

AN ANALYSIS OF COMMUNICATION ELEMENTS IMPACT TOWARDS SME MARKET PERFORMANCE AND INTEGRATED MARKETING

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ABSTRACT:

In today's diverse global marketplace, market performance of Small and Medium Enterprise (SMEs) in Malaysia is considered a key element to upgrade the contribution of firms towards the Malaysian economy. However, the market performance of Malaysian firms which largely dominated by SMEs currently is well below par in comparison to SMEs in the region due to poor adoption of critical managerial process. The aim of this research was to draw conclusions on the impact of integrated marketing communication (IMC) on market performance. A total of 600 questionnaires were prepared and 551 completed questionnaires were collected back, representing a response rate of 91.8% and finally a total of 477 usable questionnaires were analysed using SPLS. This study established that all five elements of IMC performance were significant factors in enhancing market performance. So it can be concluded that the adoption of IMC will have a greater impact towards market performance of SME's in the service sector.

Keywords:

Market Performance, Integrated Marketing Communication (IMC) Performance, Small Medium Enterprises (SME's).

INTRODUCTION

The commitment of Malaysian Governments to develop SMEs was further strengthened by the implementation of the Malaysia Industrial Master Plan, particularly the Industrial Master Plan 2 or IMP2 from 2000 to 2005 which was followed by the IMP3 spanning 2006 to 2020. Among other policies, this plan coincides with the country's vision to be a developed nation by 2020 (MITI, 2005). Using an integrated approach, the Malaysian government aims to develop SMEs from the start up stage with lower levels of technology through to the maturity stage and thus enable them to globally compete with other SMEs at that level.

SMEs in Malaysia is regarded as critical driver in economic and social development of the country. SMEs including micro SMEs have contributed to Malaysia's development by nurturing growth, reduction in unemployment and increasing purchasing power in the country (SMIDEC, 2013 & 2014). SMEs are also considered having a key role in enhancement of invention and undertake the role of being the stabilization factor in the economic downturn situations.

Overview of SMEs and Market performance

Based on the recent study undertaken by SMIDEC (2014) reflects one of key challenges faced by SMEs

in Malaysia is related on how to enhance the market performance in both local and international markets. One the key reason for such lower market performance in SMEs is associated to poor adoption of marketing management processes (Hilmi&Ramayah, 2008; Moorthy et al., 2013). Enhancement of market performance of SMEs in Malaysia is one key initiatives underline in 2012-2020 SME Masterplan. As SMEs are regarded the backbone in the overall improvement of economy and social well-being of Malaysia, more emphasis is provided to SMS in the service sector in particular to wholesale and retail (60% of service sector) as its makes up almost 90% of establishment in Malaysia.

Currently, SMEs are very vulnerable towards the changes taking place in the global market economy and there is an urgent need for SMEs to enhance their market performance and competitive advantages (Moorthy et al., 2013; Farah et al., 2018). As such, it utmost importance that SMEs in order to enhance market performance, undertake measures to develop the distinctive competencies in order to build their marketing competencies which will allow to improve their overall market performance (Garengo et al., 2005).

Objective of this study

- (1) To analyze the direct and positive relationship between Organization Infrastructure (OI) on Market Performance (BP) of Malaysian SMEs in the retail and wholesale service sector.
- (2) To analyze the direct and positive relationship between Interactivity (I) on Market Performance (BP) of Malaysian SMEs in the retail and wholesale service sector.
- (3) To examine the direct and positive relationship between Mission Marketing (MM) on Market Performance (BP) of Malaysian SMEs in the retail and wholesale service sector.
- (4) To analyze the direct and positive relationship between Strategic Consistency (SC) on Market Performance (BP) of Malaysian SMEs in retail and wholesale service sector.
- (5) To examine the direct and positive relationship between Planning and Evaluation (MM) on Market Performance (BP) of Malaysian SMEs in the retail and wholesale service sector.

LITERATURE REVIEW

The History of Integrated Communication

Since the concept of integrated communication started off as integrated marketing communication, Duncan (2001:11), Drobis (1997-1998:2) and Schultz (1997-1998:1) view the basic concepts of integrated communication to have been in practiced since the early 1970s when communication professionals recognized that the marketplace was changing and Duncan and Caywood (1996:13) offer in this regard that advertising was fast losing its "golden halo". Pickton and Hartley (1998:447) and Smith (1996:56) have argued that the concept emerged or gained increased salience in the early 1980s. Tedlow (1990:56), Schultz (1996a:139), Schultz (1999:26), and Zinkhan and Watson (1996:163) consequently see the concept of integrated communication as a manifest outcome of the transformation of marketing communication in the 1980s. While the origins of integrated communication are to some extent contentious, the term integrated communication appears to have emerged in the public relations/corporate communication literature in the late 1980s (Spotts & Lambert, 1998:212).

IMC Performance

In view of the practice of integrated communication in the 1980's, integrated communication was described as the integration of various communication vehicles in a specific campaign (Spotts & Lambert, 1998:211). Based on this description, integrated communication is not merely the combination of various communication functions – as is dominant in marketing communication literature (Broom, Lauzen & Tucker, 1991:220; Ahmad et al., 2019; Pickton & Broderick,

2001:3). However, this description takes integrated communication one step beyond combination to the integration of the various communication functions.

This description of integrated communication is therefore based on the premise of synergy. Duncan (1997) expands on synergy in this context as follows: In marketing synergy means that when all product and corporate messages are strategically coordinated, the effect is greater than when advertising, sales promotion, public relations, etc. are planned and executed independently, with each competing for budgets and power and in some cases sending out conflicting messages.

The modified Duncan – Moriarty (1997) IMC mini audit adopted by a study by Reid (2005) provided five IMC Performance constructs: "Organizational infrastructure"; "Interactivity"; "Mission marketing"; "Strategic consistency"; "Planning and evaluation" with which level of integration of IMC can be assessed.

Organizational Infrastructure (OI)

Based on Integrated Marketing Mini Audit developed by Duncan and Moriarty (1997), the first element of IMC Performance is "organizational infrastructure". "Organizational infrastructure" refers to strong association within the all cross functional within a firm that influences the brand, internal marketing and co-ordination of various marketing communications tools (Duncan & Moriarty, 1997).

Interactivity (I)

Based on Integrated Marketing Mini Audit developed by Duncan and Moriarty (1997), the second element of IMC performance is "Interactivity". "Interactivity" which basically involves processes that associate customers to a firm and its brand. This processes included customer feedback management, customer relationship management (CRM), access to market place and maintaining balance in utilization of mass or target media (Duncan & Moriarty, 1997).

Mission Marketing (MM)

Based on Integrated Marketing Mini Audit developed by Duncan and Moriarty (1997), the third element of IMC Performance is "mission marketing" which involves the mission statement that drives the organization activities with impact with the aim of achieving firm goals and objectives. This goals and objectives are achieved by driving shareholder value, customer value with development of distinct corporate culture which is imbedded in marketing communication activities and processes of the firm. (Duncan and Moriarty, 1997; Al-Hussain et al., 2019).

Strategic Consistency (SC)

Based on Integrated Marketing Mini Audit developed by Duncan and Moriarty (1997), the four element of IMC Performance is “Strategic Consistency”. “Strategic Consistency” which includes “the co-ordination effort all communication messages with the relevant marketing mix elements that develop and create strategic brand position (brand equity) in the minds of customers i.e. both internal and external customers.” (Duncan & Moriarty, 1997).

Planning and Evaluation (PE)

Based on “Integrated Marketing Mini Audit” developed by Duncan and Moriarty (1997), the fifth element of IMC Performance is “Planning and Evaluation”. “Planning And Evaluation” relates to the “consideration of all key target audiences, the creation of profitable relationships, the strategic integration of media and messages and the adoption of a zero-based approach to employing various marketing communications tools” (Duncan & Moriarty, 1997).

Market Performance

Market performance is defined as a “market output (such as sales, profits, or market share) that is a result from the accomplishment of the selling task, in a specific environment, over some long- and/or short-term period of time”. (Darmon et al., 2013).

Based on studies undertaken by on Market performance measurement includes the following three dimensions which include; “Sales - related performance which includes evaluation of market share growth, sales growth, overall profitability and sales income; brand related performance – evaluation of comparative brand awareness, ability to command

premium prices and level of channel support and customer satisfaction related performance – comparative customer satisfaction and level of customer loyalty (Gary et al., 1998; Reid, 2005).

Sales performance over a period of time are regularly used to provide measures on market performance as it indicates firm’s success or failure in the market however sales performance fluctuations can be misleading at times as it may be caused by other related factors for example shift in trends, economy situation, seasonal impact and others (Hunter & Perreault, 2006).

METHODOLOGY

The data of this study was collected in location most population of SMEs in service sector were identified. Finally, SMEs for the wholesale and retail sector was drawn from Selangor where 19.5% from service sector are located from this state. Subsequently, wholesale and retail sector were segregated from the state of Selangor for sampling. To segregate the population of wholesale and retail SMEs in the Selangor state, the study followed cluster sampling as it plan of sampling. The wholesale and retailers are located in vast areas of Selangor and it is amenable for a cross sectional study design to reach at every respondent, covering all 9 all districts in the Selangor region. Using this method a total of 27,500 SMEs from all districts in Selangor, a sample of 600 respondents was finalized from various district of Selangor region.

SURVEY FINDING

Respondents’ Demographic Information

Table 4.1 Demographic characteristics - SME distribution

Sector	Frequency	Percent
Wholesale	353	74.0
Retail	124	26.0
Total	477	100.0

The above provides information related to the sample distribution of the study. The table (Table no 4.1) clearly indicates that majority sample have obtained

from whole sale firms (74%) in comparison with retail firms in the Selangor region of Malaysia.

Table 4.2: Socio demographic backgrounds of respondents (n=477)

Characteristics	Frequency	Percentage
Education		
Did not Complete SPM	118	24.8
Completed SPM	98	20.6
Diploma / Professional Certification	197	41.1

Bachelor's Degree	64	13.5
Age (years)		
≤ 30	7	1.4
30 to 40	169	35.5
>40	301	63.1
Experience (years)		
≤ 5	20	4.3
5 to 10	156	32.6
>10	301	63.1
Job Title		
General Manager	7	1.4
Senior Manager	24	5.0
Senior Marketing Manager	24	5.0
Marketing Manager	155	32.6
Owner	179	37.6
Marketing Director	27	5.7
Director	61	12.8
Marketing Budget (RM)		
≤ 20,000	20	4.3
20,000 to 40, 000	68	14.2
40, 001 to 50, 000	121	25.5
50, 001 to 100, 000	159	33.3
>100,000	109	22.7

The Table 4.2 above further indicated the breakdown of the respondents from SMEs in terms of education background which highlighted that 41% of the respondent has minimum Diploma or Professional Certificate. Almost 24.8% of the respondent has no formal education, whereas balance 20.6% has completed minimum SPM. Finally, the balance 13.5% respondents hold a bachelor's degree. While, the age of respondents from SMEs in wholesale and retail sector indicated majority respondents having age more than 40 years which make up 63.1% , followed by age distribution of between 20 to 40 years at 35.5% and finally a percentage of 1.4% from the age group below 30 years old.

Majority respondents in SMEs from wholesale and retail sector have a working experience of more than 10 years which make up 63.1% followed by working experience within 5 to 10 years at 32.6% and 4.3% of working experience below 5 years. The distribution of job title from respondents in SMEs from the wholesale

and retail sector which indicates that 37.6% of the respondents are business owners and 32.6% hold a title of marketing manager and balance 23.5% hold various job titles including senior marketing manager, marketing director or director.

Finally, the marketing budget available for SMEs in the wholesale and retail sector. About 33.3% SMEs in wholesale and retail sector have a marketing budget between RM 50,000 to RM100,000 and 25.5% have a budget between RM 40,001 to RM50,000. Whereas 22.7% has a budget exceeding RM100,000. The balance SMEs of 14.2% have a marketing budget between RM20,000 to RM40,000 and 4.3% below RM20,000.

Correlation Analysis

Table 4.3: Correlation Analysis Dependent Variable

	Variables					
	BP	OI	I	MM	SC	PE
Market Performance (BP)	1					

Organization Infrastructure (OI)	.639**	1				
Interactivity (I)	.552**	.528**	1			
Mission Marketing (MM)	.524**	.440**	.414**	1		
Strategic Consistency (SC)	.584**	.573**	.444**	.421**	1	
Planning & Evaluation (PE)	.641**	.449**	.414**	.407**	.440**	1

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

The overall results show that all of the study variables are significant at maximum p value of < 0.05. Majority of the variables are significant and correlated among each other at (p < 0.01), enabling others to understand the relationship between Organizational infrastructure and Market Performance (OI→BP), the relationship between integration and Market Performance (I→BP), the relationship between Mission Marketing and Market Performance (MM→BP), the relationship between Strategic Consistency and Market Performance (SC→BP), and the relationship between Planning and Evaluation and Market Performance (PE→BP). The overall data show that the entire constructs are substantially supporting the research objectives and research questions of the study, so far.

CONCLUSION & DISCUSSION

The main reason of this study is to investigate the influence IMC Performance on market performance of SMEs in Malaysian service sector focused on the retail and wholesale area.

IMC element Organizational Infrastructure and Market performance

Theoretical outcome of the study provides empirical evidence for the direct relationship between integrating marketing performance element organizational infrastructure and market performance. It is found that it has a positive and significant relationship between these variables (Reid, 2002; Reid 2003, Duncan & Mulhern 2004). Appropriately, organizational infrastructure established by the firms in extending expected service to the customers have influence the market performance of Small and Medium Scale industries. Several past studies have verified the support to this relationship (Phelps & Johnson, 1996;

Duncan & Mulhern, 2004; Duncan & Everett, 1993; Eagle & Kitchen, 1999).

Cornelissen (2000) also highlighted that OI aids internal marketing is deemed a key component to support firms in supporting cross –functional integration in a firm with the primary aim to promote and leading it to increased brand performance which increases market performance. OI element of IMC Performance also incorporates the participation of company's top management in driving strategic branding for firms and in turn leading customer satisfaction (Reid, 2005). However such organizational infrastructure support system is less observed in small and medium scale industries due its size and working capital considerations.

IMC Element Interactivity and Market performance

The empirical evidence from the studies show that the significant positive and direct relationship between integrating marketing performance element interactivity and market performance (Reid, 2002; Zahay et al., 2004). This particular observation is almost similar with several past findings (Stewart, 1996; Kitchen & Schultz, 1999; Reid, 2005). The finding of current studies implied that the higher the interactivity viz., two way communications flows within the firm and customer and other allied stakeholders, higher market performance will be.

The significance of the study rises from the fact that little is known about the extent to which SME managements engage in integrated marketing communications; especially on interactive element and its role on market performance. The 'interactivity' element of IMC performance aids development of strategic branding as it deals with establishing relevant customer information via development of database that support customer relationship between medias

utilization and communication efforts to establish the firm brand among customers for repeat purchases which leads to higher sales (Reid, 2002).

IMC Element Mission Marketing and Market Performance

Theoretically, the outcome of the study provides empirical evidence of direct influence of integrating marketing performance element mission marketing and market performance (Duncan & Moriarty, 1997). It is found to have a positive relationship between mission marketing and market performance in the small and medium scale firm in Malaysia. Past studies have verified this relationship viz mission marketing and market performance (Duncan & Moriarty, 1997; Reid, 2002; Nasution et al., 2009). Higher the mission marketing intimation effort on the part of the SMEs, the higher the market performance will be.

The higher the marketing of mission statement, the higher the probability for the better market performance. The above discussion clearly indicates that the role of mission marketing element of Integrated Marketing Communication which has significant influence on the market performance, in its relation especially with small and medium whole sale and retail sector firms in Malaysian scenario.

Strategic Consistency and market performance

Theoretical outcome of the study provides empirical evidence for the direct relationship between integrating marketing performance element strategic consistency and market performance. It is found to have positive and significant relationship with (Nowak & Phelps, 1994; Phelps & Johnson, 1996; Gylling & Lindberg-Repo, 2006) research finding. Higher the precarious working condition exiting at work environment, higher the job stress will be. Several past studies have verified the support to this relationship (Eagle & Kitchen, 2000; Reid 2005; Luxton, & Mavondo, 2005).

“Strategic Consistency” (SC) which is regarded as critical element for IMC Performance to develop Brand Equity (SB) for a firm via successful integration of co-ordination of brand messages to the target customer to build strong brand image, reputation and brand position in the market which is aimed to enhance market performance for a firm (Reid, 2002). Reid (2002) urged that the failure on the part of a firm to plan for “strategic consistency” is surely would result in consumers unable to associate to the firms brand and capture a place in the mind of consumers resulting in lower product recall and sales.

Planning and Evaluation and Market Performance

The empirical evidence from the studies show that there is significant positive and direct relationship between integrated marketing component performance

element planning and evaluation and market performance. This particular observation is almost similar with several past findings (Johnson & Colin, 2003; Sriram, et al., 2007). The finding of current studies implied that the higher the planning and evaluation of marketing strategies and constancy higher the market performance will be.

In the SME sector, the role of management is always derived from the size of the organization and the role of the owner. Primary importance of management function is not determined so much by the fact that management has unquestioned responsibility for the formulation and implementation of strategy as the assumption that competitiveness is created or at least affected by all management activities in terms of features and functions of management with a focus on resources, competencies and processes (Zich, 2010).

The study results also provided insight into the strategic consistency element of IMC performance. Strategic consistency in IMC performance requires high degree of cross functional strategic planning to be undertaken and breakdown if “silo” approach in communication and implementation of IMC activities (Duncan & Everett, 1993; Eagle & Kitchen, 1999). In essence, this element is concerned with achieving “strategic consistency” to ensure all marketing communication applied by SMEs are consistent with the expected positioning of firms brand in the market which is aimed to drive higher market performance for SMEs.

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