Miscellaneous Store Retailers	4	2.2
Monetary Authorities - Central Bank	0	0.0
Motion Picture and Sound Recording Industries	1	0.5
Motor Vehicle and Parts Dealers	2	1.1

TABLE G.6b Continued

Museums, Historical Sites, and Similar Institutions	0	0.0
National Security and International Affairs	1	0.5
Nonstore Retailers	4	2.2
Nursing and Residential Care Facilities	0	0.0
Other Information Services	11	5.9
Performing Arts, Spectator Sports, and Related Industries	0	0.0
Personal and Laundry Services	0	0.0
Pipeline Transportation	0	0.0
Postal Service	0	0.0
Private Households	2	1.1
Professional, Scientific, and Technical Services	13	7.0
Publishing Industries (except Internet)	1	0.5
Rail Transportation	0	0.0
Real Estate	4	2.2
Religious, Grantmaking, Civic, Professional, and Similar Organizations	1	0.5
Rental and Leasing Services	1	0.5
Repair and Maintenance	3	1.6
Scenic and Sightseeing Transportation	0	0.0
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	6	3.2
Social Assistance	0	0.0
Space Research and Technology	2	1.1
Sporting Goods, Hobby, Musical Instrument, and Book Stores	0	0.0
Support Activities for Transportation	3	1.6
Telecommunications	5	2.7
Transit and Ground Passenger Transportation	1	0.5
Truck Transportation	3	1.6
Utilities	1	0.5
Warehousing and Storage	4	2.2
Waste Management and Remediation Services	0	0.0
Water Transportation	1	0.5
Wholesale Electronic Markets and Agents and Brokers	1	0.5
TOTAL	**186**	**100.0**

TABLE G.7 Frequency Distribution - Question C5 [Main Test, *n*=410]

C5. Which of the following describes products that are offered, promoted, and sold by your company for its primary business activity? *(Select all that apply.)*

Products	Frequency[1]	%[2]
Goods, Tangible	201	49.0
Goods, Intangible	115	28.0
Services	133	32.4
Goods-and-Services Combinations	93	22.7
NO RESPONSE (MISSING)	6	1.5

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.8 Frequency Distribution - Question C6 [Main Test, *n*=410]

C6. Which of the following **best** describes the **primary** products that are offered, promoted, and sold by your company for its primary business activity? *(Select one.)*

Products	Frequency	%
Goods with no accompanying services	125	30.5
Goods with accompanying services	104	25.4
Hybrid of equal parts goods and services	38	9.3
Services with supporting goods and services	46	11.2
Services with no accompanying goods	92	22.4
NO RESPONSE (MISSING)	5	1.2
TOTAL	**410**	**100.0**

TABLE G.9 Frequency Distribution - Question C7 [Main Test, *n*=410]

C7. In which of the following sectors does your company operate when conducting its primary business activity? *(Select all that apply.)*

Sector	Frequency[1]	%[2]
Business-to-Business (B2B)	255	62.2
Business-to-Consumer (B2C)	296	72.2
Business-to-Government (B2G)	55	13.4
Other	2	0.5
NO RESPONSE (MISSING)	2	0.5

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.10 Frequency Distribution - Question C8 [Main Test, *n*=410]

C8. Does your company use its Internet (online) marketing communications to promote and sell its products and brands to consumers and/or organizations in the domestic or home country market and at least two (2) foreign country markets? *(Select one.)*

Use of IOMC to Global Market	Frequency	%
Yes	410	100.0
No	0	0.0
TOTAL	**410**	**100.0**

TABLE G.11 Frequency Distribution - Question C9 [Main Test, *n*=410]

C9. In how many foreign country markets does your company generate sales for its products and brands due to its Internet (online) marketing communications, whether directly (i.e., online sales) or indirectly (i.e., influences offline sales)? *(Select one.)*

# of Foreign Country Markets	Frequency	%
0-1 foreign country market	0	0.0
2-4 foreign country markets	183	44.6
5-20 foreign country markets	151	36.8
21-50 foreign country markets	48	11.7
More than 50 foreign country markets	28	6.8
TOTAL	**410**	**100.0**

TABLE G.12 Frequency Distribution - Question C10 [Main Test, *n*=410]

C10. At which of the following levels of your company are Internet (online) marketing communications used to promote products and brands to the global market? *(Select all that apply.)*

Company Level	Frequency[1]	%[2]
Strategic Business Unit level	232	56.6
Corporate level	290	70.7
Other	5	1.2
NO RESPONSE (MISSING)	1	0.2

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.13 Frequency Distribution - Question C11 [Main Test, *n*=410]

C11. Which of the following describes the different products that are promoted to the global market by your company using Internet (online) marketing communications? *(Select all that apply.)*

Products	Frequency[1]	%[2]
Goods, Tangible	206	50.2
Goods, Intangible	128	31.2
Services	135	32.9
Goods-and-Services Combinations	91	22.2
NO RESPONSE (MISSING)	4	1.0

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.14 Frequency Distribution - Question C12 [Main Test, *n*=410]

C12. In which of the following sectors does your company use Internet (online) marketing communications for promoting its products and brands to the global market? *(Select all that apply.)*

Sector	Frequency[1]	%[2]
Business-to-Business (B2B)	252	61.5
Business-to-Consumer (B2C)	295	72.0
Business-to-Government (B2G)	48	11.7
Other	3	0.7
NO RESPONSE (MISSING)	4	1.0

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.15 Frequency Distribution - Question C13 [Main Test, *n*=410]

C13. Which of the following Internet (online) marketing communications tools does your company use for promoting its products and brands to the global market? *(Select all that apply.)*

IOMC Tool	Frequency[1]	%[2]
Advertising	279	68.0
Direct Marketing	269	65.6
Personal Selling	174	42.4
Public Relations	192	46.8
Sales Promotion	214	52.2
Web Site	224	54.6
NO RESPONSE (MISSING)	2	0.5

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.16 Frequency Distribution - Question D1 [Main Test, *n*=410]

D1. How much experience do you have with Internet (online) marketing communications strategies and tactics for the global market, including for the company for which you are currently employed and for any companies for which you were previously employed? *(Select one.)*

IOMC Experience	Frequency	%
Less than 1 year	14	3.4
1 year to less than 4 years	95	23.2
4 years to less than 7 years	143	34.9
7 years to less than 10 years	79	19.3
10 years or more	79	19.3
TOTAL	**410**	**100.0**

TABLE G.17 Frequency Distribution - Question D2 [Main Test, *n*=410]

D2. What is your level of involvement with your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

Level of IOMC Involvement	Frequency	%
Very Low	10	2.4
Somewhat Low	19	4.6
Neither High Nor Low	53	12.9
Somewhat High	181	44.1
Very High	147	35.9
TOTAL	**410**	**100.0**

TABLE G.18 Frequency Distribution - Question D3 [Main Test, *n*=410]

D3. What is your level of knowledge of your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

Level of IOMC Knowledge	Frequency	%
Very Low	0	0.0
Somewhat Low	0	0.0
Neither High Nor Low	68	16.6
Somewhat High	190	46.3
Very High	152	37.1
TOTAL	**410**	**100.0**

TABLE G.19 Frequency Distribution - Question D4 [Main Test, *n*=410]

D4. You are involved with and/or knowledgeable about which of the following strategic management process elements of your company's Internet (online) marketing communications for promoting its products and brands to the global market? *(Select all that apply.)*

IOMC Strategic Management Elements	Frequency[1]	%[2]
Formulation	228	55.6
Implementation	299	72.9
Evaluation	256	62.4
NONE OF THE ABOVE	24	5.9
NO RESPONSE (MISSING)	4	1.0

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.20 Frequency Distribution - Question D5 [Main Test, *n*=410]

D5. What is your level of knowledge of the various managerial decisions and actions that take place at all levels of your company, whether at the Functional level, Strategic Business Unit level, or Corporate level? *(Select one.)*

Level of Knowledge	Frequency	%
Very Low	7	1.7
Somewhat Low	14	3.4
Neither High Nor Low	75	18.3
Somewhat High	172	42.0
Very High	139	33.9
NO RESPONSE (MISSING)	3	0.7
TOTAL	**410**	**100.0**

TABLE G.21 Frequency Distribution - Question F1 [Main Test, *n*=410]

F1. What is the approximate total annual revenue for your company (in U.S. dollars) from all of its business activities worldwide? *(Select one.)*

Total Annual Company Revenue	Frequency	%
Less than $1 million	26	6.3
$1 million to less than $5 million	40	9.8
$5 million to less than $20 million	77	18.8
$20 million to less than $100 million	78	19.0
$100 million to less than $500 million	49	12.0
$500 million to less than $1 billion	50	12.2
$1 billion to less than $3 billion	42	10.2
$3 billion to less than $5 billion	20	4.9
$5 billion or more	27	6.6
NO RESPONSE (MISSING)	1	0.2
TOTAL	**410**	**100.0**

TABLE G.22 Frequency Distribution - Question F2 [Main Test, *n*=410]

F2. What is the approximate percentage of your company's total annual revenue provided in F1 that is generated from its primary business activity (as identified in SECTION C)? *(Select one.)*

% of Annual Company Revenue	Frequency	%
Less than 25 percent	16	3.9
25 percent to less than 50 percent	93	22.7
50 percent to less than 75 percent	147	35.9
75 percent to less than 100 percent	104	25.4
100 percent	46	11.2
NO RESPONSE (MISSING)	4	1.0
TOTAL	**410**	**100.0**

TABLE G.23 Frequency Distribution - Question F3 [Main Test, *n*=410]

F3. How much experience does your company have using Internet (online) marketing communications for promoting its products and brands to the global market? *(Select one.)*

Amount of Experience	Frequency	%
Less than 1 year	7	1.7
1 year to less than 4 years	59	14.4
4 years to less than 7 years	132	32.2
7 years to less than 10 years	105	25.6
10 years or more	103	25.1
NO RESPONSE (MISSING)	4	1.0
TOTAL	**410**	**100.0**

TABLE G.24 Frequency Distribution - Question F4 [Main Test, *n*=410]

F4. What is the approximate percentage of your company's marketing communications used for promoting its products and brands to the global market that is comprised of Internet (online) marketing communications? *(Select one.)*

% of IOMC	Frequency	%
Less than 25 percent	42	10.2
25 percent to less than 50 percent	113	27.6
50 percent to less than 75 percent	169	41.2
75 percent to less than 100 percent	62	15.1
100 percent	23	5.6
NO RESPONSE (MISSING)	1	0.2
TOTAL	**410**	**100.0**

TABLE G.25 Frequency Distribution - Question F5a [Main Test, *n*=410]

F5a. Does your company use external third-party agencies to formulate, implement, and/or evaluate any of its Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

Use of Third-Party Agencies	Frequency	%
Yes	230	56.1
No	180	43.9
TOTAL	**410**	**100.0**

TABLE G.26 Frequency Distribution - Question F5b [Main Test, *n*=410]

F5b. What is the approximate percentage of your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market that is formulated, implemented, and/or evaluated by external third-party agencies? *(Select one.)*

% of IOMC by Third-Party Agencies	Frequency	%[1]
Less than 25 percent	30	13.0
25 percent to less than 50 percent	73	31.7
50 percent to less than 75 percent	83	36.1
75 percent to less than 100 percent	36	15.7
100 percent	8	3.5
TOTAL	**230**	**100.0**

[1] Based on total of 230 respondents.

TABLE G.27 Frequency Distribution - Question G1 [Main Test, *n*=410]

G1. How long have you worked for your company? *(Select one.)*

Length of Employment	Frequency	%
Less than 1 year	6	1.5
1 year to less than 4 years	81	19.8
4 years to less than 7 years	134	32.7
7 years to less than 10 years	94	22.9
10 years or more	94	22.9
NO RESPONSE (MISSING)	1	0.2
TOTAL	**410**	**100.0**

TABLE G.28 Frequency Distribution - Question G2 [Main Test, *n*=410]

G2. How would you best describe your current position with your company? *(Select one.)*

Current Position	Frequency	%
Owner	43	10.5
Executive/Senior-Level Manager	168	41.0
Mid-Level Manager	140	34.1
Entry-Level Manager	27	6.6
Non-Manager	31	7.6
NO RESPONSE (MISSING)	1	0.2
TOTAL	**410**	**100.0**

TABLE G.29 Frequency Distribution - Question G3 [Main Test, *n*=410]

G3. You are involved with and knowledgeable about the formulation, implementation, and/or evaluation of your company's strategies and tactics for which of the following marketing mix components? *(Select all that apply.)*

Marketing Mix Component	Frequency[1]	%[2]
Place	276	67.3
Price	258	62.9
Product	327	79.8
Promotion	267	65.1

[1] Column may total more than 410 because respondents could select more than one response.
[2] Based on total of 410 respondents.

TABLE G.30 Frequency Distribution - Question H1 [Main Test, *n*=410]

H1. What is your level of confidence with the accuracy of your responses to this questionnaire? *(Select one.)*

Level of Confidence	Frequency	%
Very Low	0	0.0
Somewhat Low	0	0.0
Neither High Nor Low	38	9.3
Somewhat High	164	40.0
Very High	208	50.7
TOTAL	**410**	**100.0**

APPENDIX H:
"Main Test Data and Results"
(After Removal of Outliers)

[NOTE: Only information for the main text dataset after removal of outliers (n=400) is presented; total percentages in various tables may not add up to exactly 100 percent due to rounding.]

TABLE H.1 Frequency Distribution - Question C1 [Main Test, *n*=400]

C1. Where are your company's corporate headquarters or main office located (i.e., home country market)? *(Select one.)*

Location of Headquarters/Main Office	Frequency	%
United States	400	100.0
Outside of the United States	0	0.0
TOTAL	**400**	**100.0**

TABLE H.2 Frequency Distribution - Question C2 [Main Test, *n*=400]

C2. What is the approximate total number of employees employed by your company worldwide? *(Select one.)*

# of Employees	Frequency	%
1-9 employees	23	5.8
10-49 employees	23	5.8
50-99 employees	29	7.3
100-249 employees	46	11.5
250-499 employees	42	10.5
500-999 employees	73	18.3
1,000-4,999 employees	70	17.5
5,000-9,999 employees	41	10.3
10,000 or more employees	53	13.3
TOTAL	**400**	**100.0**

TABLE H.3 Frequency Distribution - Question C3 [Main Test, *n*=400]

C3. Which of the following best describes your company and its sector of operation or legal tax status category? *(Select one.)*

Sector of Operation	Frequency	%
For Profit, Privately Held	287	71.8
For Profit, Publicly Owned	113	28.3
Non Profit/Not For Profit	0	0.0
Government	0	0.0
TOTAL	**400**	**100.0**

TABLE H.4 Frequency Distribution - Question C4a [Main Test, *n*=400]

C4a. Which industry group from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one.)*

Industry Group	Frequency	%
Goods Producing	220	55.0
Service Providing	180	45.0
TOTAL	**400**	**100.0**

TABLE H.5a Frequency Distribution - Question C4b (Goods-Producing Industry Group) [Main Test, *n*=400]

C4b. Which industry sector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Sector	Frequency	%
Agriculture, Forestry, Fishing and Hunting	21	9.5
Construction	18	8.2
Manufacturing	170	77.3
Mining, Quarrying, and Oil and Gas Extraction	11	5.0
TOTAL	**220**	**100.0**

TABLE H.5b Frequency Distribution - Question C4b (Service-Providing Industry Group) [Main Test, *n*=400]

C4b. Which industry sector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Sector	Frequency	%
Accommodation and Food Services	10	5.6
Administrative and Support and Waste Management and Remediation Services	2	1.1
Arts, Entertainment, and Recreation	8	4.4
Educational Services	12	6.7
Finance and Insurance	16	8.9
Health Care and Social Assistance	10	5.6

TABLE H.5b Continued

Information	24	13.3
Management of Companies and Enterprises	8	4.4
Other Services (except Public Administration)	13	7.2
Professional, Scientific, and Technical Services	33	18.3
Public Administration	2	1.1
Real Estate and Rental and Leasing	7	3.9
Retail Trade	20	11.1
Transportation and Warehousing	9	5.0
Utilities	2	1.1
Wholesale Trade	4	2.2
TOTAL	**180**	**100.0**

TABLE H.6a Frequency Distribution - Question C4c (Goods-Producing Industry Group) [Main Test, *n*=400]

C4c. Which industry subsector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Subsector	Frequency	%
Animal Production and Aquaculture	4	1.8
Apparel Manufacturing	28	12.7
Beverage and Tobacco Product Manufacturing	0	0.0
Chemical Manufacturing	3	1.4
Computer and Electronic Product Manufacturing	25	11.4
Construction of Buildings	18	8.2
Crop Production	7	3.2
Electrical Equipment, Appliance, and Component Manufacturing	7	3.2
Fabricated Metal Product Manufacturing	4	1.8
Fishing, Hunting and Trapping	9	4.1
Food Manufacturing	18	8.2
Forestry and Logging	2	0.9
Furniture and Related Product Manufacturing	2	0.9
Heavy and Civil Engineering Construction	8	3.6

TABLE H.6a Continued

Leather and Allied Product Manufacturing	1	0.5
Machinery Manufacturing	7	3.2
Mining (except Oil and Gas)	5	2.3
Miscellaneous Manufacturing	24	10.9
Nonmetallic Mineral Product Manufacturing	0	0.0
Oil and Gas Extraction	6	2.7
Paper Manufacturing	3	1.4
Petroleum and Coal Products Manufacturing	1	0.5
Plastics and Rubber Products Manufacturing	10	4.5
Primary Metal Manufacturing	4	1.8
Printing and Related Support Activities	4	1.8
Specialty Trade Contractors	3	1.4
Support Activities for Agriculture and Forestry	7	3.2
Support Activities for Mining	1	0.5
Textile Mills	3	1.4
Textile Product Mills	0	0.0
Transportation Equipment Manufacturing	2	0.9
Wood Product Manufacturing	4	1.8
TOTAL	**220**	**100.0**

TABLE H.6b Frequency Distribution - Question C4c (Service-Providing Industry Group) [Main Test, n=400]

C4c. Which industry subsector from the North American Industry Classification System (NAICS) best describes your company's primary industry of operation and business activity? *(Select one from the menu.)*

Industry Subsector	Frequency	%
Accommodation	3	1.7
Administration of Economic Programs	0	0.0
Administration of Environmental Quality Programs	2	1.1
Administration of Housing Programs, Urban Planning, and Community Development	2	1.1
Administration of Human Resource Programs	2	1.1
Administrative and Support Services	4	2.2

TABLE H.6b Continued

Air Transportation	1	0.6
Ambulatory Health Care Services	2	1.1
Amusement, Gambling, and Recreation Industries	3	1.7
Broadcasting (except Internet)	0	0.0
Building Material and Garden Equipment and Supplies Dealers	3	1.7
Clothing and Clothing Accessories Stores	6	3.3
Couriers and Messengers	2	1.1
Credit Intermediation and Related Activities	0	0.0
Data Processing, Hosting, and Related Services	8	4.4
Educational Services	10	5.6
Electronics and Appliance Stores	7	3.9
Executive, Legislative, and Other General Government Support	2	1.1
Food and Beverage Stores	2	1.1
Food Services and Drinking Places	3	1.7
Funds, Trusts, and Other Financial Vehicles	2	1.1
Furniture and Home Furnishings Stores	2	1.1
Gasoline Stations	0	0.0
General Merchandise Stores	5	2.8
Health and Personal Care Stores	5	2.8
Hospitals	2	1.1
Insurance Carriers and Related Activities	11	6.1
Internet Publishing and Broadcasting	9	5.0
Justice, Public Order, and Safety Activities	0	0.0
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	0	0.0
Management of Companies and Enterprises	0	0.0
Merchant Wholesalers, Durable Goods	8	4.4
Merchant Wholesalers, Nondurable Goods	2	1.1
Miscellaneous Store Retailers	4	2.2
Monetary Authorities - Central Bank	0	0.0
Motion Picture and Sound Recording Industries	1	0.6
Motor Vehicle and Parts Dealers	2	1.1
Museums, Historical Sites, and Similar Institutions	0	0.0

TABLE H.6b Continued

National Security and International Affairs	1	0.6
Nonstore Retailers	4	2.2
Nursing and Residential Care Facilities	0	0.0
Other Information Services	11	6.1
Performing Arts, Spectator Sports, and Related Industries	0	0.0
Personal and Laundry Services	0	0.0
Pipeline Transportation	0	0.0
Postal Service	0	0.0
Private Households	2	1.1
Professional, Scientific, and Technical Services	13	7.2
Publishing Industries (except Internet)	1	0.6
Rail Transportation	0	0.0
Real Estate	4	2.2
Religious, Grantmaking, Civic, Professional, and Similar Organizations	1	0.6
Rental and Leasing Services	1	0.6
Repair and Maintenance	3	1.7
Scenic and Sightseeing Transportation	0	0.0
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	5	2.8
Social Assistance	0	0.0
Space Research and Technology	2	1.1
Sporting Goods, Hobby, Musical Instrument, and Book Stores	0	0.0
Support Activities for Transportation	3	1.7
Telecommunications	5	2.8
Transit and Ground Passenger Transportation	1	0.6
Truck Transportation	2	1.1
Utilities	1	0.6
Warehousing and Storage	4	2.2
Waste Management and Remediation Services	0	0.0
Water Transportation	0	0.0
Wholesale Electronic Markets and Agents and Brokers	1	0.6
TOTAL	**180**	**100.0**

TABLE H.7 Frequency Distribution - Question C5 [Main Test, *n*=400]

C5. Which of the following describes products that are offered, promoted, and sold by your company for its primary business activity? *(Select all that apply.)*

Products	Frequency[1]	%[2]
Goods, Tangible	196	49.0
Goods, Intangible	114	28.5
Services	128	32.0
Goods-and-Services Combinations	93	23.3
NO RESPONSE (MISSING)	6	1.5

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.8 Frequency Distribution - Question C6 [Main Test, *n*=400]

C6. Which of the following **best** describes the **primary** products that are offered, promoted, and sold by your company for its primary business activity? *(Select one.)*

Products	Frequency	%
Goods with no accompanying services	123	30.8
Goods with accompanying services	103	25.8
Hybrid of equal parts goods and services	35	8.8
Services with supporting goods and services	46	11.5
Services with no accompanying goods	88	22.0
NO RESPONSE (MISSING)	5	1.3
TOTAL	**400**	**100.0**

TABLE H.9 Frequency Distribution - Question C7 [Main Test, *n*=400]

C7. In which of the following sectors does your company operate when conducting its primary business activity? *(Select all that apply.)*

Sector	Frequency[1]	%[2]
Business-to-Business (B2B)	249	62.3
Business-to-Consumer (B2C)	288	72.0
Business-to-Government (B2G)	54	13.5
Other	2	0.5
NO RESPONSE (MISSING)	2	0.5

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.10 Frequency Distribution - Question C8 [Main Test, *n*=400]

C8. Does your company use its Internet (online) marketing communications to promote and sell its products and brands to consumers and/or organizations in the domestic or home country market and at least two (2) foreign country markets? *(Select one.)*

Use of IOMC to Global Market	Frequency	%
Yes	400	100.0
No	0	0.0
TOTAL	**400**	**100.0**

TABLE H.11 Frequency Distribution - Question C9 [Main Test, *n*=400]

C9. In how many foreign country markets does your company generate sales for its products and brands due to its Internet (online) marketing communications, whether directly (i.e., online sales) or indirectly (i.e., influences offline sales)? *(Select one.)*

# of Foreign Country Markets	Frequency	%
0-1 foreign country market	0	0.0
2-4 foreign country markets	178	44.5
5-20 foreign country markets	148	37.0
21-50 foreign country markets	48	12.0
More than 50 foreign country markets	26	6.5
TOTAL	**400**	**100.0**

TABLE H.12 Frequency Distribution - Question C10 [Main Test, *n*=400]

C10. At which of the following levels of your company are Internet (online) marketing communications used to promote products and brands to the global market? *(Select all that apply.)*

Company Level	Frequency[1]	%[2]
Strategic Business Unit level	230	57.5
Corporate level	281	70.3
Other	5	1.3
NO RESPONSE (MISSING)	1	0.3

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.13 Frequency Distribution - Question C11 [Main Test, *n*=400]

C11. Which of the following describes the different products that are promoted to the global market by your company using Internet (online) marketing communications? *(Select all that apply.)*

Products	Frequency[1]	%[2]
Goods, Tangible	201	50.3
Goods, Intangible	126	31.5
Services	131	32.8
Goods-and-Services Combinations	91	22.8
NO RESPONSE (MISSING)	4	1.0

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.14 Frequency Distribution - Question C12 [Main Test, *n*=400]

C12. In which of the following sectors does your company use Internet (online) marketing communications for promoting its products and brands to the global market? *(Select all that apply.)*

Sector	Frequency[1]	%[2]
Business-to-Business (B2B)	248	62.0
Business-to-Consumer (B2C)	288	72.0
Business-to-Government (B2G)	47	11.8
Other	3	0.8
NO RESPONSE (MISSING)	4	1.0

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.15 Frequency Distribution - Question C13 [Main Test, *n*=400]

C13. Which of the following Internet (online) marketing communications tools does your company use for promoting its products and brands to the global market? *(Select all that apply.)*

IOMC Tool	Frequency[1]	%[2]
Advertising	276	69.0
Direct Marketing	268	67.0
Personal Selling	171	42.8
Public Relations	190	47.5
Sales Promotion	211	52.8
Web Site	216	54.0
NO RESPONSE (MISSING)	2	0.5

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.16 Frequency Distribution - Question D1 [Main Test, *n*=400]

D1. How much experience do you have with Internet (online) marketing communications strategies and tactics for the global market, including for the company for which you are currently employed and for any companies for which you were previously employed? *(Select one.)*

IOMC Experience	Frequency	%
Less than 1 year	12	3.0
1 year to less than 4 years	93	23.3
4 years to less than 7 years	142	35.5
7 years to less than 10 years	77	19.3
10 years or more	76	19.0
TOTAL	**400**	**100.0**

TABLE H.17 Frequency Distribution - Question D2 [Main Test, *n*=400]

D2. What is your level of involvement with your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

Level of IOMC Involvement	Frequency	%
Very Low	8	2.0
Somewhat Low	19	4.8
Neither High Nor Low	49	12.3
Somewhat High	180	45.0
Very High	144	36.0
TOTAL	**400**	**100.0**

TABLE H.18 Frequency Distribution - Question D3 [Main Test, *n*=400]

D3. What is your level of knowledge of your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

Level of IOMC Knowledge	Frequency	%
Very Low	0	0.0
Somewhat Low	0	0.0
Neither High Nor Low	65	16.3
Somewhat High	188	47.0
Very High	147	36.8
TOTAL	**400**	**100.0**

TABLE H.19 Frequency Distribution - Question D4 [Main Test, *n*=400]

D4. You are involved with and/or knowledgeable about which of the following strategic management process elements of your company's Internet (online) marketing communications for promoting its products and brands to the global market? *(Select all that apply.)*

IOMC Strategic Management Elements	Frequency[1]	%[2]
Formulation	223	55.8
Implementation	293	73.3
Evaluation	251	62.8
NONE OF THE ABOVE	22	5.5
NO RESPONSE (MISSING)	4	1.0

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.20 Frequency Distribution - Question D5 [Main Test, *n*=400]

D5. What is your level of knowledge of the various managerial decisions and actions that take place at all levels of your company, whether at the Functional level, Strategic Business Unit level, or Corporate level? *(Select one.)*

Level of Knowledge	Frequency	%
Very Low	7	1.8
Somewhat Low	13	3.3
Neither High Nor Low	72	18.0
Somewhat High	171	42.8
Very High	135	33.8
NO RESPONSE (MISSING)	2	0.5
TOTAL	**400**	**100.0**

TABLE H.21 Frequency Distribution - Question F1 [Main Test, *n*=400]

F1. What is the approximate total annual revenue for your company (in U.S. dollars) from all of its business activities worldwide? *(Select one.)*

Total Annual Company Revenue	Frequency	%
Less than $1 million	23	5.8
$1 million to less than $5 million	39	9.8
$5 million to less than $20 million	76	19.0
$20 million to less than $100 million	76	19.0
$100 million to less than $500 million	49	12.3
$500 million to less than $1 billion	47	11.8
$1 billion to less than $3 billion	42	10.5
$3 billion to less than $5 billion	20	5.0
$5 billion or more	27	6.8
NO RESPONSE (MISSING)	1	0.3
TOTAL	**400**	**100.0**

TABLE H.22 Frequency Distribution - Question F2 [Main Test, *n*=400]

F2. What is the approximate percentage of your company's total annual revenue provided in F1 that is generated from its primary business activity (as identified in SECTION C)? *(Select one.)*

% of Annual Company Revenue	Frequency	%
Less than 25 percent	13	3.3
25 percent to less than 50 percent	92	23.0
50 percent to less than 75 percent	146	36.5
75 percent to less than 100 percent	101	25.3
100 percent	45	11.3
NO RESPONSE (MISSING)	3	0.8
TOTAL	**400**	**100.0**

TABLE H.23 Frequency Distribution - Question F3 [Main Test, *n*=400]

F3. How much experience does your company have using Internet (online) marketing communications for promoting its products and brands to the global market? *(Select one.)*

Amount of Experience	Frequency	%
Less than 1 year	6	1.5
1 year to less than 4 years	57	14.3
4 years to less than 7 years	129	32.3
7 years to less than 10 years	105	26.3
10 years or more	99	24.8
NO RESPONSE (MISSING)	4	1.0
TOTAL	**400**	**100.0**

TABLE H.24 Frequency Distribution - Question F4 [Main Test, *n*=400]

F4. What is the approximate percentage of your company's marketing communications used for promoting its products and brands to the global market that is comprised of Internet (online) marketing communications? *(Select one.)*

% of IOMC	Frequency	%
Less than 25 percent	39	9.8
25 percent to less than 50 percent	112	28.0
50 percent to less than 75 percent	166	41.5
75 percent to less than 100 percent	62	15.5
100 percent	21	5.3
TOTAL	**400**	**100.0**

TABLE H.25 Frequency Distribution - Question F5a [Main Test, *n*=400]

F5a. Does your company use external third-party agencies to formulate, implement, and/or evaluate any of its Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market? *(Select one.)*

Use of Third-Party Agencies	Frequency	%
Yes	227	56.8
No	173	43.3
TOTAL	**400**	**100.0**

TABLE H.26 Frequency Distribution - Question F5b [Main Test, *n*=400]

F5b. What is the approximate percentage of your company's Internet (online) marketing communications strategies and tactics for promoting its products and brands to the global market that is formulated, implemented, and/or evaluated by external third-party agencies? *(Select one.)*

% of IOMC by Third-Party Agencies	Frequency	%[1]
Less than 25 percent	29	12.8
25 percent to less than 50 percent	72	31.7
50 percent to less than 75 percent	82	36.1
75 percent to less than 100 percent	36	15.9
100 percent	8	3.5
TOTAL	**227**	**100.0**

[1] Based on total of 227 respondents.

TABLE H.27 Frequency Distribution - Question G1 [Main Test, *n*=400]

G1. How long have you worked for your company? *(Select one.)*

Length of Employment	Frequency	%
Less than 1 year	5	1.3
1 year to less than 4 years	78	19.5
4 years to less than 7 years	133	33.3
7 years to less than 10 years	92	23.0
10 years or more	92	23.0
TOTAL	**400**	**100.0**

TABLE H.28 Frequency Distribution - Question G2 [Main Test, *n*=400]

G2. How would you best describe your current position with your company? *(Select one.)*

Current Position	Frequency	%
Owner	40	10.0
Executive/Senior-Level Manager	166	41.5
Mid-Level Manager	138	34.5
Entry-Level Manager	27	6.8
Non-Manager	28	7.0
NO RESPONSE (MISSING)	1	0.3
TOTAL	**400**	**100.0**

TABLE H.29 Frequency Distribution - Question G3 [Main Test, *n*=400]

G3. You are involved with and knowledgeable about the formulation, implementation, and/or evaluation of your company's strategies and tactics for which of the following marketing mix components? *(Select all that apply.)*

Marketing Mix Component	Frequency[1]	%[2]
Place	271	67.8
Price	251	62.8
Product	320	80.0
Promotion	263	65.8

[1] Column may total more than 400 because respondents could select more than one response.
[2] Based on total of 400 respondents.

TABLE H.30 Frequency Distribution - Question H1 [Main Test, *n*=400]

H1. What is your level of confidence with the accuracy of your responses to this questionnaire? *(Select one.)*

Level of Confidence	Frequency	%
Very Low	0	0.0
Somewhat Low	0	0.0
Neither High Nor Low	35	8.8
Somewhat High	163	40.8
Very High	202	50.5
TOTAL	**400**	**100.0**

VITA

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