

THE RELATIONSHIP BETWEEN DIGITALLY INTEGRATED INTERACTIVE BRAND COMMUNICATION AND ORGANIZATIONAL PERFORMANCE OF A CHINESE LEADING DOMESTIC DOWN COAT BRAND

Min Shao^a, Kanokporn Chaiprasit^{b*}

^{ab} Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, Pathum Thani, Thailand.

* Corresponding author's e-mail: kanokporn_c@rmutt.ac.th

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ABSTRACT

Purpose - The objective of this research is to examine the effect of Digitally Integrated Interactive Brand Communication (DIIBC) on the organizational performance of leading domestic down coat brands in China. The study specifically aims to understand how traditional manufacturing industries can leverage digital transformation to enhance competitiveness and transition from lower-priced segments to premium market segments through strategic digital integration.

Methodology - The study utilized a non-probability sampling method collecting data from 400 respondents consisting of senior executives and department heads across 80 companies in the down coat industry in Jiangxi Province, China. Data was gathered via an online survey platform (WenJuanXing), supplemented by email and phone follow-ups. Statistical analysis was performed using SPSS to conduct one-way ANOVA and multiple regression to test the relationships between demographic factors, DIIBC components, and organizational performance.

Results - The analysis provides strong empirical support for the positive impact of DIIBC on organizational performance, with the regression model explaining 98.9% of the variance ($R^2 = 0.989$). "Two-Way Interaction and Responsiveness" emerged as the most significant predictor of performance ($\beta = 0.749$), followed by "Personalization and Relevance" ($\beta = 0.413$). Additionally, the study found that different demographic factors-specifically gender, age, and job position-result in statistically significant differences in perceived organizational performance.

Implications - The findings suggest that traditional manufacturing firms should prioritize interactive and personalized digital communication strategies to achieve substantial performance benefits. Strategically, organizations should invest heavily in responsive, two-way communication channels (such as live-streaming and AI customer service) and develop sophisticated data analytics for customer personalization to remain competitive in an increasingly open and digital Chinese market.

Originality/Value - This research represents the first empirical test of the DIIBC construct within a traditional manufacturing sector, specifically the Chinese apparel industry. It extends digital transformation literature by validating that integrated digital communication is a critical mechanism for domestic brands to reposition themselves upmarket against international premium competitors.

Keywords: Digital transformation, Down coat industry, Brand strategy, China market, Digitally Integrated Interactive Brand Communication (DIIBC)

Research Type: Research Article

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INTRODUCTION

Since the late 20th century, the 4th Industrial Revolution has been reshaping society through the widespread adoption of digital technology and internet applications. This new digital age has presented both challenges and opportunities for China's traditional industries, including the down coat sector. Digital technology has profoundly influenced China's down coat industry, especially regarding product trade. This shift has had two primary impacts. Firstly, consumers are increasingly shifting from offline to online shopping. The rise of mobile commerce applications, particularly live broadcasting, has become a significant channel for sales. Secondly, technology has shortened the trade chain and reduced costs (Guo et al. 2020). The internet allows product information to reach consumers quickly, while advanced logistics networks enable goods to be shipped directly from manufacturers. This has led to a noticeable decline in the number of physical stores operated by manufacturers, reducing overall management costs. Some brands have even transitioned to a trademark licensing model, outsourcing production to focus on brand management and further cut costs.

The increased openness of China's market has attracted numerous foreign down coat brands, intensifying competition. Brands like Pierre Cardin has entered the Chinese market, often establishing a strong online presence. Analysis of online sales data reveals that the high-end down coat market in China is largely dominated by Moncler and Canada Goose (Min & Chaiprasit, 2024). The only domestic brand competing in this space is Bosideng, which is positioned as a mid-to-high-end brand. The low-end market, on the other hand, is primarily made up of domestic brands like Yalu. Together, these brands represent the leading players in China's down coat industry.

Chinese domestic down coat brands struggle to compete with international high-end brands like Moncler, which dominate the more profitable premium market. The competitiveness of most Chinese brands is concentrated in the low-end market, where the average price is less than 2,000 yuan. It's worth noting that international sportswear giants, such as Adidas (from Germany) also compete in this lower-priced segment.

To address the challenges faced by China's domestic down coat brands, it's essential to enhance their overall competitiveness and guide them into the high-end market in a phased approach. This transition requires a re-evaluation of brand strategies within the context of the digital era.

In this new landscape, the relationship between brand strategy and organizational performance must be studied from a digitally integrated perspective. Digitally Integrated Interactive Brand Communication (DIIBC) focuses on digital marketing that is both interactive and cohesive (Aaker, 2014). Despite the growing body of research on digital marketing and brand communication, several critical gaps remain in the existing literature. First, prior research has largely examined digital marketing practices and brand performance in isolation, without adequately addressing how the integration of interactive digital communication channels collectively influences organizational outcomes. Second, while DIIBC has been conceptually developed, it has not yet been empirically examined in the context of traditional manufacturing industries, particularly within China's apparel sector. Most existing studies are confined to technology-driven or fast-moving consumer goods industries, leaving a significant gap in understanding how DIIBC operates in labor-intensive, domestically oriented manufacturing contexts such as down coat production. Third, the Chinese apparel market presents a unique competitive environment, where domestic brands face persistent challenges in transitioning to premium segments a dynamic that has not been sufficiently analyzed through the lens of integrated digital brand communication. This study therefore addresses these gaps by empirically investigating the effect of DIIBC on organizational performance in the Chinese down coat industry, advancing knowledge beyond prior research that has overlooked this traditional manufacturing sector.

Furthermore, a common and important practice in the Chinese down coat market is the brand extension strategy. This is primarily seen through a multi-product brand extension strategy, where a brand's reputation is leveraged to introduce new products, thereby expanding its market presence and potential.

Research Objectives

1. To explore the effect of demographic factor on organization performance.
2. To examine the effect of Digitally Integrated Interactive Brand Communication (DIIBC) on organization performance.

Research Hypothesis

1. There is a relationship between demographic factor and organization performance.
2. DIIBC has a direct positive effect on organizational performance.

LITERATURE REVIEW

Digitally Integrated Interactive Brand Communication (DIIBC)

Digitally Integrated Interactive Brand Communication (DIIBC) is defined as the strategic use of digital technology to create seamless connections across various communication channels (Aaker, 2014). This approach is characterized by interaction as the core operational mechanism for marketing, with the brand including its products and all associated value-added services serving as the central communication content. DIIBC is a crucial tactic that implements and embodies broader brand digital communication strategies. Consequently, its impact can be comprehensively measured using both strategic and operational indicators. For the purpose of this study, DIIBC is conceptualized based on three core components such as Marketing Channel Support, Target Customers of the Marketing Channel and Digital Application of the Marketing Channel.

Since DIIBC functions as the practical execution of brand digital communication strategies, its components can be further broken down, drawing inspiration from the brand strategy analysis by Yu et al. (2012).

Organizational Performance

Organizational performance is defined as the measure of an organization's operational effectiveness (Venkatraman & Ramanujam, 1986). A comprehensive performance evaluation should reflect relevant and reasonable characteristics across three main categories: financial indicators, nonfinancial indicators, and core competitiveness indicators. Financial indicators remain the primary focus for evaluating organizational performance, typically encompassing an enterprise's such as Profitability (ability to obtain benefits), Solvency (ability to repay debts), Development potential (ability to grow well), Operational efficiency (ability to run normally) and Expansion capability (Kaplan & Norton, 1992; Richard et al., 2009).

Nonfinancial indicators are crucial for an enterprise's sustainable development and can be designed to assess the economic environment and social responsibility. Examples include Environmental Responsibility i.e. recycling and reuse of raw materials, and improving material utilization rates (Eccles et al., 2014). And Social Responsibility i.e. Employee satisfaction and contributions to the social employment rate, reflecting the organization's use of public resources. Core competitiveness indicators can be set based on patented and non-patented innovation skills, technology-related professional equipment and customer satisfaction. organizational performance in this study, organizational performance in this study is composed of two main dimensions such as financial performance and nonfinancial performance (Kaplan and Norton, 1992). Financial performance refers to the organizational effectiveness that can be directly quantified and reflected in financial statements. It is measured by return on Investment last year and value Added Per Employee last year. Nonfinancial performance refers to the driving factors that signal the future development and sustainability of a brand. This dimension is measured by customers' satisfaction with the brand's function and service years of the brand.

Relationship between Digitally Integrated Interactive Brand Communication (DIIBC) and Organizational Performance

The convergence of digital marketing and the modern community marketing economy suggests a strong positive link between Digitally Integrated Interactive Brand Communication (DIIBC) and overall organizational success. Current research highlights several mechanisms through which digital and interactive communication drives performance. Firstly, profit generation and brand

shaping, digital marketing leverages high-quality content to facilitate customer interaction and communication, utilizing word-of-mouth marketing to build brands, which ultimately leads to greater profits (Yan, 2023). Secondly, mediated performance, the display of brand information can enhance brand performance through an improved quality-of-service experience (Zheng & Lian, 2017). Third, website and digital impact, superior digital presence, such as excellent website performance, motivates consumers to purchase by lowering their costs and boosting satisfaction and loyalty, thereby elevating enterprise performance. Empirical evidence shows that companies with better website metrics (e.g., higher rankings, more backlinks, faster response times) achieve higher sales revenue and favorable price-to-book ratios. Forth, strategic application, the comprehensive and accurate interaction enabled by digital marketing is argued to have a significant non-linear positive impact on business performance (Yang, 2024), helping companies achieve outstanding results in competitive markets. And fifth, SME and growth metrics, specifically for Small and Medium-sized Enterprises (SMEs), digital marketing has a direct positive influence on performance. The use of digital marketing is also linked to key open innovation metrics, including increased revenue, customer acquisition, and customer retention.

DIIBC extends and differs from existing frameworks with the Traditional IMC (Schultz & Kitchen, 2000; Kitchen & Burgmann, 2010). IMC focuses on channel consistency but was built for offline/early digital contexts. DIIBC extends it by making interactivity a core operational mechanism, treating consumers as active co-creators rather than passive audiences. Also the digital marketing channels (social media, email, e-commerce) as separate tools. DIIBC conceptualizes them as a unified, mutually reinforcing system centered on the brand's identity and value-added services. Moreover, DIIBC uniquely incorporates strategic performance indicators social media marketing frameworks (Marketing Channel Support, Target Customer alignment, Digital Application), enabling both operational execution and measurable organizational performance assessment.

Hypothesis Development

Based on the evidence that digital and interactive brand communication strategies contribute directly to sales, loyalty, market metrics, and overall business outcomes, the following is hypothesized: DIIBC has a direct positive effect on organizational performance. Then, the research framework is presented as followed:

Research Framework

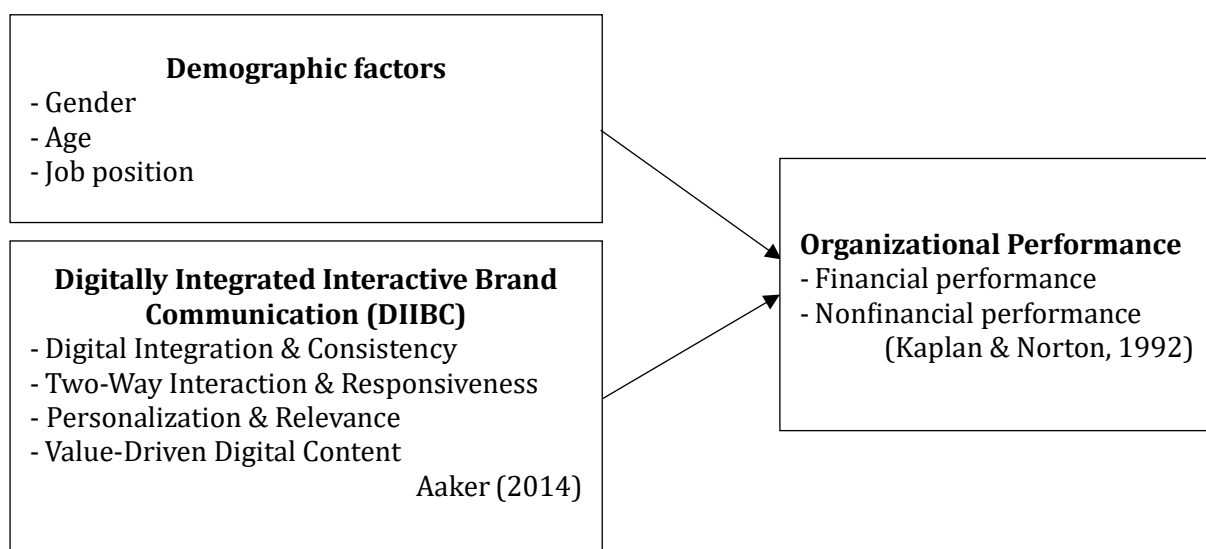


Figure 1. Research framework

Hypothesis 1: Demographic factors: Different Demographic factors have different organizational performance

Hypothesis 1.1: Different gender has different effects on organizational performance

Hypothesis 1.2: Different age-related personal factors have different effects on organizational performance

Hypothesis 1.3: Different job-related demographic factors have different effects on organizational performance.

Hypothesis 2: DIIBC has a direct positive effect on organizational performance.

METHODOLOGY

Sample Selection and Methodology

This study focuses on the Chinese high-end down coat market, selecting five leading domestic brands such as Bosideng, Yalu, Snow Flying, Nanjiren, and YaYa due to their competitive strength. Given constraints on time and budget, a pragmatic approach was adopted: a single, prominent brand will be selected from this group to serve as the subject for data collection. This necessitates the use of a nonprobability sampling method for practicality.

Population and Sample Size Determination

This research conducted in Jiangxi province, China. The research population consists of 1,000 firms operating the chosen brand in China.

The target population for this study consists of down coat manufacturing and retail companies operating within Jiangxi Province, China. Jiangxi Province is recognized as a significant hub for textile and garment manufacturing, particularly in the down coat industry, with numerous established brands and emerging companies contributing to both domestic and international markets. The population includes companies of various sizes, from small and medium enterprises (SMEs) to large corporations, operating across different market segments including luxury, mid-range, and budget down coat markets.

Sample Size Formula for Non-Probability Research Cochran (1977)

$$n = (Z^2 \times p \times q) / e^2$$
$$n = (1.96^2 \times 0.5 \times 0.5) / 0.05^2$$
$$n = 385$$

Where:

- n = required sample size
- N = population size (estimated at 1000 relevant companies in Jiangxi Province)
- Z = confidence level (1.96 for 95% confidence)
- p = expected proportion (0.5 for maximum variability)
- e = margin of error (0.05 for exploratory research)

The samples are 385, however the author collected 400 samples in order to account for potential incomplete or invalid responses. Online survey platform (Wen Juan Xing) with follow-up via email and phone was used for distribution questionnaires.

Unit of Study

The unit of study for measuring organizational performance refers to the specific individuals within the organizations who hold the knowledge and perspective relevant to the performance metrics. In this research, the data was collected from and focused on two critical organizational levels: Senior Executives and Department Chiefs/Heads.

Research Instrument and its Validation and Reliability

Before deploying the questionnaire for data collection, it was essential to confirm its content validity and instrument reliability. The content validity was evaluated to ensure the questionnaire accurately and comprehensively covered the theoretical constructs of the study: brand extension strategy, DIIBC, and organizational performance. The goal of this assessment was to refine the instrument and improve its accuracy. The validation process involved a panel of five experts, comprising of two experienced businessmen from the commercial sector and three scholars

specializing in business administration. These experts assessed each question using the Index of Item Objective Congruence (IOC) method. The results of the IOC testing, which indicate agreement among experts on the relevance of each item, are presented in Table 1.

Table 1. Index of item-objective congruence (IOC) of brand extension strategy, DIIBC an organizational performance.

Items/Questions		Expert's responses					IOC
		1	2	3	4	5	
DIIBC	The brand's message is consistent and recognizable across all its digital channels (website, social media, apps, etc.).	1	1	1	0	1	.8
	feel that the brand's online communication activities (e.g., email, social posts) are well-coordinated rather than isolated efforts.	1	0	1	1	1	.8
	The brand provides a seamless experience when I move between its different digital platforms.	1	1	1	1	0	.8
	The brand actively responds to my comments, questions, or feedback on its digital platforms.	1	1	1	1	0	.8
	I feel that the brand encourages me to participate in conversations (e.g., polls, user-generated content) rather than just consume content.	1	1	1	0	1	.8
DIIBC OP	The brand uses digital tools to personalize its interactions with me based on my past behavior.	1	0	1	1	1	.8
	The brand's digital content clearly communicates the core value and identity of its products/services.	1	1	1	1	0	.8
	I find the digital content (videos, articles, posts) from the brand to be highly relevant and valuable to me.	1	1	1	1	0	.8
	The brand's digital communication successfully highlights the ancillary and value-added services it offers	1	0	1	1	1	.8
	Overall, the brand's digitally integrated communication makes me feel more connected and loyal to the brand.	1	1	1	1	1	1
	Our company's Return on Investment (ROI) over the past year was significantly better than our key competitors.	1	1	1	1	1	1
	Our enterprise's sales revenue growth over the past year exceeded expectations.	1	1	1	1	0	.8
	Our enterprise's ability to manage costs and operating expenses has improved significantly over the past year.	1	0	1	1	1	.8
	The Value Added Per Employee (VAPE) increased substantially over the past year compared to previous periods.	1	0	1	1	1	.8
	Our overall customer satisfaction and loyalty have significantly improved over the past year.	1	1	1	1	1	1

Table 1 showed the assessment score of content validity testing evaluated by the IOC. The average of each item was between .8 and 1.0, which was within the acceptable range. These findings indicated that the brand extension strategy, DIIBC and organizational performance were acceptable for further analysis in this study.

For reliability, the data fed back from this questionnaire should have the reliability required by statistical research, which refers to the consistency of the test content or the consistency (item homogeneity) of all the questions. Cronbach's alpha coefficient is generally used for internal consistency analysis, and the alpha value is directly proportional to the reliability of the factor, with all the values above the acceptable minimum of .50; it is a squared correlation measuring the relationship between the observed scores and true scores (Cronbach,1951; Nunnally,1978). For scale reliability, the Cronbach's alpha coefficients are greater than .70 (Nunnally & Bernstein,1994).

Prior to the main data collection, a pilot test was conducted to evaluate the clarity, reliability, and appropriateness of the questionnaire items. The pilot study involved 30 respondents who possessed characteristics similar to those of the target population, including senior executives and department heads in the down coat industry. The purpose of the pilot test was to identify any ambiguities in wording, assess respondents' understanding of the questions, and evaluate the internal consistency of the measurement scales.

After they were completed and reopened, the data were analyzed using Cronbach's alpha to assess the reliability of these four factors, namely, brand extension strategy, DIIBC, brand value, and organizational performance, in the SPSS program, they are also latent variables which including 20 observed variables. The reliability coefficients for the two factors were .875, and .854, respectively, all above .70. These results indicated that a high level of internal consistency with these specific parts of the questionnaire and the questionnaire had reliability and could be accepted; otherwise, the questionnaire would be redesigned. The analysis can be summarized in the following table 2.

Table 2. Results of Measure Instrument Reliability (Trying Out)

	DIIBC	Organizational performance
Statistic (N of items)	6	5
Reliability (Cronbach's alpha)	.875	.854

Data Collection

Data were collected from down coat manufacturing and retail companies located in Jiangxi Province, China. The target respondents were senior executives and department chiefs/heads because these individuals possess substantial knowledge regarding organizational performance, digital communication practices, and strategic decision-making within their organizations. Based on Cochran's (1977) sampling formula, the minimum required sample size was 385 respondents. To improve data quality and compensate for potential incomplete responses, 400 valid questionnaires were collected. The questionnaire was distributed through WenJuanXing, a widely used online survey platform in China. To improve response rates, follow-up communications were conducted through email and telephone contacts. Data collection was carried out over a three-month period. After data screening, all questionnaires were found to be complete and suitable for statistical analysis.

Data Analysis

The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, including frequency, percentage, mean, and standard deviation, were employed to summarize respondents' demographic characteristics, including gender, age, and job position. Before hypothesis testing, the reliability of the measurement instrument was assessed using Cronbach's alpha coefficient (Nunnally & Bernstein, 1994). To test the first hypothesis concerning demographic differences, an Independent Sample t-test was applied to examine gender differences, while One-Way Analysis of Variance (ANOVA) was used to evaluate differences across age groups and job positions. For the second hypothesis, multiple regression analysis was employed to examine the direct effect of DIIBC dimensions on organizational performance. Regression coefficients, t-values, significance levels, coefficient of determination (R^2), and Variance Inflation Factor (VIF) values were analyzed to evaluate the strength, significance, and potential multicollinearity of the relationships among the study variables.

RESULTS

Results of data analysis on demographic factors of the respondents

Analysis of data on demographic factors of respondents, including gender age and job position uses analysis with frequency and percentage.

Table 3. Number and percentage of data on demographic factors of respondents classified by gender

Sex	Number (people)	Percentage
Man	249	62.25
Female	151	37.75
Total	400	100.00

From Table 3, it was found that of the 400 respondents, the majority were female, 151 persons, or 37.75 percent, followed by male, 249 persons, or 62.25 percent, respectively.

Table 4. Number and percentage of data on demographic factors of respondents classified by age

age	Number (people)	Percentage
Under 25 years old	40	10.00
25-35 years old	146	36.50
36-45 years old	154	38.50
46-55 years old	35	8.75
56 years and older	25	6.25
Total	400	100.00

From Table 4, it was found that most of the respondents were aged between 36-45 years, 154 people, or 38.50 percent, followed by those aged between 25-35 years, 146 people, or 36.50 percent, and then those aged between 46-55 years, 35 people, or 8.75 percent. Under 25 years old, 40 people, representing 10 percent, and the last group, aged 56 years and over, 25 people, representing 6.25 percent, respectively.

Table 5. Number and percentage of data on demographic factors of respondents classified by job position

Job position	Number (people)	Percentage
Senior Executives	288	72.00
Department Chiefs/Heads	112	28.00
Total	400	100.00

From Table 5, it was found that the majority of respondents held Senior Executives positions, 288 people, or 72.0 percent, followed by Department Chiefs/Heads, 112 people, or 28.0 percent.

Hypothesis 1 Demographic factors: Different Demographic factors have different organizational performance

Hypothesis 1.1: Different gender has different effects on organizational performance

H_0 : Different gender has the same effect on organizational performance

H_1 : Different gender has different effects on organizational performance

Table 6. Comparison of the average difference between gender and organizational performance

Organizational performance	sex	N	$\bar{x}$	SD	t	Sig.
	male	249	4.35	0.398	0.262	0.000***
	female	151	4.37	0.358		

From Table 6, comparing the organizational performance classified by gender using the independent sample t-test, it was found that $t = 0.262$ and $\text{Sig.} = 0.000$, which is greater than the significance level of 0.05, meaning that with different genders have different organizational performance.

Hypothesis 1.2 Different age-related personal factors have different effects on organizational performance

H_0 : Different age have no different effect on organizational performance

H_1 : Different age have different effects on organizational performance

Table 7 Comparison of the average difference between demographic factors and organizational performance by age

	age	N	$\bar{x}$	SD	F	Sig.
Organizational performance	Under 25 years old	40	4.40	0.227	0.239	0.000***
	25-35 years old	146	4.37	0.391		
	36-45 years old	154	4.35	0.418		
	46-55 years old	35	4.34	0.373		
	56 years and older	25	4.31	0.295		

From Table 7, comparing the organizational performance classified by age using the One-Way ANOVA test, it was found that $F = 0.239$ and $\text{Sig.} = 0.916$, which is greater than the significance level of 0.05, means that different ages have different organizational performance.

Hypothesis 1.3: Different job-related demographic factors have different effects on organizational performance.

H_0 : Different job positions have the same effect on organizational performance

H_1 : Different job positions have different effects on organizational performance

Table 8. Comparison of the average difference between demographic factors and organizational performance by job position.

	Job position	N	$\bar{x}$	SD	F	Sig.
Organizational performance	Senior Executives	288	4.37	.343	8.590	0.000***
	Chiefs/Heads					
	Senior	112	3.71	1.011		

*means statistically significant at the 0.05 level.

From Table 8, comparing the organizational performance classified by job position using the One-Way ANOVA test, it was found that $F = 8.590$ and $\text{Sig.} = 0.000$, which is less than the significance level of 0.05, means that different job positions have different organizational performance.

Hypothesis 2 DIIBC has a direct positive effect on organizational performance.

H_0 : DIIBC has a direct positive effect on organizational performance.

H_1 : DIIBC has no direct positive effect on organizational performance.

Table 9. Analysis of Variance

	Sum of square	df	Mean square	F	Sig
Regression	2430.16	3	1345.286	34.834	0.000***
Residual	7644.35	35	187.305		
Total	2135.21	41			

From table 9, the model explains a significant portion of the variance in the dependent variable, as indicated by the low p-value (0.000). The F-statistic is quite high (34.834), reinforcing that the

model has a good fit. The mean square values show that most of the variation is captured by the regression model compared to the residual (error).

Table 10. The coefficient of the relationship between DIIBC positive effect on organizational performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	5.723	0.557		8.251	0.000***	
Digital Integration & Consistency	0.496	0.253	0.33	7.344	0.000***	2.321
Two-Way Interaction & Responsiveness	0.661	0.748	0.749	5.878	0.000***	
Personalization & Relevance	0.309	0.208	0.413	4.824	0.000***	5.723
Value-Driven Digital Content	0.269	0.286	0.351	3.313	0.000***	6.762
R = 0.953 R ² = 0.989 Adjusted R ² = 0.868 SEEst = 0.22391 F = 53.723 p = .000						

*means statistically significant at the 0.05 level

From table 10, The regression model demonstrates exceptional explanatory power with an R-squared value of 0.989, indicating that the four DIIBC variables collectively account for 98.9% of the variance in organizational performance. The adjusted R-squared of 0.868 confirms the model's robustness even after accounting for the number of predictors. The overall model significance ($F = 53.723$, $p < 0.001$) confirms that the relationship between DIIBC components and organizational performance is statistically meaningful. Two-Way Interaction and Responsiveness emerge as the strongest predictor of organizational performance, with a standardized coefficient of 0.749 ($p < 0.001$). This suggests that organizations prioritizing interactive communication and responsive customer engagement experience the most substantial performance improvements. Personalization and Relevance demonstrate the second-highest impact with a standardized coefficient of 0.413 ($p < 0.001$). This finding underscores the importance of tailored content and relevant messaging in driving organizational success.

Value-Driven Digital Content shows a moderate positive effect ($\beta = 0.351$, $p < 0.001$), indicating that content focused on delivering customer value contributes meaningfully to performance outcomes. And Digital Integration and Consistency exhibit a positive relationship with performance ($\beta = 0.33$, $p < 0.001$), highlighting the importance of cohesive digital strategies across platforms and touchpoints. The analysis reveals potential multicollinearity concerns, as evidenced by Variance Inflation Factor (VIF) values exceeding 5.0 for two variables: Value-Driven Digital Content (VIF = 6.762) and Personalization and Relevance (VIF = 5.723). This suggests moderate correlation between these predictors, which may affect the stability of individual coefficient estimates.

DISCUSSION AND IMPLICATIONS

The finding that Two-Way Interaction and Responsiveness ($\beta = 0.749$) represent the strongest predictor of organizational performance aligns with contemporary theories of stakeholder engagement and relationship marketing (Kumar & Reinartz, 2016; Verhoef et al., 2009). This result supports the theoretical premise that modern organizational success increasingly depends on the ability to engage in meaningful dialogue with stakeholders rather than relying solely on one-way communication approaches (Brodie et al., 2013). The substantial effect size suggests that organizations moving beyond traditional broadcast models toward conversational interfaces experience disproportionate performance benefits.

This finding resonates with the digital context, organizations that prioritize responsive communication create opportunities for ongoing value exchange, leading to stronger stakeholder relationships and, consequently, improved performance outcomes (Hollebeek et al., 2014). The dominance of this factor over other DIIBC dimensions suggests that the interactive nature of digital communication may be its most transformative characteristic, supporting recent work by Harrigan et al. (2017) on digital engagement strategies. This finding aligns with Digital Integration and Consistency showed the smallest effect size among the four factors ($\beta = 0.33$), its statistical significance suggests that coherent digital strategies remain important foundations for organizational success. This finding supports systems theory approaches integrated marketing communication frameworks (Schultz & Kitchen, 2000), which emphasize the importance of coordinated organizational activities across multiple channels and touchpoints. The positive relationship between Value-Driven Digital Content and organizational performance ($\beta = 0.351$) provides empirical support for content marketing theories that emphasize value creation as a key driver of stakeholder engagement (Hollebeek & Macky, 2019; Pulizzi, 2012).

For academic contributions, this study provides the first empirical test of DIIBC in traditional manufacturing, thereby validating the construct beyond technology and FMCG sectors and extending its theoretical boundaries into labor-intensive and domestically oriented industries. In addition, the study contributes to the digital transformation literature in emerging markets by explaining how integrated digital communication enables domestic Chinese brands to reposition themselves toward the upmarket segment. This contribution is particularly important because it fills a gap in the existing literature on China's apparel sector, where the role of digital communication in brand upgrading has received limited empirical attention.

From a managerial perspective, the findings provide data-driven justification for digital investment by offering brand executives quantifiable evidence to allocate budgets toward interactive channels and value-driven content. The study also offers strategic guidance by highlighting the importance of interactivity through tools such as live-streaming platforms, including Douyin and Taobao Live, AI customer service, and social media engagement. Furthermore, the findings encourage both large firms and SMEs to develop customer segmentation capabilities through affordable digital analytics tools. Overall, organizations that implement comprehensive DIIBC strategies can expect significant performance improvements, particularly when they prioritize two-way engagement mechanisms and personalize digital interactions to meet customers' specific needs and preferences.

LIMITATIONS AND FUTURE RESEARCH POSSIBILITIES

This study has several limitations that should be acknowledged. First, the sample was limited to down coat manufacturing and retail firms in Jiangxi Province, China, which may restrict the generalizability of the findings to other industries or regions. Second, the study employed a cross-sectional research design, capturing respondents' perceptions at a single point in time and limiting the ability to establish causal relationships. Third, the data were collected through self-reported questionnaires, which may be subject to common method bias and respondent subjectivity. Finally, although the study examined the direct effects of Digitally Integrated Interactive Brand Communication (DIIBC) on organizational performance, other potential mediating or moderating variables were not considered. Future research should expand the investigation to other manufacturing sectors and geographical regions to enhance external validity. Longitudinal studies are also recommended to examine changes in digital communication strategies over time. Additionally, future studies may explore mediating variables such as brand value, customer engagement, and innovation capability to provide a deeper understanding of the mechanisms linking DIIBC and organizational performance.

CONCLUSION

This analysis provides strong empirical support for the positive impact of DIIBC on organizational performance. The comprehensive nature of the relationship, encompassing integration, interaction, personalization, and value-driven approaches, suggests that organizations adopting

holistic digital communication strategies are likely to experience substantial performance benefits. However, the implementation of these strategies should prioritize interactive and personalized elements while maintaining consistent integration across all digital channels.

CONFLICTS OF INTEREST

The authors declare that there are no conflicts of interest found in this research.

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