

## Integrated Marketing Communications Strategy and Marketing Factor Affecting Marketing Survival of Fashionable Apparel Businesses in Thailand

### กลยุทธ์การสื่อสารการตลาดแบบบูรณาการและปัจจัยทางการตลาดที่มีผลต่อความอยู่รอดทางการตลาดของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

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#### บทคัดย่อ

การศึกษานี้มีวัตถุประสงค์เพื่อศึกษาผลกระทบของการสื่อสารการตลาดแบบบูรณาการต่อความสามารถในการแข่งขันทางการตลาดและความอยู่รอดทางการตลาดของธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย แบบจำลองนี้ได้รับการทดสอบเชิงประจักษ์โดยใช้ข้อมูลที่เกี่ยวข้องรวบรวมจากแบบสอบถามของธุรกิจเสื้อผ้าแฟชั่น 129 แห่งในประเทศไทย ผลการศึกษาแสดงให้เห็นว่าการมุ่งเน้นความสอดคล้องของช่องทางการสื่อสารมีนัยสำคัญทางบวกต่อความภักดีของลูกค้า การยอมรับของตลาดและความสามารถในการแข่งขันทางการตลาดเช่นเดียวกับความสามารถกิจกรรมข้ามสายงานมีนัยสำคัญทางบวกต่อความภักดีของลูกค้า การยอมรับของตลาด และความสามารถในการแข่งขันทางการตลาด นอกจากนี้ ศักยภาพในการสร้างภาพลักษณ์ในทิศทางเดียวกันมีนัยสำคัญทางบวกต่อความเชื่อมั่นต่อตราสินค้า ความภักดีของลูกค้าและความสามารถในการแข่งขันทางการตลาด นอกจากนี้ ความเชื่อมั่นต่อตราสินค้า ความ

ภักดีของลูกค้า และการยอมรับของตลาด มีนัยสำคัญทางบวกต่อความสามารถในการแข่งขันทางการตลาด และความสามารถในการแข่งขันทางการตลาดมีผลกระทบต่อความอยู่รอดทางการตลาด เพราะฉะนั้นสมการการถดถอยถูกนำเสนอโดย  $MCC = 0.235 + 0.326CCF + 0.297CFC + 0.224HIC$  และ  $MSU = 0.402 + 0.828MCC$  ดังนั้น ในการบรรลุเป้าหมายในการดำเนินกลยุทธ์การสื่อสารการตลาดแบบบูรณาการ ผู้บริหารฝ่ายการตลาดควรให้ความสำคัญกับการบริหารจัดการการมุ่งเน้นความสอดคล้องของช่องทางการสื่อสาร ความสามารถกิจกรรมข้ามสายงาน และศักยภาพในการสร้างภาพลักษณ์ในทิศทางเดียวกัน ซึ่งจะช่วยให้ประสบผลสำเร็จทางการตลาดและสามารถอยู่รอดในตลาดได้

**คำสำคัญ:** กลยุทธ์การสื่อสารการตลาดแบบบูรณาการ ปัจจัยทางการตลาด ความอยู่รอดทางการตลาด ธุรกิจเสื้อผ้าแฟชั่นในประเทศไทย

## Abstract

The purpose of this research was to examine the effects of integrated marketing communication strategy on marketing competitiveness and marketing survival of fashionable apparel businesses in Thailand. The model was empirically tested by using data collected from a questionnaires in a mail survey of 129 fashionable apparel businesses located in Thailand. The results indicated channel congruence focus had a significant positive on brand trust, customer loyalty, market acceptance and marketing competitiveness. Similarly, cross-functional activity had a significant positive on customer loyalty, market acceptance and marketing competitiveness. Likewise, homogeneous image capability had a significant positive on brand trust, customer loyalty, and marketing competitiveness. In addition, brand trust, customer loyalty, market acceptance had a significant positive on marketing competitiveness. Besides, marketing competitiveness had an effect on marketing survival. Therefore, the regression equation was introduced by  $MCC = 0.235 + 0.326CCF + 0.297CFC + 0.224HIC$  and  $MSU = 0.402 + 0.828MCC$ . Thus, reaching the goal of implementing integrated marketing communication strategies, marketing executives should focus on channel congruence focus, cross-functional activity, and homogeneous image capability. This will help to achieve market success and be able to survive in the market.

**Keywords:** Integrated Marketing Communication Strategy, Marketing Factor, Marketing Survival, Fashionable Apparel Businesses in Thailand

## Introduction

Today organization has been facing with vary factors that rapidly change all the time; such as unsteady economics, technologies development, business developments, and entrant competitors in the market. These lead to information technologies accessing become easily and rapidly, the characteristic of product life cycle has turned to short-term, also customers have expected to get high quality products which affected directly firm performance or market segment (Hacioglu & Gök, 2013). Therefore, the organization needed to create a good relationship between

customers and organization (Ketchompu & Ussahawanitchakit, 2015). Thus, the marketer is using an integrated marketing communication to promote their offer effectively to the target audience and position their product that gains awareness, attention, and creates an image in the minds of the customers (Pitta, Weisgal, & Lynagh, 2006; Shafiulla & Babu, 2014).

In this research, fashionable apparel businesses was chosen as the population, because Thai fashion apparel industry has been growing rapidly since the past. However, fashion is still a young industry when compared to European fashion, as its first brands appeared only some 25 years ago (Royal Danish Embassy, 2017). There were several reasons in this research of choosing fashionable apparel businesses in Thailand. Firstly, in the first quarter of 2017, Thailand import of textiles increased US\$ 9,349 to 10,440 million when compared with the same period from the previous year (Changchenkit, 2018). Second, Thailand's fashion industry was specific to culture, good creativity, and cultural industries were rooted in communities (Merlo, 2011). Finally, since the fashionable apparel market in Thailand has extended to a large market value, fast-growing Thai fashion industry and the quality of the fabrics is high and continuously improving. Thus, integrated marketing communication strategy is a way by which a firm could increase opportunities to business success by presenting the real-time information or integrating a variety tools of marketing communication to persuade to customers. The results of these studies indicated that integrated marketing communication strategy offers a great promise to many positive marketing outcomes. Therefore, the purpose of this study was to fill in this gap in the literature.

## Research Objective

To study integrated marketing communications strategy and marketing factors affecting marketing survival of fashionable apparel businesses in Thailand.

## Literature Review

The concept of integrated marketing communication has existed in advertising and marketing literature for many decades (Kerr, Schultz, Patti & Kim, 2008). Duncan (2002) stated that integrated marketing communication refers to integrating all the sources of brand messages, and integration and interactivity are driven by information technology. In 2017 the budget of marketing communication was increased from the past year (Thailand management association, 2017). For this reason, the increase of competitors in the fashion business has a higher trend and the developed technology has caused consumer behavior to change. Thus, an organization is needed to build a positive long-term relationship with the target audience by having the competence of the deliver creative and powerful messages and combining many media to persuade customer decision making. The prior research of integrated marketing communication showed lack of emphasis on the role of employees with integrated marketing communication (Laurie & Mortimer, 2011). This research attempted to expand and fulfill the concept of integrated marketing communication by adding cross-functional integration to explain integrated marketing communication that enables better

intra-firm alignment across functions through greater information sharing, teamwork, utilization of each section's strengths and capabilities, and work toward common goals (Schoenherr & Swink, 2012).

### **Message Consistency Orientation**

This research defined message consistency orientation as the intention of a firm to persuade and communicate using harmonious content or information between organization and target audience delivered without ambiguity and noise (Kostelić & Ahmad, 2016). Messages sent from an organization to target audience may include objects, names of persons or organizations, issues, characteristics or attributes of product, substantive or evaluative, co-occurrences between organization and target audience (Carroll, Huang-Horowitz, McKeever, & Williams, 2014). According to Beverland and Luxton (2005), the creative messages of the organization enhance the relationship between brands and customers to future repurchase which increases competitive advantage. Ko, Cho and Roberts (2005) found messages strategy was positively affect related to attitude toward a brand's which further led to a more positive customers attitude toward a higher level of purchase intention. Therefore, the associations were hypothesized as follows:

Hypothesis 1: Message consistency orientation will positively affect to a) customer loyalty, b) brand trust, c) market acceptance, and d) marketing competitiveness.

### **Channel Congruence Focus**

This research defined channel congruence focus as an attention of firm to create, deploy and evaluates a communication channel to enhance a long-term customer relationship to be appropriately fit with marketing communication strategy (Saelee, Jhundra-indra & Muenthaisong, 2015). Communication channels of organization should be cleared, and consistent with message about the firm and its brands (Kotler & Armstrong, 2003). Danaher and Rossiter (2011) recommended an organization to use different communication channels and making different perceptions of customers because only one communication channel cannot link to all of customers group. Payne and Frow (2004) suggested organization combines the communication channels adequately to make customers perceive good experience and build long-time relationship that can increase sale and satisfaction of customers. Especially, Kumar and Venkatesan (2005) suggested communication channels strategy was to reach more customers by maintaining existing customers, increasing sales and increasing long-term competitiveness. Therefore, the associations were hypothesized as follows:

Hypothesis 2: Channel congruence focus will positively affect to a) customer loyalty, b) brand trust, c) market acceptance, and d) marketing competitiveness.

### **Cross-Functional activity competency**

This research defined cross-functional activity competency as the ability of a firm to unify all the marketing communication activities that a firm uses in order to communicate the same

direction with the target audience. Integrated marketing communication requires a great cooperation of interpersonal and cross-functional communication within organization (Madhavaram, Badrinarayanan & McDonald, 2005). Gummesson (2002) suggested the success of an external marketing communication program, the firm should first attain that integration internally that all employee agree on marketing communication program of the firm and react to customers. In addition, the coordination processes between department and marketing functions enable the transfer of customer preferences into actual customer solutions (Bendoly, Bharadwaj & Bharadwaj, 2012). Therefore, the associations were hypothesized as follows:

Hypothesis 3: Cross-functional activity competency will positively affect to a) customer loyalty, b) brand trust, c) market acceptance, and d) marketing competitiveness.

### **Media linkage concentration**

This research defined media linkage concentration as the firm focuses on planning and implementing the combination of multiple media tools with mode of transmission, timing, context, format, reception to accomplish media objectives. Media planning is the series of decisions involved in delivering the persuasive message to the prospective purchasers of the product that combination of media that enables the marketer to communicate the message in the most effective manner to the largest number of potential customers at the lowest cost (Erdogan, Deshpande & Tagg, 2007). The purpose of media planning has shifted from media exposure to return on investment or increased sales (Assael, 2011). Reid (2005) asserted that there was a positive relationship between the implementation of media planning and brand outcomes and accept from customers in highly competitive industries. Therefore, the associations were hypothesized as follows:

Hypothesis 4: Media linkage concentration will positively affect to a) customer loyalty, b) brand trust, c) market acceptance, and d) marketing competitiveness.

### **Homogeneous Image Capability**

This study defined homogeneous image capability as the ability of firm to create the consistency of communication perception to target audience in order to enhance the relationship. This research adapted homogeneous image capability concept with organization competence and develop the collaboration among communication elements consistent communication image is based on the perceptions of the reflected identity by any of a company's communication tools (Karaosmanoglu & Melewar, 2006). The image of organization must be closely relate by the way its publics perceive, corporate culture or organization lifestyle, media image as well as the totality or nature of its organization communication. Bick, Abratt, and Bergman (2008) concluded a process of conveying communication image to target groups increases a company's competitiveness by creating customer loyalty, trust and top-of-mind awareness and building a strong corporate brand. Therefore, the associations were hypothesized as follows:

Hypothesis 5: Homogeneous image capability will positively affect to a) customer loyalty, b) brand trust, c) market acceptance, and d) marketing competitiveness.

### **Brand Trust**

This research defined brand trust as the reliability and confidence of consumer on the brand to perform its stated function and reduces risk associated with the purchase of a brand than another brand (Chaudhuri & Holbrook, 2001). Brand trust is a generalized attitude, most often based on future performance and it indicates the likelihood that a brand will be able to deliver on product and service promises (Hess, Story & Danes, 2011). The way that an organization for building a strong brand is brand trust that can enhance customer relationships and building customer loyalty (Li, Zhou, Kashyap & Yang, 2008). Reast (2003) found brand trust was an important factor to increase firm profit, market share and competitive advantage. Therefore, the associations were hypothesized as follows:

Hypothesis 6: Brand Trust will positively affect to a) customer loyalty, b) marketing acceptance and c) marketing competitiveness.

### **Customer Loyalty**

This research defined customer loyalty as a deeply commitment of customer to repurchase or re-patronize a preference product/service consistency in the future and the willingness to behave as a partner to the organization (Uncles, Dowling & Hammond, 2003). The marketing literature suggested that customer loyalty can be defined in two different ways. First, it defined loyalty as an attitude and the second definition of loyalty is behavioral (Hallowell, 1996). Customer loyalty is building a closer connection between present customers and the brand it is trusted to maintain the current customer base (Uncles et al, 2003). Eisingerich and Bell (2006) suggested customer loyalty had a positive effect on managing client relationships, financial and gained marketing competitiveness. Therefore, the associations were hypothesized as follows:

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

### **Market Acceptance**

This research defined market acceptance as the firm's success when customer seen whether the product or service is satisfying a large customer base so as to continue or increase its current production to future (Grabowski, Cockburn, & Long, 2006). Market acceptance depends on quality of products, services, the firm's reputation and the customer's perception about the capability of the firms (Brodie, Whittome & Brush, 2009). Kanchanda, Ussahawanitchakit, and Jhundra-indra (2012) found that market acceptance had a positive effect on the firm including market share, sales and profit increase. Therefore, the associations were hypothesized as follows:

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

## Marketing Competitiveness

This research defined marketing competitiveness as the sustained capacity to gain, develop, and maintain a profitable market share via offering superior value to the customer through either unique benefits that offset a higher price or lower prices than competitors for equivalent benefits. The competitive advantage is the basis for success of any organization on the competitive market (Blazeska & Ristovska, 2016). Survival and success in such turbulent times increasingly depend on organization competitiveness. Competitiveness has been described by many scholars as a multidimensional and relative concept (Ajitabh & Momaya, 2003). Rust, Ambler, Carpenter, Kumar & Srivastava (2004) found that marketing advantage is effect on a market share and sales, thereby influencing its competitive market position. Therefore, the associations are hypothesized as follows:

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

## Marketing Survival

In this research defined marketing survival as a continued autonomous existence of firm to gain a great marketing performance in term of profit, continues operation when compares in the past, continues to the present, and is expected to increase in the future. Marketing survival is the extent to which the firm continues in the marketplace, and has a high performance more than previous years (Khankaew, Ussahawanitichakit & Raksong, 2015). The literature that analyzes firm survival suggested emphasizing to the firms were more likely to survive in business environments at that time such as market share, the growth rate of sales volume, continual business growth (Eckert & West, 2008). Therefore, the conceptual model presented the relations between integrated marketing communication strategy and consequences as shown in Figure 1.

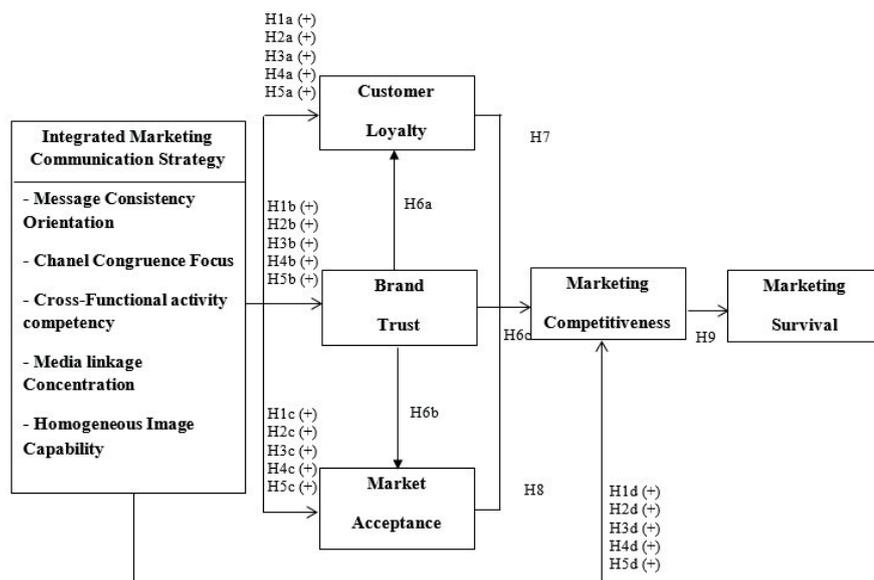


Figure 1: Conceptual Model of Integrated Marketing Communication Strategy

## Methodology

### Sample Selection and Data Collection Procedure

The population was fashionable apparel businesses in Thailand. The sample was selected from the online data base of the Thailand textile institute and Thailand Trade Information Service (TTIS) (Thailand textile institute and Thailand Trade Information Service, 2016). The population in the sampling frame was 579 firms, and a questionnaire was sent to fashionable apparel businesses. According to Yamane (1973) the required sample size to be a representative of the fashionable apparel businesses in this research is 237, which was minimum required sample size. Therefore, over sampling is needed to ensure a minimum sample size (Barlett, Kotrlik & Higgins, 2001). Aaker, Kumar and Day (2001) suggested that 20 percent response rate for a questionnaire mail survey, without follow-up procedure, is acceptable, this research determines 1,185 firms for a sampling frame ( $237 \times 100/20$ ); notwithstanding, this number exceeds the total population. As a result, this research finally uses 579 firms as a sample population. Total returned questionnaires were 129 and three unusable questionnaires were deleted from sampling frame because incompletely answered the questionnaire, finally response rate in this research is 23.68 percent.

### Variable Measurement

To measure each construct in the conceptual model in this research, a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) excluding control variables. In addition, all constructs are developed for measuring from definition of each constructs to examine the relationship from theoretical framework and prior literature reviews. Hence, the variable measurements of this study are described as follows:

#### Dependent Variable

Marketing survival is business outcomes measured by performance consistent with marketing goal, profitability, market share, and satisfaction level of executive.

#### Independent Variables

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

Channel congruence focus is measured via procedures for exchanging information to persuasive consumer by many communication channels such as analyze strengths and weaknesses of communication channel, integration communication channels in the same way.

Cross-functional activity competency is measured via effective of linking marketing communication activity, joint consultative meeting to organize the marketing communication activities of the organization continuously.

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

Homogeneous image capability is measured via every image linking to set of meaning by

which organizational concurrent with consumers. Its measure focuses on firm presenting strength or good point for customer understand in the same direction

### Consequences

Brand trust is business trusted by those involved, good feeling and customer impression and those who are involved, received awards relate to creating products and services.

Customer loyalty is measured by customer purchasing goods and services continuously, and recommendation to others. When introducing new products and services, customers will be more eager to participate in the activities

Market acceptance is measured by market share are increase form the past, firm accepted from past/present/future.

Marketing competitiveness is measured by excellence marketing operation, continuously presents cost leading better than competitor, marketing innovation.

### Control Variables

Control variables in this study comprise firm age and firm size. Firm age is a dummy variable in which represented by a dummy variable (1 = fewer than 5 years, and 0 = 5 years or more), firm size treats as a dummy variable (1 = total employees that are more than 100 and 0 = total employees that are equal to or less than 100)

**Table 1: Result of Measure Validation**

Variables	Factor Loadings	Cronbach's Alpha
Message Consistency Orientation (MCO)	0.777-0.819	0.798
Channel Congruence Focus (CCF)	0.747-0.789	0.768
Cross-Functional activity competency (CFC)	0.695-0.806	0.745
Media linkage Concentration (MLC)	0.704-0.835	0.774
Homogeneous Image Capability (HIC)	0.722-0.775	0.752
Brand Trust (BRT)	0.756-0.993	0.650
Customer Loyalty (CLO)	0.682-0.802	0.719
Market Acceptance (MAC)	0.746-0.789	0.764
Marketing Competitiveness (MCC)	0.683-0.855	0.756
Marketing Survival (MSU)	0.742-0.833	0.794

### Reliability and Validity

In this study, the Cronbach's alpha was used to test the reliability of the measurement. Coefficient alpha indicates the degree of internal consistency among items in questionnaires that should be greater than 0.70 (Hair, Black, Babin & Anderson, 2010). In this study, convergent validity

was tested by the factor loading, each of construct should be greater than the 0.40 cut-off and all factors are statistically significant (Hair et al., 2010). The results of measure validation were shown in table 1. Table 1 presents all variables have factor score between 0.682 - 0.993 indicating that there is the construct validity. Moreover, the reliability of all variable is accepted because Cronbach's alpha for all variables are shown between 0.650 – 0.798.

### Statistical Techniques

All dependent and independent variables in this study are the metric scale. Therefore, OLS regression is appropriate technique to test all hypotheses.

### Results and Conclusion

Table 2 shows descriptive statistics and correlation matrix for all variables. Correlation coefficients are ranging from 0.462 - 0.752. A multicollinearity problem is identified when independent variables have an intercorrelation that more than 0.80 (Hair and others, 2010). With respect to potential problems relating to multicollinearity, variance inflation factors (VIF) were used to test the intercorrelations among independent variable. In this study, the VIFs range from 1.163 to 2.585, well below the cut-off value of 10 (Hair et al., 2010), meaning that the independent variables are not correlated with each other. So, there are no substantial multicollinearity problems encountered in this study.

Table 2: Descriptive Statistics and Correlation Matrix

Variables	MCO	CCF	CFC	MLC	HIC	BRT	CLO	MAC	MCC	MSU	FAE
Mean	3.75	3.77	3.79	3.79	3.78	3.90	3.82	3.83	3.81	3.87	N/A
S.D.	0.76	0.66	0.63	0.67	0.63	0.58	0.64	0.64	0.62	0.67	N/A
MCO	1.000										
CCF	.658**	1.000									
CFC	.659**	.575**	1.000								
MLC	.569**	.542**	.628**	1.000							
HIC	.497**	.502**	.649**	.668**	1.000						
BRT	.485**	.570**	.522**	.586**	.584**	1.000					
CLO	.558**	.631**	.664**	.583**	.623**	.690**	1.000				
MAC	.523**	.605**	.598**	.540**	.533**	.659**	.719**	1.000			
MCC	.478**	.577**	.580**	.462**	.546**	.698**	.726**	.737**	1.000		
MSU	.549**	.583**	.627**	.547**	.541**	.659**	.712**	.752**	.717**	1.000	
FAE	.238**	.229*	.224*	.163	.213*	.157	.153	.050	.215*	.184*	-
FSI	.202*	.189*	.670**	.291**	.218	.305**	.261**	.289**	.237**	.251**	.254**

\* p<0.01, \*\* p<0.05

Table 3: Results of Regression Analysis

Independent Variable	Dependent Variables							
	BRT	CLO	MAC	MCC	CLO	MAC	MCC	MSU
Constant	0.312	0.494	0.815	0.982	0.090	0.148	0.235	0.402
MCO	-0.001 (.101)	0.003 (.091)	.022 (.098)	-.044 (.104)				
CCF	<b>0.274*</b> (.092)	<b>0.294*</b> (.083)	<b>.315*</b> (.089)	<b>.326*</b> (.094)				
CFC	0.077 (.106)	0.320* (.095)	.303* (.102)	.297* (.108)				
MLC	0.186 (.100)	0.045 (.090)	.051 (.096)	-.061 (.102)				
HIC	<b>0.249**</b> (.097)	<b>0.223**</b> (.087)	<b>.127</b> (.093)	<b>.224**</b> (.099)				
BRT					<b>0.671*</b> (.069)	<b>0.636*</b> (.071)	<b>0.681*</b> (.068)	
CLO							<b>0.726*</b> (.062)	
MAC							<b>0.716*</b> (.076)	
MCC								<b>0.828*</b> (.051)
FAE	-0.033 (.147)	-0.122 (.132)	-.336 (.142)	.083 (.150)	0.052 (.142)	-0.178 (.146)	0.216 (.140)	-0.377 (.107)
FSI	0.285 (.142)	0.254 (.127)	.387 (.136)	.223 (.145)	0.103 (.139)	0.241 (.143)	0.007 (.137)	0.144 (.102)
Adjusted R2	0.451	0.565	0.500	0.467	0.466	0.451	0.485	0.705
Maximum VIF	2.585	2.585	2.585	2.585	1.108	1.108	1.108	1.085

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

Firstly, the results in Table 3 are regarding message consistency orientation (Hypotheses 1a-1d). The result showed that the coefficients of message consistency orientation has no significant effect on brand trust (H1a:  $\beta_1 = -0.001$ ,  $p > 0.05$ ), customer loyalty (H1b:  $\beta_8 = 0.003$ ,  $p > 0.05$ ), market

acceptance (H1c:  $\beta_{18} = 0.022, p > 0.05$ ), and marketing competitiveness (H1d:  $\beta_{28} = -0.044, p > 0.05$ ). These results explained that message consistency may not effect on marketing outcomes of fashionable business in Thailand. That may be some content or information detail that sent to customer is not important for him or her with persuasion message of the firm. Thus, message or information firm should conduct by the way in introducing credibility, timing, and opportunity of message to transfer with customers. **Therefore, Hypotheses 1a, 1b, 1c, and 1d are not supported.**

Secondly, the results in Table 3 are regarding to channel congruence focus (Hypotheses 2a-2d). The relationship of channel congruence focus has a significant positive effect with brand trust (H2a:  $\beta_2 = 0.274, p < 0.01$ ), customer loyalty (H2b:  $\beta_9 = 0.294, p < 0.01$ ), market acceptance (H2c:  $\beta_{19} = 0.315, p < 0.01$ ), and marketing competitiveness (H2d:  $\beta_{29} = 0.326, p < 0.01$ ). The results imply that channel congruence focus effect on brand trust, customer loyalty, market acceptance, and marketing competitiveness due to firms performing and applying communication channel to customer by creating value and delivery satisfaction. In context of fashionable apparel business there is a variety of communication channels, information carrying to right customers is necessary for organization to choose the communication channel. Some customers like a picture more than a message or like a sound. Hence, firm should have analyzed customers, who like or do not like in each communication channel. **Therefore, Hypotheses 2a, 2b, 2c and 2d are supported.**

Thirdly, cross-functional activity competency (Hypotheses 3a-3d). The relationship of cross-functional activity has a significant positive effect with customer loyalty (H3b:  $\beta_{10} = 0.320, p < 0.01$ ), market acceptance (H3c:  $\beta_{20} = 0.303, p < 0.01$ ), and marketing competitiveness (H3d:  $\beta_{30} = 0.297, p < 0.01$ ). Cross-functional activity competency is built on focused internal marketing processes and provides the foundation for effective integrated marketing communication planning and reporting (Conduit & Mavondo, 2001). Therefore, Hypotheses 3b, 3c and 3d are supported. However, cross-functional activity has no significant effect with brand trust (H3a:  $\beta_3 = 0.077, p > 0.05$ ). That may be some communication activity does not persuade customer or negative effect. Thus, firm need to analyze customer behavior that affects communication activity. **Therefore, Hypotheses 3a is not supported.**

Fourthly, media linkage concentration (Hypotheses 4a-4d). The result showed that the coefficients of media linkage concentration has no significant effect on brand trust (H4a:  $\beta_4 = 0.186, p > 0.05$ ), customer loyalty (H4b:  $\beta_{11} = 0.045, p > 0.05$ ), market acceptance (H4c:  $\beta_{21} = 0.051, p > 0.05$ ), and marketing competitiveness (H4d:  $\beta_{31} = -0.061, p > 0.05$ ). Customers may be confused in the media that the organization uses to present information because every media is unique and capability in delivering the firm information such as television trend to most effective but high cost, social media or internet are comfortable and access to most of the customer group. **Therefore, Hypotheses 4a, 4b, 4c, and 4d are not supported.**

Finally, homogeneous image capability (Hypotheses 5a-5d). The relationship of this construct has a significant positive effect with brand trust (H5a:  $\beta_5 = 0.249$ ,  $p < 0.05$ ), customer loyalty (H5b:  $\beta_{12} = 0.223$ ,  $p < 0.05$ ), and marketing competitiveness (H5d:  $\beta_{32} = 0.224$ ,  $p < 0.05$ ). The result of firm was to build value image congruence between firm and customer that can enhance the effective of communication in long term. Finally, the effective of communication image can create brand trust, customer loyalty, and marketing competitiveness better than competitor in market place. Therefore, Hypotheses 5a, 5b, and 5d are supported. However, the results illustrate that homogeneous image capability has no significant effect with market acceptance (H5c:  $\beta_{22} = 0.127$ ,  $p > 0.05$ ). This means the effect of communication image should be consistent with customer perception because customers interpret a different message from the firm conveying the message. Customers may be confused about the message and don't understand the meaning. **Therefore, Hypotheses 5c is not supported.**

The results of the consequence variables of integrated marketing communication strategy; namely, brand trust, customer loyalty, market acceptance, and marketing competitiveness. Brand trust (Hypotheses 6a-6c), showed that brand trust has a significant positive effect on customer loyalty (H6a:  $\beta_{15} = 0.671$ ,  $p < 0.01$ ), market acceptance (H6b:  $\beta_{25} = 0.636$ ,  $p < 0.01$ ), and marketing competitiveness (H6c:  $\beta_{36} = 0.681$ ,  $p < 0.01$ ). The result shows brand trust is the beginning factor of firm to create the important consequence. Customer loyalty, market acceptance and marketing competitiveness are outcomes of firm building value, credibility of brand trust. **Thus, Hypotheses 6a, 6b and 6c are supported.** Next, customer loyalty has a significant positive effect on marketing competitiveness (H7:  $\beta_{35} = 0.726$ ,  $p < 0.01$ ). The result shows customers are confident about product, brand, and service of firm they do not change a consumption of product with firm. **Hence, Hypotheses 7 is supported.** Market acceptance has a significant positive effect on marketing competitiveness (H8:  $\beta_{37} = 0.716$ ,  $p < 0.01$ ). The result of this research reflects in fashionable apparel business is firm generate product, well-timed develop to cloth, shirt or any costume. The characteristic of business is to build satisfaction, believe, faithful in motivating customer to buy any products of firm. **Hence, Hypotheses 8 is supported.** Finally, the results illustrate that marketing competitiveness has a significant positive effect on marketing survival (H9:  $\beta_{40} = 0.828$ ,  $p < 0.01$ ). The company's reputation for developing new products or service to add value for customers, retaining and inspiring existing customers and attracting new customers, productivity, customer satisfaction as a result of marketing competitiveness that is complete and basic for firm survival (Rust and others, 2004) **Hence, Hypotheses 9 is supported.**

Summary, from the above results, can be described as follows. Firstly, customer loyalty was a positive effect on channel congruence focus, cross-functional activity competency and homogeneous image capability. Therefore, the regression equation was introduced by  $CLO = 0.494 + 0.294CCF + 0.320CFC + 0.223HIC$ . Secondly, brand trust was a positive effect on channel congruence focus and homogeneous image capability. Therefore, the regression equation was introduced by  $BRT = 0.312 + 0.274CCF + 0.249HIC$ . Thirdly, market acceptance was a positive effect

on channel congruence focus and cross-functional activity competency. Therefore, the regression equation was introduced by  $MAC = 0.815 + 0.315CCF + 0.303CFC$ . Fourthly, marketing competitiveness was a positive effect on channel congruence focus cross-functional activity competency and homogeneous image capability. Therefore, the regression equation was introduced by  $MCC = 0.235 + 0.326CCF + 0.297CFC + 0.224HIC$ . Finally, marketing survival was a positive effect on marketing competitiveness. Therefore, the regression equation was introduced by  $MSU = 0.402 + 0.828MCC$ . Thus, integrated marketing communication strategy was a positive relationship to marketing competitiveness and marketing survival.

## Discussion

This research attempts to investigate integrated marketing communications strategy and marketing factors affecting marketing survival. The results of this research show integrated marketing communication strategy which were the key components for enhancing the marketing outcomes which included brand trust, customer loyalty, market acceptance, marketing competitiveness and marketing survival. Additionally, the research of Škiltere and Bormane (2018) as well as Ahmad and Salleh (2019) had a similar result as the IMC process can increase consumer trust and give the organization a better marketing position than competitors by using resources from each department to present a good corporate image. Additionally, Ketchompou, Jhundra-indra and Pratoon (2019) had a congruence on the results of the research by organization different communication options could create unique characteristics of the organization. Moreover, the results of this research consistent with Freitas Junior, Maçada and Brinkhues (2017) that IMC has a positive effect on firm competitive performance. However, the results of Finne and Grönroos (2017) indicated that messages were the first priority that organizations should consider, unlike the results of this research. Confidently, for maximize effective marketing executives should combine strengths and weaknesses in each communication channel to increase your ability for the best communication and analyzing communication channel links that allows the firm to select powerful communication channel. Additionally, marketing executives should use each department's collaboration to analyze the weaknesses and strengths of competitor media to produce credibility communication tools and engage consumers in order to achieve their potential. Finally, marketing executives should present a good point and highlights of the firm to customers and those who are constantly involved that will help customers' satisfaction and investment in the development of the system in linking information to each department.

## Limitations

This research has some limitations that should be mentioned as they may lead to opportunities for the direction of future research. Some constructs of this research developed as a new scale. Although scales developed from a thorough literature review and are based on the definition of each construct, these new scales have not been verified and generalized. Thus, future

research should be examined in different groups of samples or comparative populations or other countries in order to confirm the generalizability of the results.

## Recommendation

The recommendation of this research is some dimensions of integrated marketing communication strategy (i.e. message consistency orientation and media linkage concentration) have no significant effect on the consequence. Thus, future research should consider conducting or revising this dimension by using qualitative research for understanding other aspects of these constructs and for using them as guidelines to prepare the questionnaire.

This research has some limitations that should be mentioned as they may lead to opportunities for the direction of future research. Some constructs of this research developed as a new scale.

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