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



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UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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**INTEGRATED MARKETING COMMUNICATION CAPABILITY: AN
INVESTIGATION IN THE CONSUMER MARKET OF PAKISTAN**



By
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Universiti Utara Malaysia

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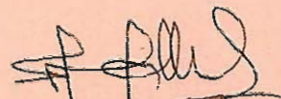
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ABSTRACT

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

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

ABSTRAK

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

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

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LIST OF ABBREVIATIONS

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

LIST OF PUBLICATIONS

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

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

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

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

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Appendix-A
Questionnaire



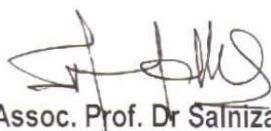
Dear Sir/Madam,

My name is Ayaz Ahmad, a PhD candidate in the School of Business Management, University Utara Malaysia. I am conducting an academic research study as part of my PhD studies. I shall be thankful for your contribution in the treasury of knowledge through your valuable responses to the items of the questionnaire.

The information provided will be strictly kept confidential and used for academic purpose only, by the researcher.

Thanking in anticipation.

Ayaz Ahmad
Matric: 901201
School of Business Management
University Utara Malaysia
Supervised by:



Assoc. Prof. Dr Salniza Bt Md Saleh

Marketing

DR. SALNIZA MD. SALLEH
Associate Professor
Marketing Program
School of Business Management
College of Business
Universiti Utara Malaysia

SECTION-A

RESPONDENT'S BACKGROUND

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

(Optional)

Contact: _____

email: _____

1. Designation _____

2. Company or Brands looked after _____

3. Working experience with this department:

Instruction: Please TICK (✓) in the appropriate box where required.

4. Your company is involved in;

Sales

Trade

Public Relations

Advertising

Direct

Publicity

Events

Personal Selling

Point-of-Purchase Promotion

Any

SECTION-B

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

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

SECTION-C

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

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

SECTION-D

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree
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1. Overall, our technical support staff is knowledgeable when it comes to computer-based systems.	1	2	3	4	5	6	7
2. Our firm possesses a high degree of computer-based technical expertise.	1	2	3	4	5	6	7
3. We are very knowledgeable about new computer-based innovations.	1	2	3	4	5	6	7
4. We have the knowledge to develop and maintain computer-based communication links with our customers.	1	2	3	4	5	6	7

5. Our firm is skilled at collecting and analyzing market information about our customers via computer-based systems.	1	2	3	4	5	6	7
6. We routinely utilize computer-based systems to access market information from outside databases.	1	2	3	4	5	6	7
7. We have set procedures for collecting customer information from online sources.	1	2	3	4	5	6	7
8. We use computer-based systems to analyze customer and market information.	1	2	3	4	5	6	7
9. We utilize decision-support systems frequently when it comes to managing customer information.	1	2	3	4	5	6	7
10. We rely on computer-based systems to obtain, store, and process information about our customers.	1	2	3	4	5	6	7
11. Our company has a formal MIS department.	1	2	3	4	5	6	7
12. Our firm employs a manager whose main duties include the management of our information technology.	1	2	3	4	5	6	7
13. Every year we budget a significant amount of funds for new information technology hardware and software.	1	2	3	4	5	6	7
14. Our firm creates customized software applications when the need arises.	1	2	3	4	5	6	7
15. Our firm's members are linked by a computer network.	1	2	3	4	5	6	7

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SECTION-E

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree
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16. Our company integrates customer information into a unified database.	1	2	3	4	5	6	7
17. Our company keep following up on consumer responses to marketing communications activities.	1	2	3	4	5	6	7
18. Our company encourage to make use of customer's actions while planning IMC activities.	1	2	3	4	5	6	7
19. Our company tries to comply with consumer information in the implementation of marketing communication activities	1	2	3	4	5	6	7

SECTION-F

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree
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1. Our top management is involved in decisions about the budget for marketing communications.	1	2	3	4	5	6	7
2. Our top management is involved in decisions about the strategies of marketing communications.	1	2	3	4	5	6	7
3. Our top management is involved in decisions about target groups.	1	2	3	4	5	6	7
4. Our top management is involved in decisions about marketing communication objectives.	1	2	3	4	5	6	7
5. Our top management is acquainted with SWOT analysis.	1	2	3	4	5	6	7
6. Our top management is involved in the control of marketing communications.	1	2	3	4	5	6	7
7. Our top management is involved in the coordination of marketing communication activities.	1	2	3	4	5	6	7

SECTION-G

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree
1. Our brand's media plan is a strategic balance between mass media and one-to-one media.	1	2	3	4	5	6 7
2. Special programs are in place to facilitate customer inquiries and complaints about our brand.	1	2	3	4	5	6 7
3. In our databases, we capture customer inquiries, complaints, compliments, and sales behaviour related to our brand.	1	2	3	4	5	6 7
4. Our customer databases are easily accessible (internally) and user-friendly.”	1	2	3	4	5	6 7
5. Our company's mission statement is a key consideration in the communications planning for our brand.	1	2	3	4	5	6 7
6. Our mission statement is promoted among customers and other key stakeholders of our brand (e.g., employees, shareholders).	1	2	3	4	5	6 7
7. Our brand's social sponsorship contributions are concentrated in one specific area or program (e.g., sport, music, art, etc.).	1	2	3	4	5	6 7
8. In our company, the process of managing the brand's reputation is the responsibility of all departments and employees.	1	2	3	4	5	6 7
9. The people managing the communications program for our brand have a good understanding of the strengths and weaknesses of all major marketing communications tools, i.e., PR, sales promotion, advertising, and packaging.	1	2	3	4	5	6 7
10. Our company does a good job of internal marketing, informing all areas of the organization about our brand's objectives and marketing programs	1	2	3	4	5	6 7
11. Our major communication agencies (e.g., advertising agency) have (at least) monthly contact with each other regarding our brand. ”	1	2	3	4	5	6 7
12. We regularly review our marketing plan to ensure relevance and consistency of our brand messages and strategic brand positioning.	1	2	3	4	5	6 7

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree
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13. Our major promotional theme for the brand is conceptually broad enough to allow for different sub-campaigns aimed at all key stakeholder groups.	1	2	3	4	5	6	7
14. We carefully coordinate the messages being sent by all of our operations, such as pricing, distribution, product performance, and service operations, to ensure consistency of brand positioning. ”	1	2	3	4	5	6	7
15. A SWOT analysis is used to determine the strengths and opportunities we can leverage, and the weaknesses and threats we need to address, in our brand’s marketing communication planning.	1	2	3	4	5	6	7
16. We use a fresh start or zero-based approach in planning our brand’s marketing communication rather than using the last year’s budget allocations.	1	2	3	4	5	6	7
17. When doing annual marketing communication planning, the first priority is given to managing consumer contact(s) with our brand.	1	2	3	4	5	6	7
18. We use some type of systematic brand-tracking study to evaluate the strength of our relationships with customers and other key stakeholders.	1	2	3	4	5	6	7
19. Our brand-marketing strategies maximize the unique strengths of the various marketing communications tools.	1	2	3	4	5	6	7
20. The stated objective of our brand’s marketing communication program is to create and maintain profitable relationships with customers and other stakeholders by ensuring consistency in all messages sent to these groups.”	1	2	3	4	5	6	7

SECTION-H

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7-point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree
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1. In our company We are successful in achieving "above-the-line" objectives.	1	2	3	4	5	6	7
2. In our company We are successful in achieving "below-the-line" objectives.	1	2	3	4	5	6	7
3. We have greater "synergy" between the communication tools used	1	2	3	4	5	6	7
4. Our campaigns have a longer sustained effect on consumer brand recall.	1	2	3	4	5	6	7
5. We have a higher return on campaign investment.	1	2	3	4	5	6	7

SECTION-I

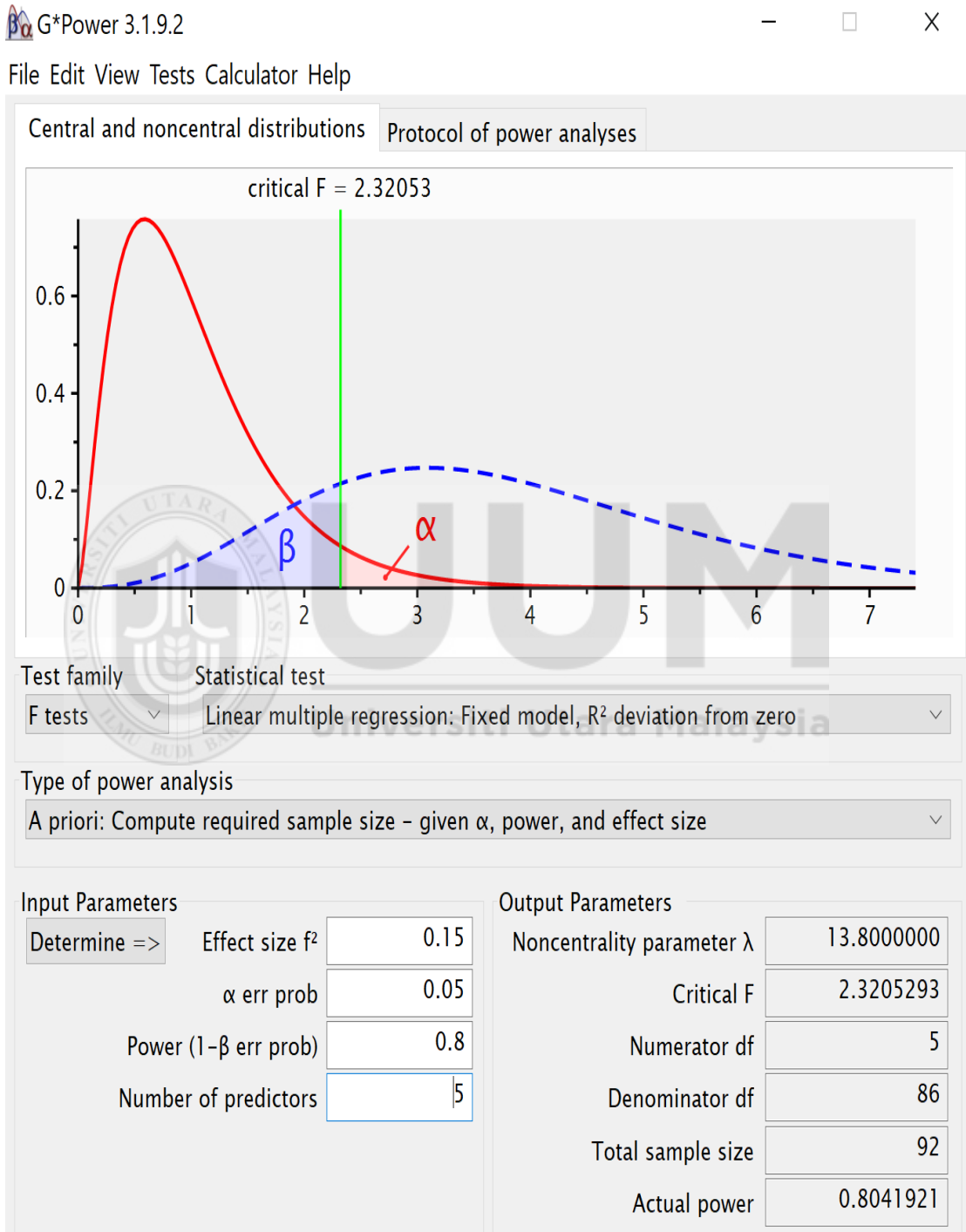
Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1. Strongly Disagree	2. Disagree	3. Somewhat Disagree	4. Neutral	5. Somewhat Agree	6. Agree	7. Strongly Agree
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1. Our brand is seen as being of higher quality.	1	2	3	4	5	6	7
2. Our brand is able to maintain a price premium in the marketplace.	1	2	3	4	5	6	7
3. Our brand commands greater support from our intermediaries.	1	2	3	4	5	6	7
4. Our brand has a higher level of brand loyalty.	1	2	3	4	5	6	7
5. Our brand is more easily able to increase its market penetration.	1	2	3	4	5	6	7

Appendix-B

G*Power Calculations



Appendix C-1

Mardia's Multivariate Normality

WebPower

Statistical power analysis online

Output of skewness and kurtosis calculation

Sample size: 141

Number of variables: 20

Univariate skewness and kurtosis

	Skewness	SE_skew	Kurtosis	SE_kurt
Case.ID	0.000000000	0.2041345	-1.2000000	0.4055446
BMP	-0.371947000	0.2041345	-0.7719086	0.4055446
BOCDIS	-0.005940569	0.2041345	-0.9576323	0.4055446
BOCFun	0.074985083	0.2041345	-0.6598465	0.4055446
BOCSym	-0.040738548	0.2041345	-0.3933609	0.4055446
CE	-0.459504915	0.2041345	-0.6008264	0.4055446
IMCC	0.067727689	0.2041345	-0.8486078	0.4055446
ITKnw	-0.741330285	0.2041345	0.2538433	0.4055446
ITObj	-1.122860424	0.2041345	2.7089470	0.4055446
ITopr	-0.895886803	0.2041345	2.3789982	0.4055446
Interactivity	0.059171752	0.2041345	-0.6585991	0.4055446
MDB	-0.033712018	0.2041345	-0.7684495	0.4055446
MOCOM	-0.124893599	0.2041345	-0.7919151	0.4055446
MOCust	0.123067083	0.2041345	-0.8593642	0.4055446
MOIFC	-0.336099078	0.2041345	-0.8122242	0.4055446
Misn.Mkg	-0.006189047	0.2041345	-0.6384211	0.4055446
Org.Infra	-0.084556517	0.2041345	-0.4175361	0.4055446
Pln.Eval	0.202930873	0.2041345	-0.1942579	0.4055446
St.Consis	0.299276182	0.2041345	-0.8309940	0.4055446
TMS	0.160441559	0.2041345	-0.7742989	0.4055446

Mardia's multivariate skewness and kurtosis

	b	z	p-value
Skewness	69.88455	1642.286961	3.470541e-02
Kurtosis	401.43590	-7.718297	1.176836e-14

Appendix C-2

Cross Loadings

	BMP	BOC Dis	BOC Fun	BOC Sym	CE	Misn. Mkg	Org. Infra	Pla& Eva	St. Cons	Intrc tivity	IT Knw	IT Obj	IT Opr	MDB	MO Com	MO Cust	MO IFC	TMS
BMP1	0.764	0.195	0.215	0.112	0.315	0.083	0.206	0.161	0.098	0.296	0.009	0.195	0.192	0.345	0.136	0.161	0.167	0.198
BMP2	0.737	0.407	0.466	0.389	0.680	0.494	0.464	0.349	0.378	0.480	0.137	0.180	0.231	0.523	0.357	0.419	0.537	0.503
BMP3	0.589	0.308	0.150	0.024	0.295	0.164	0.166	0.164	0.112	0.147	0.033	0.270	0.198	0.310	0.108	0.171	0.071	0.262
BMP4	0.724	0.226	0.278	0.138	0.395	0.177	0.247	0.294	0.187	0.230	0.037	0.228	0.189	0.373	0.158	0.167	0.178	0.343
BMP5	0.777	0.330	0.404	0.204	0.468	0.215	0.247	0.308	0.258	0.404	0.030	0.248	0.325	0.459	0.217	0.208	0.285	0.261
BOCDis1	0.393	0.826	0.424	0.355	0.330	0.216	0.280	0.182	0.255	0.305	0.038	0.038	0.094	0.268	0.232	0.255	0.400	0.241
BOCDis2	0.351	0.807	0.378	0.213	0.235	0.185	0.273	0.219	0.254	0.295	0.009	0.135	0.145	0.341	0.201	0.222	0.252	0.273
BOCDis3	0.315	0.864	0.443	0.315	0.241	0.191	0.260	0.250	0.179	0.277	0.007	0.047	0.203	0.306	0.170	0.206	0.259	0.246
BOCDis4	0.363	0.818	0.477	0.285	0.412	0.144	0.195	0.430	0.290	0.255	0.063	0.048	0.328	0.569	0.245	0.296	0.359	0.257
BOCFun1	0.364	0.459	0.795	0.515	0.372	0.414	0.479	0.258	0.341	0.357	0.015	0.200	0.177	0.408	0.344	0.226	0.378	0.411
BOCFun2	0.412	0.365	0.859	0.516	0.421	0.440	0.373	0.233	0.359	0.329	0.017	0.209	0.209	0.415	0.383	0.266	0.388	0.409
BOCFun3	0.395	0.342	0.815	0.541	0.369	0.413	0.343	0.357	0.305	0.313	0.068	0.191	0.239	0.443	0.340	0.237	0.371	0.335
BOCFun4	0.356	0.533	0.795	0.499	0.394	0.333	0.283	0.443	0.343	0.301	0.066	0.079	0.247	0.513	0.433	0.342	0.496	0.339
BOCsym1	0.204	0.306	0.531	0.818	0.262	0.361	0.256	0.312	0.317	0.276	0.073	0.108	0.142	0.273	0.337	0.295	0.412	0.327
BOCsym2	0.270	0.275	0.537	0.841	0.281	0.422	0.377	0.252	0.347	0.367	0.023	0.063	0.036	0.264	0.434	0.293	0.482	0.376
BOCsym3	0.244	0.281	0.476	0.777	0.255	0.360	0.287	0.166	0.208	0.272	0.070	0.072	0.132	0.232	0.285	0.173	0.368	0.257
CEF1	0.463	0.312	0.370	0.202	0.725	0.218	0.336	0.306	0.298	0.319	0.007	0.144	0.210	0.384	0.295	0.233	0.291	0.247
CEF2	0.670	0.388	0.411	0.294	0.830	0.453	0.368	0.320	0.371	0.343	0.126	0.181	0.232	0.495	0.248	0.321	0.403	0.356
CEF3	0.501	0.178	0.393	0.316	0.830	0.347	0.290	0.289	0.396	0.363	0.091	0.105	0.165	0.483	0.343	0.285	0.423	0.398
CEF4	0.249	0.190	0.319	0.232	0.572	0.265	0.188	0.240	0.309	0.324	0.095	0.091	0.006	0.304	0.225	0.350	0.457	0.348
CEF5	0.484	0.296	0.289	0.176	0.769	0.241	0.222	0.249	0.277	0.291	0.053	0.154	0.212	0.442	0.252	0.253	0.356	0.375
MisMkg1	0.301	0.235	0.415	0.406	0.387	0.835	0.503	0.337	0.509	0.448	0.129	0.087	0.115	0.324	0.369	0.284	0.432	0.439
MisMkg2	0.336	0.165	0.399	0.372	0.384	0.829	0.539	0.277	0.493	0.435	0.104	0.006	0.003	0.333	0.376	0.310	0.396	0.473
MisMkg3	0.264	0.125	0.372	0.362	0.223	0.755	0.414	0.191	0.438	0.353	0.089	0.092	0.138	0.323	0.209	0.259	0.308	0.357
Org.Infra1	0.335	0.341	0.421	0.370	0.289	0.484	0.867	0.321	0.427	0.459	0.054	0.100	0.170	0.348	0.313	0.275	0.407	0.369

	BMP	BOC Dis	BOC Fun	BOC Sym	CE	Misn. Mkg	Org. Infra	Pla& Eva	St. Cons	Intrc tivity	IT Knw	IT Obj	IT Opr	MDB	MO Com	MO Cust	MO IFC	TMS
Org.Infra3	0.424	0.222	0.373	0.306	0.385	0.498	0.815	0.218	0.397	0.459	0.121	0.183	0.197	0.307	0.386	0.230	0.356	0.473
Org.Infra4	0.261	0.176	0.327	0.263	0.279	0.520	0.793	0.239	0.327	0.376	0.102	0.141	0.107	0.251	0.330	0.266	0.370	0.366
Pla&Eva1	0.275	0.227	0.254	0.179	0.253	0.201	0.215	0.699	0.187	0.321	0.051	0.079	0.240	0.458	0.275	0.309	0.181	0.288
Pla&Eva2	0.304	0.241	0.323	0.225	0.364	0.329	0.308	0.846	0.292	0.375	0.200	0.146	0.240	0.583	0.358	0.373	0.353	0.368
Pla&Eva3	0.282	0.278	0.286	0.288	0.276	0.201	0.216	0.796	0.265	0.334	0.089	0.114	0.231	0.432	0.235	0.270	0.191	0.302
Pla&Eva4	0.337	0.267	0.320	0.282	0.305	0.274	0.264	0.847	0.281	0.346	0.178	0.171	0.221	0.525	0.281	0.350	0.347	0.408
Pla&Eva5	0.336	0.321	0.394	0.242	0.297	0.332	0.256	0.817	0.269	0.336	0.174	0.146	0.293	0.525	0.313	0.371	0.318	0.344
St.Cons1	0.256	0.264	0.322	0.248	0.331	0.466	0.308	0.264	0.810	0.349	0.044	0.106	0.188	0.300	0.243	0.342	0.431	0.454
St.Cons 2	0.268	0.179	0.434	0.342	0.397	0.532	0.474	0.263	0.818	0.373	0.034	0.124	0.155	0.366	0.348	0.314	0.409	0.348
St.Cons 3	0.276	0.282	0.222	0.285	0.327	0.429	0.330	0.254	0.780	0.293	0.042	0.129	0.154	0.348	0.289	0.240	0.387	0.391
Interact1	0.373	0.242	0.316	0.279	0.392	0.465	0.453	0.291	0.352	0.807	0.143	0.157	0.129	0.285	0.328	0.343	0.451	0.525
Interact 2	0.328	0.282	0.293	0.296	0.247	0.299	0.346	0.377	0.333	0.744	0.195	0.112	0.262	0.482	0.343	0.326	0.416	0.507
Interact 3	0.317	0.245	0.300	0.315	0.349	0.406	0.380	0.287	0.275	0.696	0.212	0.203	0.293	0.308	0.249	0.335	0.372	0.442
Interact 4	0.428	0.270	0.305	0.270	0.324	0.386	0.409	0.345	0.325	0.789	0.149	0.184	0.192	0.378	0.361	0.324	0.410	0.436
ITKnw1	0.085	0.048	0.039	0.013	0.123	0.011	0.102	0.083	0.002	0.050	0.697	0.423	0.379	0.000	0.098	0.117	0.091	0.048
ITKnw2	0.096	0.032	0.044	0.036	0.154	0.129	0.064	0.185	0.054	0.207	0.840	0.390	0.389	0.143	0.078	0.076	0.134	0.177
ITKnw3	0.095	0.011	0.052	0.015	0.090	0.125	0.069	0.084	0.067	0.167	0.804	0.395	0.312	0.078	0.026	0.188	0.158	0.138
ITKnw4	0.013	0.087	0.088	0.081	0.009	0.115	0.124	0.173	0.022	0.227	0.831	0.306	0.379	0.125	0.144	0.123	0.187	0.203
ITObj1	0.244	0.026	0.171	0.072	0.207	0.030	0.101	0.110	0.137	0.189	0.327	0.767	0.495	0.195	0.007	0.002	0.082	0.209
ITObj2	0.168	0.103	0.172	0.091	0.148	0.036	0.080	0.069	0.102	0.147	0.305	0.667	0.426	0.129	0.091	0.130	0.098	0.138
ITObj3	0.207	0.048	0.128	0.079	0.106	0.135	0.207	0.181	0.093	0.158	0.383	0.803	0.381	0.156	0.039	0.089	-0.002	0.104
ITObj5	0.291	0.081	0.180	0.060	0.118	0.043	0.080	0.109	0.129	0.162	0.341	0.770	0.399	0.130	0.017	0.021	0.060	0.111
ITOpr1	0.262	0.231	0.177	0.171	0.151	0.087	0.198	0.189	0.155	0.268	0.396	0.373	0.814	0.310	0.162	0.138	0.162	0.220
ITOpr2	0.240	0.163	0.223	0.084	0.145	0.125	0.157	0.151	0.132	0.153	0.344	0.382	0.702	0.317	0.163	0.168	0.160	0.248
ITOpr3	0.198	0.100	0.120	0.019	0.187	0.002	0.137	0.273	0.170	0.219	0.300	0.460	0.737	0.277	0.046	0.004	0.073	0.064
ITOpr4	0.325	0.237	0.276	0.109	0.217	0.063	0.115	0.302	0.138	0.191	0.285	0.506	0.729	0.314	0.099	0.089	0.107	0.054
ITOpr5	0.202	0.166	0.224	0.072	0.192	0.106	0.128	0.238	0.185	0.234	0.392	0.386	0.817	0.288	0.217	0.138	0.212	0.206
MDB1	0.617	0.382	0.290	0.169	0.487	0.200	0.260	0.403	0.250	0.316	0.009	0.155	0.292	0.718	0.212	0.233	0.313	0.283
MDB2	0.403	0.370	0.481	0.244	0.425	0.371	0.297	0.512	0.360	0.380	0.115	0.195	0.317	0.883	0.411	0.362	0.368	0.443

	BMP	BOC Dis	BOC Fun	BOC Sym	CE	Misn. Mkg	Org. Infra	Pla& Eva	St. Cons	Intrc tivity	IT Knw	IT Obj	IT Opr	MDB	MO Com	MO Cust	MO IFC	TMS
MDB3	0.455	0.271	0.361	0.211	0.532	0.286	0.227	0.477	0.319	0.336	0.045	0.068	0.196	0.718	0.392	0.358	0.398	0.439
MDB4	0.436	0.413	0.543	0.345	0.396	0.386	0.361	0.579	0.382	0.449	0.197	0.205	0.413	0.830	0.440	0.400	0.464	0.528
MOCCom1	0.217	0.210	0.362	0.342	0.232	0.244	0.343	0.289	0.256	0.326	0.029	0.059	0.114	0.397	0.792	0.394	0.477	0.365
MOCCom2	0.326	0.277	0.437	0.330	0.346	0.384	0.417	0.257	0.361	0.347	0.069	0.004	0.108	0.427	0.836	0.459	0.594	0.498
MOCCom3	0.209	0.148	0.342	0.360	0.304	0.322	0.323	0.323	0.233	0.346	0.097	0.125	0.154	0.298	0.750	0.411	0.460	0.459
MOCCom4	0.243	0.126	0.333	0.371	0.266	0.340	0.276	0.301	0.314	0.427	0.116	0.028	0.199	0.390	0.859	0.369	0.502	0.431
MOCCom5	0.259	0.289	0.396	0.400	0.316	0.338	0.329	0.329	0.327	0.272	0.071	0.013	0.164	0.408	0.840	0.496	0.649	0.408
MOCust1	0.301	0.319	0.262	0.237	0.302	0.224	0.214	0.277	0.200	0.318	0.037	0.007	0.082	0.302	0.402	0.764	0.472	0.247
MOCust2	0.259	0.245	0.257	0.297	0.261	0.285	0.275	0.299	0.299	0.344	0.141	0.088	0.177	0.338	0.295	0.803	0.458	0.381
MOCust4	0.252	0.076	0.210	0.251	0.274	0.264	0.201	0.339	0.269	0.412	0.097	0.094	0.032	0.293	0.343	0.751	0.387	0.404
MOCust5	0.252	0.274	0.259	0.167	0.296	0.280	0.241	0.335	0.344	0.227	0.170	0.000	0.118	0.373	0.538	0.682	0.615	0.402
MOIFC1	0.269	0.227	0.290	0.288	0.399	0.283	0.288	0.216	0.367	0.495	0.145	0.044	0.139	0.363	0.502	0.489	0.740	0.591
MOIFC2	0.343	0.316	0.424	0.465	0.398	0.438	0.418	0.315	0.412	0.423	0.177	0.069	0.162	0.414	0.543	0.516	0.864	0.516
MOIFC3	0.371	0.395	0.490	0.499	0.459	0.406	0.429	0.372	0.517	0.447	0.131	0.054	0.182	0.431	0.573	0.600	0.854	0.490
MOIFC4	0.376	0.318	0.426	0.450	0.401	0.423	0.357	0.242	0.369	0.441	0.168	0.051	0.132	0.417	0.555	0.504	0.836	0.515
TMS1	0.186	0.033	0.220	0.287	0.266	0.279	0.227	0.269	0.284	0.412	0.218	0.040	0.018	0.209	0.548	0.530	0.531	0.572
TMS2	0.223	0.108	0.204	0.122	0.271	0.280	0.235	0.245	0.296	0.233	0.130	0.003	0.028	0.266	0.464	0.608	0.454	0.503
TMS3	0.350	0.289	0.426	0.370	0.301	0.429	0.425	0.394	0.390	0.509	0.098	0.146	0.243	0.446	0.399	0.303	0.444	0.793
TMS4	0.328	0.233	0.307	0.266	0.320	0.441	0.352	0.175	0.394	0.456	0.175	0.270	0.197	0.407	0.260	0.263	0.467	0.767
TMS5	0.369	0.217	0.321	0.272	0.302	0.395	0.364	0.276	0.357	0.467	0.124	0.241	0.186	0.348	0.323	0.218	0.409	0.788
TMS6	0.509	0.312	0.416	0.398	0.468	0.515	0.495	0.475	0.432	0.587	0.188	0.134	0.198	0.571	0.435	0.425	0.552	0.851
TMS7	0.378	0.299	0.390	0.264	0.359	0.300	0.310	0.290	0.351	0.478	0.098	0.114	0.148	0.462	0.373	0.261	0.426	0.789

Note: BMP – Brand Market Performance; BOCDist – Distinctiveness; BOCFun – Functionality; BOCSym – Symbolism; MOIFC – Inter-functional Coordination; MOCCom – Competitor Orientation; MOCus – Customer Orientation; IMC – Integrated Marketing Communications; ITKnw – ITKnowledge; ITObj – IT Objects; ITOpr – IT Operations; MDB – Marketing Database; TMS – Top Management Support

Appendix C-3

Common Method Variance

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.704	24.630	24.630	19.704	24.630	24.630
2	5.492	6.865	31.495	5.492	6.865	31.495
3	4.132	5.166	36.661	4.132	5.166	36.661
4	3.109	3.886	40.546	3.109	3.886	40.546
5	2.868	3.586	44.132	2.868	3.586	44.132
6	2.495	3.119	47.251	2.495	3.119	47.251
7	2.205	2.756	50.006	2.205	2.756	50.006
8	2.147	2.683	52.690	2.147	2.683	52.690
9	1.893	2.367	55.057	1.893	2.367	55.057
10	1.708	2.135	57.192	1.708	2.135	57.192
11	1.654	2.068	59.260	1.654	2.068	59.260
12	1.623	2.029	61.289	1.623	2.029	61.289
13	1.512	1.890	63.179	1.512	1.890	63.179
14	1.489	1.861	65.039	1.489	1.861	65.039
15	1.385	1.732	66.771	1.385	1.732	66.771
16	1.254	1.567	68.338	1.254	1.567	68.338
17	1.204	1.505	69.843	1.204	1.505	69.843
18	1.146	1.432	71.275	1.146	1.432	71.275
19	1.096	1.370	72.645	1.096	1.370	72.645
20	1.068	1.335	73.980	1.068	1.335	73.980
21	.985	1.231	75.211			
22	.942	1.177	76.388			
23	.918	1.148	77.536			
24	.865	1.082	78.617			
25	.839	1.049	79.666			
26	.814	1.018	80.684			
27	.785	.982	81.665			
28	.770	.963	82.628			
29	.731	.914	83.542			
30	.655	.819	84.361			
31	.620	.775	85.136			
32	.599	.749	85.884			
33	.564	.705	86.589			
34	.553	.692	87.281			
35	.519	.649	87.930			
36	.507	.634	88.563			
37	.469	.586	89.149			
38	.463	.579	89.728			
39	.454	.567	90.296			
40	.433	.541	90.837			
41	.419	.524	91.361			
42	.411	.513	91.874			

43	.378	.473	92.347
44	.363	.454	92.800
45	.350	.437	93.238
46	.338	.423	93.660
47	.325	.406	94.066
48	.307	.384	94.450
49	.287	.359	94.809
50	.279	.348	95.157
51	.261	.326	95.483
52	.255	.319	95.802
53	.250	.313	96.114
54	.237	.297	96.411
55	.224	.280	96.691
56	.215	.269	96.960
57	.214	.268	97.228
58	.186	.233	97.460
59	.175	.219	97.679
60	.165	.207	97.886
61	.156	.195	98.081
62	.150	.187	98.268
63	.134	.168	98.435
64	.131	.163	98.599
65	.123	.154	98.753
66	.120	.150	98.903
67	.108	.135	99.038
68	.099	.124	99.162
69	.096	.119	99.281
70	.083	.103	99.385
71	.079	.099	99.483
72	.074	.092	99.576
73	.066	.083	99.658
74	.054	.067	99.725
75	.048	.060	99.785
76	.046	.057	99.842
77	.044	.055	99.898
78	.036	.044	99.942
79	.025	.031	99.974
80	.021	.026	100.000

Extraction Method: Principal Component Analysis.