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The role of wave marketing content in strengthening brand compass pillars: A descriptive analytical research in selected stores in the city of Kirkuk

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Abstract

The research aims to explore the role of wave marketing, represented by its dimensions (Strategy, tactics, value), in enhancing brand compass pillars (Brand vision, shared brand understanding, brand commitment, brand experience) within select retail stores in Kirkuk Province (MAXI MALL, ANKA MALL, O3, Carrefour). The researcher adopted a descriptive-analytical approach to achieve the study's objective, collecting data through a structured questionnaire as the primary research tool. A total of 325 questionnaires were distributed among customers of these stores. The study found a significant correlation between wave marketing and brand compass, with wave marketing positively influencing brand compass. Additionally, the research provided several recommendations.

Keywords: Wave marketing dimensions, brand compass pillars, retail stores in Kirkuk

Introduction

In the era of globalization and rapid technology, business organizations face significant marketing challenges and constant changes affecting their operational methods and strategies. These changes encompass technology, innovation, shifts in consumer behavior, intense competition, digital transformation, social responsibility, and more. These factors compel organizations to continue evolving and adapting to the changing environment to ensure their survival and success in today's markets. This also pushes companies to align their brands with the advancements the world has achieved by adopting new-wave marketing content. The new wave of marketing indicates a shift from vertical to horizontal communication. Hence, the need has emerged to study wave marketing to assess how its content can enhance the brand compass in stores (MAXI MALL, ANKA MALL, O3, Carrefour). The brand compass is essential in private sector organizations for various reasons, including developing strategies and efforts to achieve customer loyalty to these stores, along with other reasons that will be discussed in the theoretical section of the study. The current research is organized into four sections: the first section delves into the research methodology, the second section explores the theoretical framework, the third section delves into the analytical aspect of the study, and the fourth section concludes with the findings and recommendations.

Section One: Methodological Framework

First: Research Problem

The new trend in the marketing world has shifted from vertical to horizontal communication, making it imperative for organizations to abandon outdated marketing concepts and transition to the content of the new wave of marketing. Companies have started placing increased strategic importance on brands beyond merely meeting customers' needs and desires. Seamus and Deb (2001) ^[30] claim that a strategic approach to brand building enables companies to manage external environmental forces better and enhance their competitiveness. According to Urd *et al.* (2011) ^[32], brand building can be viewed from internal and external perspectives, relying on identity in marketing decision-making. However, this growing body of research lacks a brand compass that guides a company's performance regarding its priorities, actions, and operations. This is what the present study aims to address.

Based on the above, the research problem centers on a critical question:

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"What role does wave marketing content play in strengthening the pillars of the brand compass?" This central question leads to the following sub-questions:

A. Is there a correlation between wave marketing content and the brand compass?

B. Does wave marketing content impact the brand compass?

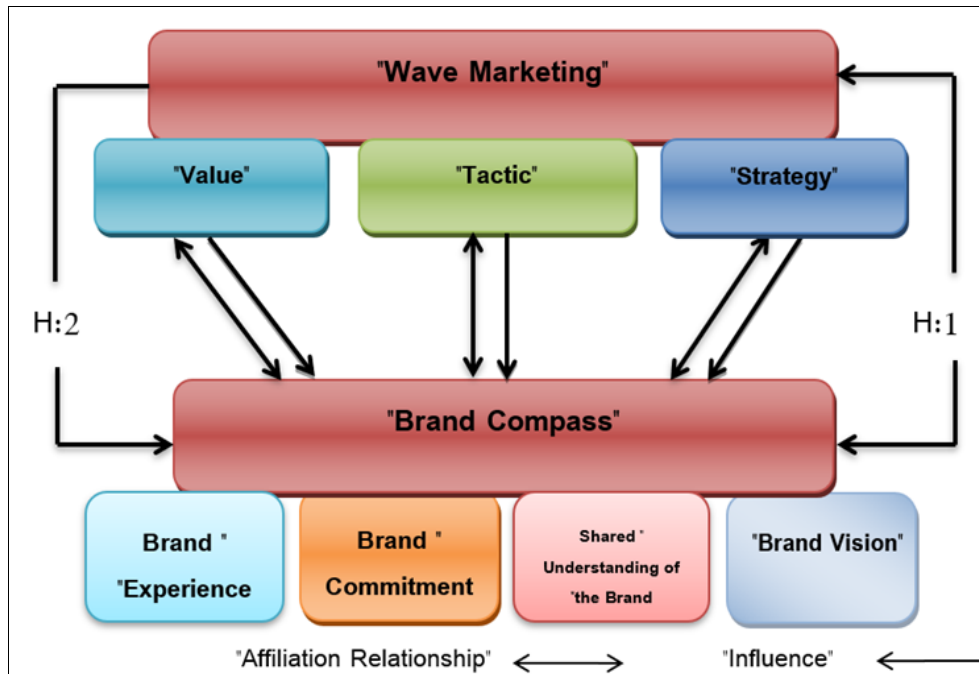
Second: Research Objective

The current research aims to understand the impact of wave marketing content on supporting the pillars of the brand

compass for select retail stores in Kirkuk and to determine the nature of the correlation between them. Additionally, the study seeks to introduce the investigated stores in Kirkuk to wave marketing, its significance, and its role in the stores' success and continued provision of products.

Third: The Hypothetical Research Model

The researcher designed the research model based on the research problem, its importance, and objectives. Figure (1) illustrates this model.



Source: Prepared by the researcher

Fig 1: The Hypothetical Model of the Study

Fourth: Research Hypotheses

Based on the hypothetical model and the research problem questions, the following hypotheses were formulated:

A. Main Hypothesis 1 (Ha1): There is a correlation between wave marketing and the brand compass in Kirkuk retail stores, with the following sub-hypotheses:

- **Sub-hypothesis 1 (Ha1-1):** There is a correlation between strategy and the brand compass.
- **Sub-hypothesis 2 (Ha1-2):** There is a correlation between tactics and the brand compass.
- **Sub-hypothesis 3 (Ha1-3):** There is a correlation between value and the brand compass.

B. Main Hypothesis 2 (Ha2): Wave marketing has an impact on the brand compass in Kirkuk retail stores, with the following sub-hypotheses:

- **Sub-hypothesis 1 (Ha2-1):** Strategy has an impact on the brand compass.
- **Sub-hypothesis 2 (Ha2-2):** Tactics have an impact on the brand compass.
- **Sub-hypothesis 3 (Ha2-3):** Value has an impact on the brand compass.

Fifth: Research Methodology

To achieve the research objectives, the researcher adopted the descriptive-analytical methodology, one of the most prominent methodologies used in research. This approach

helps identify the nature of the relationship between variables, the causes, trends, and the reality of facts through data collection. Thus, this methodology is characterized by its realism, as it studies phenomena as they exist in reality.

Sixth: Research Field and Sample

The current research was conducted in retail stores in Kirkuk (MAXI MALL, ANKA MALL, O3, Carrefour). The random sample of the research included some customers of these stores, totaling 325 respondents. The research was limited to two main variables: wave marketing as an independent variable and brand compass as a dependent variable, along with their respective sub-dimensions.

Section Two: Theoretical Framework

1. The Concept of Wave Marketing

With the business landscape transforming to become more inclusive, horizontal, and socially connected, companies are no longer required to view customers merely as "kings"; instead, they are seen as friends who demand more engagement, collaboration, and a human-centered approach. This shift led to the emergence of the new wave marketing (Saputra & Wicaksono, 2020: 477) [29], representing a new era that aligns with the global economic system. It is an advanced marketing model that has evolved from Marketing 1.0, Marketing 2.0, and Marketing 3.0, developed within a communication landscape marked by mobile, experiential, and social connectivity (Alriani, 2014: 10) [4]. Wave

marketing is a concept that prioritizes connected marketing strategies and tactics by enhancing customer engagement to provide optimal value. It embodies a form of connected marketing that places brands on an equal footing with customers, fostering a horizontal brand-customer relationship. Within this concept, brands are crafted to possess charisma with a strong influence, as consumer behavior patterns shift in response to accelerated information flows in the digital age (Nugraha & Wahid, 2018: 167) ^[22].

Essentially, wave marketing breaks down the traditional vertical marketing approach and replaces it with a horizontal approach. In brief, it is a customer-centric marketing method where engaged customers indirectly promote the company's products, leveraging technology-particularly the internet-for straightforward product promotion via platforms like Facebook, Twitter, and other online media (Bakery, 2020: 30) ^[6]. New wave marketing 4.0 combines the principles of Marketing 3.0 with digital marketing strategies (Jannah *et al.*, 2021: 12) ^[14].

In the wave marketing era, social connections are utilized intelligently in both online and offline worlds, fostering horizontal marketing. Social connections become a primary linking force in this increasingly horizontal new wave environment. This horizontality places marketers on equal terms with customers, who are no longer mere subjects of marketing but active participants. Marketers now focus on creating interactive communication between the two, enabling them to understand better customer needs (Bakery, 2020: 30) ^[6].

Traditional marketing is akin to conventional marketing, with nine foundational elements in its design: segmentation, targeting, positioning, differentiation, marketing mix (Product, price, place, promotion), selling, branding, service, and process. In the horizontal era, customers are no longer treated as objects but as active subjects. The nine elements have transformed into the 12C concepts, such as segmentation to co-creation, targeting to confirmation, positioning to clarification, differentiation to coding (DNA), product to co-creation, price to currency, place to community activation, promotion to conversation, selling to marketing, brand to personality, service to care, and process to collaboration. The shift from traditional to wave marketing has been driven by technological advancements and evolving customer demands for more interactive and relevant information (Kiswanto, 2024: 3474) ^[19]. Wave marketing emphasizes building community alignment with customers, clarifying brand identity, and combining connected marketing (continuous creation, updates, community/network usage, conversations) with collaboration and customer care (Nugraha & Wahid, 2018: 161) ^[22].

2. Dimensions of Wave Marketing

The dimensions of wave marketing were identified based on studies by Saputra (2020) and Jinnah (2021) ^[29, 14], which include strategy, tactics, and value. These dimensions are clarified as follows:

A. Strategy

In today's interconnected, rapidly changing, and competitive world, a significant challenge for businesses is to create value for their customers worldwide, particularly for large organizations aiming to enhance their performance. Achieving this requires a thorough understanding of market

dynamics, buyers, and competitors, alongside an objective approach to balancing organizational capabilities with future opportunities. This process does not happen randomly or by chance; instead, it demands a strategic approach and a clear course for organizational activities, embodied in a marketing strategy. Therefore, a marketing strategy has become essential for businesses that aim to survive and thrive amidst escalating global competition and shifting environments to serve the consumer.

A strategy represents an official document that reflects an organization's philosophy, actions, plans, and programs necessary to achieve its future vision within a fast-changing world with emerging factors that require attention. The goal is to secure a distinguished position among competitors or, at the very least, ensure survival and growth (Al-Nuaimi, 2021: 16) ^[3]. Strategy is a pioneering field in business management and administrative thought, evolving alongside the continuous advancements in knowledge, technology, and innovation. It encompasses plans, methods, policies, and decisions formulated to achieve set objectives by harmonizing organizational activities and adapting to the environment (Al-Muhammadi, 2020: 22) ^[2].

The core of a wave marketing strategy lies in community building, affirmation, and clarification. Instead of segmenting the market, a company like Dynamix might focus on creating or joining existing communities, integrating with customers, and clarifying not just Dynamix's stance but how customers perceive the value they receive (Kiswanto, 2024: 3478) ^[19].

B. Tactics

Marketing tactics are strategic steps taken by both large and small organizations to retain or acquire customers (Pahmi, 2023: 515) ^[26]. Marketing tactics, although varied at first glance, represent an interesting approach both theoretically and practically, as marketers employ different tactics to attract consumers' attention and interest. These tactics are a contemporary and market-relevant phenomenon, growing in popularity (Widiastuti, 2024: 1) ^[33]. The aim of marketing tactics is to promote A product or service disseminated through channels that influence particular marketing objectives within the organisation, as part of a delineated strategic strategy. The selection of marketing strategies largely depends on the channel chosen for promotion (Oyedele, 2023: 93) ^[25]. Previous research has shown that wave marketing tactics are critical factors in building and increasing customer loyalty (Pahmi, 2023: 511) ^[26].

Wave marketing encompasses six tactics: blogging, co-creation, currency, community activation, conversation, and marketing. Organizations should communicate their unique solutions more prominently, emphasize their product's distinctiveness, and seek to uncover and share its core identity with customers. Collaborating with the community can also lead to new offerings or enhance existing products based on customer needs. Organizations might offer flexible pricing based on the occasion or bundle services such as design consultation or complementary products. Community activation serves as a tool for organizations to engage in conversations with customers, not merely to capture attention but to establish rapport and gain consent before sending messages. Engaging the community as brand ambassadors through customer acquisition programs helps organizations and the community pursue long-term profitability (Kiswanto, 2024: 3478) ^[19].

C. Value

The concept value is typically hard to find in consumer research and marketing, and it's often talked about without being clear on what it means. The following ideas of value are often used in marketing and consumer research without a clear conceptual framework: use value, exchange value, aesthetic value, identity value, instrumental value, economic value, social value, shareholder value, symbolic value, functional value, utilitarian value, hedonic value, perceived value, community value, emotional value, expected value, and brand value. (Karababa & Kjeldgaard, 2014: 119) ^[15].

In marketing, value generally refers to the benefits a customer derives from a product relative to its cost or the difference between its perceived benefits and the cost incurred to obtain it. Value creation is influenced by internal enhancements (e.g., research and development) and external developments (e.g., mergers, acquisitions, joint ventures, and open innovation practices) to foster and maintain a competitive advantage (Battisti, 2020: 2) ^[8]. Three new values in wave marketing—new wave value, personality, and care—are essential. Organizations can build trustworthy and caring identities by ensuring consistent, genuine actions across all customer touch points. This involves not only delivering exceptional service through standard procedures but also demonstrating understanding and empathy for customer needs and emotions and actively listening to customer insights. Collaboration invites customers to engage in the process at each stage of the journey, allowing the organization to co-create better products, services, and experiences with the customer (Kiswanto, 2024: 3478) ^[19].

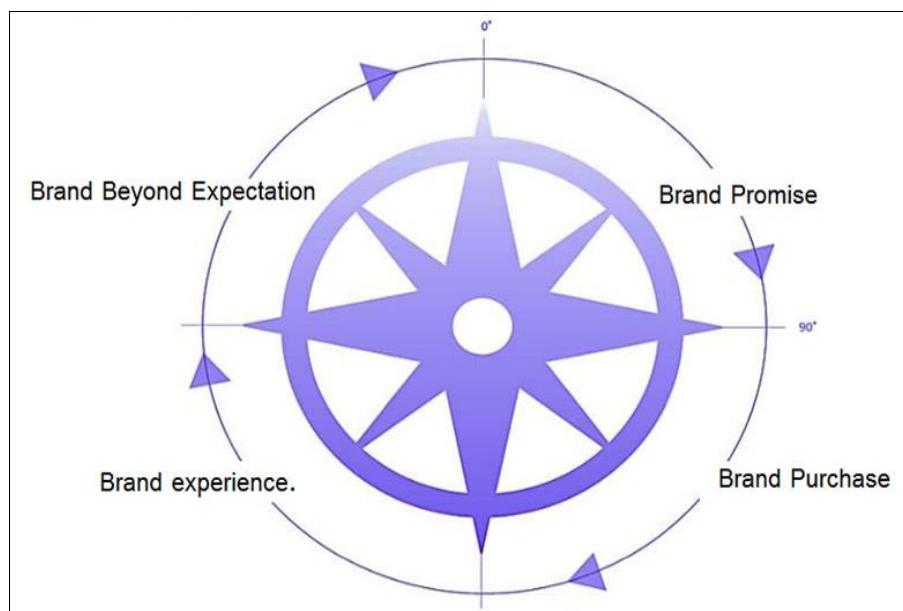
3. The Concept of Brand Compass

Almost everything can be considered a brand today, as brands are omnipresent in our world. A brand is something

tangible that people can recognize, touch, and feel. According to The Economic Times, a brand differentiates "a product from similar others and allows it to command a higher price in exchange for a clear identity and greater trust in its functionality." A brand can also be associated with "a living entity with identity, personality, name, culture, vision, emotion, and intelligence" (Piard, 2024: 4) ^[27]. While branding is crucial for fostering customer loyalty, a brand's journey begins within the organization. Internal branding is the transmission of brand enthusiasm and comprehension from senior management to all tiers of the organization. It is described as an internal marketing instrument that aligns employees with the brand's vision and mission across many departments, including human resources, strategy, and marketing.

The brand compass is regarded as a fixed asset or resource that supports organizational capabilities and performance, helping guide the organization toward brand success. The brand compass can be defined as the degree to which an organization possesses a clear vision of its brand, shared brand understanding, and commitment to the brand (Bridson & Evans, 2018: 2) ^[9]. It is considered the strength of the organization's brands, setting priorities, actions, and processes for store performance.

The brand compass model serves a single purpose: to guide brand owners in prioritizing brand-building initiatives, which are mapped and defined on the brand compass. Like a magnetic compass, the brand compass has four key points and four quadrants. Reading the degrees on a magnetic compass clockwise, the brand compass is also read clockwise, representing a 360-degree journey around the brand compass and encompassing the customer's journey in four stages (Stewart, 2024: 8) ^[31]. This is illustrated in Figure (2).



Source: Stewart, R. (2024) ^[31]. brand compass creating value through brand focus.

Fig 2: The Brand Compass

4. Brand Compass Pillars

The pillars of the brand compass are identified based on studies by Bridson & Evans (2018) ^[9] and Stewart (2024) ^[31], which include the following: brand vision, brand commitment, shared brand understanding, and brand experience. These pillars are explained as follows:

A. Brand Vision

Brand vision is one of the strongest drivers of market growth. Having a vision for what an organization aims to achieve and where it wants to take its message is compelling for customers, the team, and potential investors. The biggest challenge is defining this vision by projecting the brand's future and ensuring that everyone understands and

ultimately buys into it. The company's full-time team should fully appreciate what the organization seeks to achieve through its business strategies (Budiman, 2024: 757) ^[10]. A brand vision serves as a guide for aligning various stakeholder groups (De Chernatony, 2010: 21) ^[12]. A clear brand vision reflects the organization's identity and image, establishing a consistent tone for external communication and acting as a compass (Bridson & Evans, 2018: 2) ^[9]. Brand vision fosters a hierarchical culture and significantly impacts brand perception (Budiman, 2024: 761) ^[10].

B. Brand Commitment

Brand commitment is essential for understanding the unique customer ecosystem. It refers to the emotional or psychological attachment customers feel toward a brand. Brand commitment is the extent to which a customer engages with a brand and demonstrates behavioral intentions to repurchase it. In other words, it represents a sustained inclination to continue purchasing and using a particular brand. Commitment is also associated with a preference for the status quo, where consumers decide to remain loyal to a brand and ignore new options based on rational decision-making and cognitive awareness to avoid losses (Amoroso & Ackarade jruangsri, 2024: 3) ^[5]. Barnes & White described brand commitment as the extent to which a consumer believes that another user intends to maintain a long-term relationship with the brand, even during challenging times (Barnes & White, 2024: 5) ^[7].

Internally, Du Preez & Bendixen define brand commitment as the psychological attachment of employees to the brand, influencing their willingness to go above and beyond to achieve brand goals, fostering brand citizenship behaviours that strengthen brand power (Du Preez & Bendixen, 2015: 6) ^[13]. Khan & Fatma emphasize that brand commitment within an organization involves a desire to maintain a valuable relationship with the brand, a concept widely applied in organizational literature to assess employees' psychological attachment to the brand and their likelihood to exceed expectations in support of brand goals (Khan & Fatma, 2023: 3) ^[17]. Most studies on brand commitment focus on external customers, with limited attention to internal brand commitment (O'Callaghan, 2013: 478) ^[23].

Over the years, the concept of brand commitment has evolved. While early studies emphasized the relationship between behavior and attitude, subsequent studies highlighted brand commitment's importance in customer relationships, leading to positive outcomes such as word-of-mouth promotion, readiness to incur additional costs, brand allegiance, and repurchase intention. Though often used interchangeably with brand loyalty, brand commitment is seen as a precursor to true brand loyalty (Amoroso & Ackarade jruangsri, 2024: 3) ^[5]. Commitment depends on the level of customers' connection to the brand community. While personal brand connections reflect customers' belief that a brand helps express their individuality, community connections reflect a customer's belief that the brand facilitates and reflects their belonging to an important group of brand users (Barnes & White, 2024: 4) ^[7].

C. Shared Brand Understanding

Shared brand understanding refers to the ability of all employees to articulate the brand's vision, objectives, and strategies. For an organization to truly achieve its brand goals, everyone must clearly understand the brand's purpose, future, and vision. Shared brand understanding

closely resembles the dimension of shared vision in educational guidance and affects learning direction when applied to branding. A shared brand vision manifests when all employees can articulate the brand's goals and strategies, encouraging management to involve employees in developing future brand strategies (Bridson & Evans, 2018: 3) ^[9]. Employees understand the brand when they are aware of the brand promise made to customers and comprehend their role in delivering it (King & So, 2015: 3) ^[18]. Shared brand understanding is defined as "employees' understanding of brand-related information" (Piehler *et al.*, 2016: 1580) ^[28]. It is a prerequisite for brand-aligned behavior among employees, especially for service staff delivering on the brand promise (Murillo & King, 2019: 1) ^[21].

D. Brand Experience

Brand experience is defined as "the internal, subjective responses of consumers (sensations, feelings, perceptions) and behavioral responses triggered by brand-related stimuli that are part of the brand's design, identity, packaging, communications, and environments." Sensory brand experience refers to how strongly a brand impacts consumers' senses, draws their attention, and attracts them. Emotional brand experience relates to the emotions and feelings a brand evokes, while intellectual or cognitive brand experience reflects how a brand stimulates thinking, curiosity, and problem-solving. The behavioral aspect of brand experience engages consumers in physical actions and behavioral responses (Oklevik *et al.*, 2024: 5) ^[24]. Brand experience also represents consumers' holistic perceptions from interacting with a brand across various touch points. Positive brand experiences can differentiate companies in competitive markets and foster customer loyalty (Kyaw, 2024: 6) ^[20]. Over time, brand experiences can positively impact brand growth and performance, emphasizing the need to understand physical, cognitive, and emotional elements that enhance the consumer's experience when purchasing a product or service (Butt, 2024: 5) ^[11].

A brand is a set of benefits, services, and features that fulfill the needs promised by the brand owner to its consumers. Customers experience a brand when they enjoy or use a product or service, and the greater the engagement of the five senses, the stronger the emotional bond created. Amid brand experience, consumers feel an emotional connection, namely satisfaction. When the product consumed or used meets expectations, the experience solidifies (Widiyantoro & Kuswati, 2024: 8) ^[34]. Brand experience builds strong emotional connections between consumers and brands through consistent and strategic efforts that integrate brand messaging, design, and customer interaction, ensuring a seamless and impactful consumer journey. Practical brand experiences lead to increased customer satisfaction, higher retention rates, and positive promotion, essential for long-term business success (Kyaw, 2024: 6) ^[20].

Section Three: Analytical Framework

First: Testing the First Hypothesis

1. Main Hypothesis 1 (Ha1): There is a correlation between wave marketing and the brand compass in Kirkuk retail stores. This hypothesis branches into the following sub-hypotheses:

A. Sub-Hypothesis 1 (Ha1-1): There is a correlation between strategy and the brand compass.

Pearson's correlation coefficient was implemented to ascertain the direction, intensity, and significance of the correlation between the brand compass and the strategy in order to validate this hypothesis. Table (1) presents the results of the Pearson correlation coefficient.

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Table 1: Correlation Coefficient between Strategy and Brand Compass

Dimension	Statement	Brand Compass
Strategy	Pearson Correlation Coefficient Value	0.363
	Significance Value (Sig.)	0.000

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (1) demonstrates a substantial positive (direct) correlation between the brand compass and strategy, indicating that the brand compass is present in stores in conjunction with the strategy. The weak correlation indicates a deficiency in the stores' application of an appropriate strategy to strengthen the brand compass pillars. Based on these results, the first sub-hypothesis is accepted.

B. Sub-Hypothesis 2 (Ha1-2): There is a correlation between tactics and the brand compass.

To test this theory, we looked at the strength, direction, and significance of the association between tactics and the brand compass using Pearson's correlation coefficient.

Table 2: presents the Pearson correlation coefficient results.

Dimension	Statement	Brand Compass
Tactics	Pearson Correlation Coefficient Value	0.294
	Significance Value (Sig.)	0.000

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (2) illustrates a substantial positive link between tactics and the brand compass, meaning that the presence of tactics in stores is accompanied by the presence of the brand compass. The weak correlation level suggests a deficiency in management applying suitable tactics to enhance the brand compass pillars. Based on the results, the second sub-

Table 5: Results of the Impact of Strategy on the Brand Compass

Dimension	R ²	F Value	Sig. (F)	β (Regression Coefficient)	T Value	Sig. (T)	Significance
Strategy	0.094	21.617	0.000	0.351	5.477	0.000	Statistically Significant

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (5) indicates the validity of the regression model, evidenced by a F value of 21.617 at a 5% significant level, signifying the quality of health treatment can be estimated

hypothesis is accepted.

C. Sub-Hypothesis 3 (Ha1-3): There is a correlation between value and the brand compass.

The significance, intensity, and direction of the association between value and the brand compass were ascertained by means of Pearson's correlation coefficient, therefore verifying this hypothesis. The results are presented in Table (3).

Table 3: Correlation between Value and Brand Compass

Dimension	Statement	Brand Compass
Tactics	Pearson Correlation Coefficient Value	0.287
	Significance Value (Sig.)	0.002

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (3) illustrates a substantial positive link between value and the brand compass, meaning that the presence of value in stores is accompanied by the presence of the brand compass. The weak correlation indicates a low level of value offered by the stores in the brand. Based on the results, the third sub-hypothesis is accepted.

The correlation hypothesis can be accepted based on the results of the three sub-hypotheses.

Additionally, the relationship between the overall wave marketing variable and the brand compass was confirmed using Pearson's correlation coefficient to determine the relationship's significance, strength, and direction. Table (4) presents the results of the Pearson correlation coefficient.

Table 4: Correlation Coefficient between Overall Wave Marketing Variable and Brand Compass

Dimension	Statement	Brand Compass
Wave marketing	Pearson Correlation Coefficient Value	0.279
	Significance Value (Sig.)	0.000

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (4) illustrates a substantial positive association between overall wave marketing and the brand compass, meaning that the presence of the overall wave marketing variable in stores is accompanied by the presence of the brand compass. This result supports the hypothesis's acceptance.

Main Hypothesis 2 (Ha2): Wave marketing has an impact on the brand compass in Kirkuk retail stores, with the following sub-hypotheses:

Sub-Hypothesis 1 (Ha2-1): Strategy impacts the brand compass.

In order to test this theory, we estimated the brand compass through strategy and measured its effect on the dependent variable using a basic linear regression equation. You can see the effects of this on Table (5).

through the strategy. The T value of 5.477 at a 5% significance level indicates a significant effect, and the positive beta (β) regression coefficient of 0.351 suggests a

positive impact. This means that strategy in stores will positively influence and enhance the application of the brand compass pillars. The R² value of 0.094 indicates that strategy explains 9.4% of the variation in the brand compass, and the weak level of effect suggests that stores apply strategy but not to the desired level. Based on the results, the first sub-hypothesis is accepted.

B. Sub-Hypothesis 2 (Ha2-2): Tactics impact the brand compass.

In order to test this theory, we estimated the brand's compass via tactics using a basic linear regression equation, determining the extent of its impact on the brand compass. The results of this effect are shown in Table (6).

Table 6: Results of the Impact of Tactics on the Brand Compass

Dimension	R ²	F Value	Sig. (F)	β (Regression Coefficient)	T Value	Sig. (T)	Significance
Tactics	0.085	17.493	0.000	0.294	5.249	0.000	Statistically Significant

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (6) indicates the validity of the regression model, evidenced by a F value of 17.493 at a 5% significance level, meaning that the brand compass can be estimated through tactics. The T value of 5.249 at a 5% significance level indicates a significant effect, and the positive beta (β) regression coefficient of 0.294 suggests a positive impact. This means that tactics in stores will positively influence and enhance the application of the brand compass pillars. The R² value of 0.085 indicates that tactics explain 5.8% of the variation in the brand compass, and the weak effect level suggests that store management applies tactics, but not at an

optimal level. Based on the results, the second sub-hypothesis is accepted.

C. Sub-Hypothesis 3 (Ha2-3): Value impacts the brand compass.

To validate this hypothesis, a straightforward linear regression equation was created to estimate the brand compass via value and ascertain its influence on the dependent variable. Table (7) shows the results of this effect.

Table 7: Results of the Impact of Value on the Brand Compass

Dimension	R ²	F Value	Sig. (F)	β (Regression Coefficient)	T Value	Sig. (T)	Significance
Value	0.073	10.791	0.002	0.283	4.612	0.002	Statistically Significant

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (7) demonstrates the validity of the regression model, evidenced by a F value of 10.791 at a 5% significance level, meaning that the brand compass can be estimated through value. The T value of 4.612 at a 5% significance level indicates a significant effect, and the positive beta (β) regression coefficient of 0.283 suggests a positive impact. This means that store value will positively influence and enhance the application of the brand compass pillars. The R² value of 0.073 indicates that value explains 3.7% of the variation in the brand compass, and the weak effect level

suggests that stores do not provide sufficient value through their brand. The third sub-hypothesis is accepted based on the results.

The second primary hypothesis can be validated depending on the outcomes of the three subsidiary hypotheses.

A straightforward linear regression equation was devised to estimate the brand compass through the overall wave marketing variable and determine its impact on the dependent variable. Table (8) presents these results.

Table 8: Results of the Impact of the Overall Wave Marketing Variable on the Brand Compass

Variables and Dimensions	R ²	F Value	Sig. (F)	β (Regression Coefficient)	T Value	Sig. (T)	Significance
Wave Marketing	0.069	18.192	0.000	0.329	5.360	0.000	Statistically Significant

Source: The researcher utilized SPSS Ver.22 to compile the data.

Table (8) indicates the validity of the regression model, evidenced by a F value of 18.192 at a 5% significance level, meaning that the brand compass can be estimated through the overall wave marketing variable. The T value of 5.360 at a 5% significance level indicates a significant effect, and the positive beta (β) regression coefficient of 0.329 suggests a positive impact. This means that the presence of the overall wave marketing variable in stores will positively influence and enhance the pillars of the brand compass. The R² value of 0.069 indicates that the overall wave marketing variable explains 6.9% of the variation in the brand compass. This result supports the acceptance of the effect hypothesis.

marketing, the more they strengthen the pillars of the brand compass.

- The findings revealed a significant positive correlation between the three dimensions of wave marketing (Strategy, tactics, value) and the brand compass. This implies that when stores implement suitable strategies, diversify and adapt their tactics, and provide the desired value to customers, it positively impacts the brand compass, guiding the brand effectively towards its objectives.
- The results showed that strategy positively influences the brand compass, suggesting that by implementing appropriate strategies, stores can enhance the pillars of the brand compass in the studied stores.
- The results indicated that tactics positively impact the brand compass, highlighting the importance of selecting appropriate and highly flexible tactics to respond to environmental changes, which helps stabilize the brand compass pillars in the studied stores.

Section Four: Conclusions and Recommendations

First: Conclusions

The researcher reached the following conclusions:

- The results confirmed a significant positive correlation between wave marketing and the brand compass, indicating that the more the stores focus on wave

- The findings confirmed that value positively influences the brand compass. This suggests that stores can reinforce the brand compass pillars by offering suitable value that meets or exceeds customer expectations.

Second: Recommendations

This section provides a set of key recommendations from the researcher to the management of the studied stores:

- Encourage the management of the studied stores to adopt wave marketing dimensions with high priority to enhance the brand compass pillars by creating a suitable organizational environment for transitioning from traditional marketing concepts to modern approaches.
- Encourage store management to organize training programs to enhance marketers' knowledge of modern marketing approaches.
- Urge store marketers to shift from vertical communication between the brand and customers to horizontal communication.
- Emphasize the need to study suitable strategies for modern transitions and identify strategic alternatives for leading the customer-focused approach, embedding the brand in customers' minds by delivering value that matches or exceeds their expectations to portray a positive brand image.
- Stress the importance of store management understanding the appropriate tactics for this stage and learning how to outmaneuver competitors to attract and retain customers.

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